LUFTHANSA GROUP

Annual Report 2025

Trust at every altitude

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Company

- The Lufthansa Group is an aviation group with operations worldwide.
- It consists of the business segments Passenger Airlines, Logistics and MRO, as well as Additional Businesses and Group Functions.

Key performance indicators for 2025



39.6

Revenue
in €bn

+5%



2.0

Adjusted EBIT
in €bn

+19%



4.9

Adjusted EBIT margin
in %

+0.5 P.

Key figures Lufthansa Group

T001 Key figures Lufthansa Group

		2025	2024	Change in %
Revenue and result				
Total revenue	in €m	39,597	37,581	5
of which traffic revenue	in €m	32,325	31,439	3
Operating income	in €m	42,498	40,542	5
Operating expenses	in €m	40,799	39,097	4
Adjusted EBITDA[1]	in €m	4,329	3,982	9
Adjusted EBIT[1]	in €m	1,960	1,645	19
EBIT	in €m	2,030	1,731	17
Net profit/loss for the period	in €m	1,339	1,380	–3
Key balance sheet and cash flow statement figures				
Total assets	in €m	48,394	47,052	3
Shareholders' equity	in €m	11,711	11,594	1
Net indebtedness	in €m	6,406	5,744	12
Net pension obligations	in €m	1,902	2,566	–26
Cash flow from operating activities	in €m	4,037	3,892	4
Capital expenditure (gross)[2]	in €m	4,278	3,743	14
Net capital expenditure[3]	in €m	2,460	2,698	–9
Adjusted free cash flow[1]	in €m	1,188	840	41
Key profitability and value creation figures				
Adjusted EBITDA margin[1]	%	10.9	10.6	0.3 pts
Adjusted EBIT margin[1]	%	4.9	4.4	0.5 pts
EBIT margin	%	5.1	4.6	0.5 pts
Adjusted ROCE[1]	%	10.3	9.6	0.7 pts

		2025	2024	Change in %
Lufthansa share				
Share price at year-end	€	8.41	6.18	36
Earnings per share	€	1.12	1.15	–3
Suggested dividend per share	€	0.33	0.30	10
Traffic figures and environmental data				
Number of flights	number	1,014,831	991,752	2
Passengers	thou-sands	135,035	131,300	3
Available seat-kilometres	millions	338,552	326,176	4
Revenue seat-kilometres	millions	281,765	271,038	4
Passenger load factor	%	83.2	83.1	0.1 pts
Available cargo tonne-kilometres	millions	18,121	17,119	6
Revenue cargo tonne-kilometres	millions	10,556	9,957	6
Cargo load factor	%	58.3	58.2	0.1 pts
Specific CO_2 emissions	grammes	85.4	87.5	–2
Employees				
Employees at end of period	number	103,255	101,709	2
Average number of employees	number	103,101	100,290	3

[1] Derivation
↗ **Financial strategy and value-based management, Financial performance.**
[2] Without acquisition of equity investments.
[3] Without acquisition and disposal of equity investments.

Date of publication: 6 March 2026.

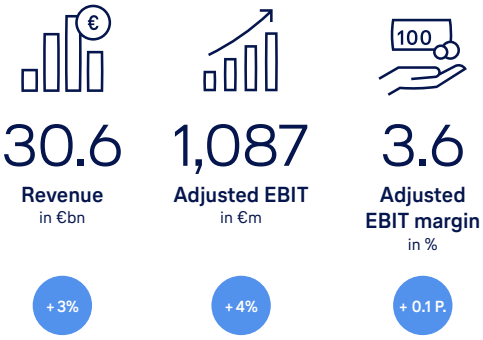
Key figures business segments

Passenger Airlines

T002 Key figures Passenger Airlines

		2025	Change in %
Revenue	in €m	30,576	3
of which traffic revenue	in €m	28,623	3
Adjusted EBIT	in €m	1,087	4
Adjusted EBIT margin	%	3.6	0.1 pts
Adjusted ROCE	%	9.6	–1.5 pts
Segment capital expenditure	in €m	4,047	24
Employees as of 31 Dec	Number	66,128	1

The Passenger Airlines segment comprises the network airlines Lufthansa Airlines, SWISS, Austrian Airlines and Brussels Airlines – which offer their customers a premium experience, with high-quality products and services – as well as Eurowings, which is positioned as a value carrier focusing exclusively on point-to-point traffic on short- and medium-haul routes.

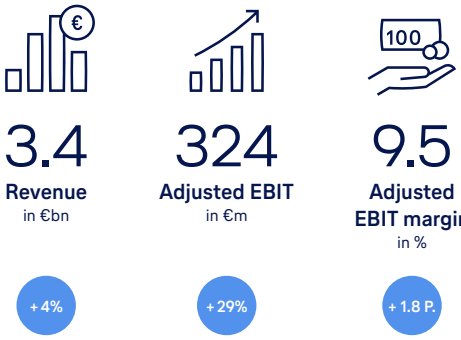


Logistics

T003 Key figures Logistics

		2025	Change in %
Revenue	in €m	3,403	4
of which traffic revenue	in €m	3,189	4
Adjusted EBIT	in €m	324	29
Adjusted EBIT margin	%	9.5	1.8 pts
Adjusted ROCE	%	14.7	3.8 pts
Segment capital expenditure	in €m	110	–26
Employees as of 31 Dec	number	4,322	1

In addition to Lufthansa Cargo AG, the Logistics segment includes the airfreight container management specialist Jettainer group, the time:matters group, which specialises in time-critical shipments, CB Customs Broker, an EU customs clearance expert, heyworld GmbH, a provider of digital, modular logistics solutions for cross-border e-commerce, and the Lufthansa Group's 50% stake in the cargo airline AeroLogic.

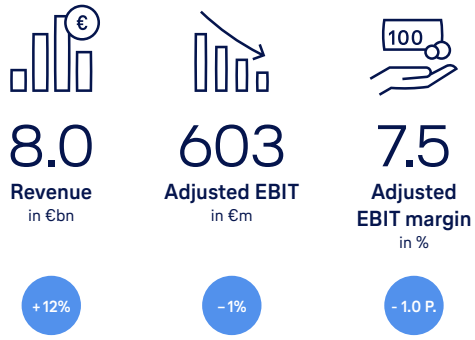


MRO

T004 Key figures MRO

		2025	Change in %
Revenue	in €m	8,049	12
of which external revenue	in €m	6,044	23
Adjusted EBIT	in €m	603	–1
Adjusted EBIT margin	%	7.5	–1.0 pts
Adjusted ROCE	%	12.8	–1.0 pts
Segment capital expenditure	in €m	230	12
Employees as of 31 Dec	number	22,989	3

Lufthansa Technik is the world's leading manufacturer-independent provider of maintenance, repair and overhaul services (MRO) with a focus on civilian, commercially operated aircraft. Lufthansa Technik serves more than 800 customers worldwide, including OEMs, aircraft leasing companies, VIP jet operators, governments and armed forces as well as airlines.





The Executive Board

Deutsche Lufthansa AG

From left:

Dieter Vranckx
Chief Commercial Officer
Born in 1973, MBA,
Executive Board member since 2024,
with the Lufthansa Group since 1998

Grazia Vittadini
Chief Technology Officer
Born in 1969, aeronautics engineer,
Executive Board member since 2024,
with the Lufthansa Group since 2024

Carsten Spohr
Chief Executive Officer
Born in 1966, industrial engineer,
Chairman of the Executive Board since 2014,
Executive Board member since 2011,
with the Lufthansa Group since 1994

Till Streichert
Chief Financial Officer
Born in 1973, doctor of philosophy,
Executive Board member since 2024,
with the Lufthansa Group since 2024

Michael Niggemann
Chief Human Resources and Legal Officer, Labour Director
Born in 1974, lawyer,
Executive Board member since 2020,
with the Lufthansa Group since 2007



Letter from the Executive Board

Ladies and gentlemen, dear shareholders,

The Lufthansa Group can look back on a successful year 2025. We achieved key turning points in many areas. With the implementation of our strategy we are making progress on our way to becoming a more closely networked and integrated airline group, with significant synergies and shared processes.

Our flight operations implemented many operational improvements last year, which resulted in significantly higher stability and punctuality figures. In combination with higher product quality and new service offerings, this enabled us to offer the 135 million passengers on board our aircraft a materially improved travel experience.

We not only reported higher customer satisfaction in the reporting year, but also improved our financial performance indicators, increased the share price and raised employee satisfaction at the same time.

We achieved these successes in a global environment that was defined by both geopolitical crises on the one hand, and macroeconomic uncertainty on the other.

The global airline industry nonetheless remained stable and once again proved itself to be highly resilient in a volatile operating environment. Total passenger numbers reached nearly 5 billion, an increase of 4% on the previous year. As the fourth-largest airline group in the world, the Lufthansa Group profited from the positive market environment and its own successful transformation.

Although yields contracted slightly and unit costs were higher, the Adjusted EBIT for Passenger Airlines improved year-on-year by 4% to EUR 1.1bn in the 2025 financial year. Earnings were also positively affected due to lower kerosene prices. In the reporting year, Lufthansa Airlines – supported by the effective measures undertaken as part of the turnaround programme – also delivered a positive earnings contribution again after reporting a negative result in the previous year. This was a key factor in the continuous decline in our unit costs' rate of growth over the course of the year. Overall, all our airlines were profitable in the 2025 financial year. It remains evident that action is still required to increase profitability at Lufthansa Airlines.

The positive development also continued in the Logistics business segment, which benefited from generally stable market demand, driven in particular by ongoing strong business from Asia. Lufthansa Cargo expanded its traffic overall and its Adjusted EBIT of EUR 324m was 29% higher than the previous year's good result.

Growth in the global aviation sector resulted in higher demand for maintenance and repair services in the MRO business segment. Adjusted EBIT for Lufthansa Technik was roughly stable year-on-year at EUR 603m in the 2025 financial year. This was despite the depreciation of the US dollar, as well as inflation- and growth-related cost increases and higher tariffs.

The Lufthansa Group generated Adjusted EBIT of around EUR 2bn in total in the 2025 financial year, which represents an improvement of 19% on the previous year. As in prior years, we want our shareholders to profit from the positive result. At the Annual General Meeting we will therefore table a proposal to pay a dividend of EUR 0.33 per share. This represents a dividend ratio of 30%, which is an increase per share of 10% compared with the previous year.

Looking ahead, we anticipate further capacity and revenue growth for the 2026 financial year, as well as significantly higher Adjusted EBIT than in the 2025 financial year.

The biggest fleet modernisation in our history is vital for our positive performance. It is being accompanied by further improvements and upgrades to the products and services for our passengers. The airlines in the Lufthansa Group put 23 modern and particularly fuel-efficient aircraft into service in the reporting year, which also require less maintenance than their older predecessors. These investments are an important prerequisite for the earnings improvement targeted for our Passenger Airlines. In addition, they are the most effective lever for reducing CO_2 emissions produced by air traffic.

The new aircraft in the fleet include seven Boeing 787-9 Dreamliners and one Airbus A350-900 at Lufthansa Airlines, which are fitted with the newly developed Allegris cabin, a unique feature in the industry, and the first A350-900 at SWISS, which is fitted with SWISS Senses, the new holistic travel experience from SWISS. Our Swiss holiday airline Edelweiss also put four Airbus A350-900s into operation and was thus able to add new destinations to its route network.

We explained our strategic alignment to our investors, shareholders and analysts at our Capital Markets Day in September 2025 and published new mid-term financial targets. Our transformation programmes pave the way for greater profitability, which is essential for the planned fleet investments. In the period from 2028 to 2030 we are aiming to realise an Adjusted EBIT margin of between 8 and 10%.

2026 is a very special year for us, as we are celebrating our 100th anniversary. Aviation has been a growth industry for one hundred years and will remain so in future. Over this time, our pupose has not changed: to connect people, cultures and economies across continents and borders – sustainably and with responsibility for future generations.

This is also refelcted in the new Lufthansa Group brand identity with the guiding principle "Trust at every altitude".

Trust is the foundation for everything we do. We want to lead your Lufthansa Group, dear shareholders, to sustainable success over the next 100 years. For you, for our guests and for our more than 100,000 employees.

We are pleased that you are accompanying us on our journey. Thank you for your continued support!

Frankfurt am Main, February 2026

Carsten Spohr



Chairman of the Executive Board

100 years of Lufthansa
We are the Journey

In 2026, Lufthansa will celebrate a significant anniversary: on January 6, 1926, 100 years ago, the first "Luft Hansa" was founded, and on April 6 of the same year, it made its maiden flight. This anniversary is not only a look back at the history of one of the most famous brands in aviation, but also a significant step into the future. It is a tribute to the pioneering spirit, innovation, and connection of people, cultures, and economies that has shaped Lufthansa for a century.



The story begins with the founding of the first Lufthansa, which was created from the merger of Junkers Luftverkehr and Deutscher Aero Lloyd. The merger laid the foundation for a success story in international aviation that continues to this day. But the journey has not always been easy. Lufthansa's history is marked by challenges, interruptions, and new beginnings that demonstrate the company's resilience and tireless spirit of innovation.

The darkest chapter in Lufthansa's history was the Nazi era. The first Lufthansa became part of the regime and its war crimes as well as criminal activities. Lufthansa is also taking its 100th anniversary as an opportunity to further examine the role of the first Lufthansa during the Nazi era.

The legal foundation for today's Lufthansa was laid with the reestablishment of the second Lufthansa in 1953. Once again, it took a great pioneering spirit to dare to make a new start after the end of the war. In 1955, flight operations resumed and the journey of the newly founded Deutsche Lufthansa AG began.

Lufthansa's 100th anniversary will be a moment of contemplation, pride and reflection. At the same time, it is a bold look into the future and the start of the company's second century.

Further information on the 100th anniversary:
https://www.lufthansagroup.com/en/themes/100-years-of-lufthansa.html

Lufthansa is a journey – since 1926 and into the future

1926

The beginning

On April 6, 1926, the first Luft Hansa aircraft takes off. Visionary expedition flights follow, the route network expands beyond Europe. Technical innovation, entrepreneurial foresight, and bold decisions create new opportunities. They lay foundation for long-term success. It is the start of an eventful journey full of pioneering spirit, disruptions, and new beginnings.



1930

In the shadow of National Socialism

The darkest chapter in the company's history: Lufthansa becomes part of the Nazi regime as well as its war crimes and criminal activities. The company supports military armament and trains pilots for the Luftwaffe. In civil aviation, milestones are achieved: in 1937, Lufthansa pilots cross the Pamir Mountains for the first time with two Junkers Ju 52 aircraft – a breakthrough for future flight routes to East Asia. And a new regular service now brings airmail to South America in record time.



1940

Times of war

During World War II, Lufthansa is closely involved with the Luftwaffe and military arms production. From 1940 onwards, thousands of forced laborers work under discriminatory and inhumane conditions in the company's workshops. The end of the war also marks the definitive end of the first Lufthansa. The company is dissolved and later liquidated. The Allies prohibit Germany from engaging in any form of flight operations.



1950

A new start

Germany is undergoing reconstruction – and aviation is also looking for a new beginning. Once again, a great pioneering spirit is needed to make a fresh start in 1953 and lay the foundation for the second Lufthansa. In 1955, the newly founded airline takes off for the first time. It continues traditions from the past while reinventing itself. Lufthansa reconnects Germany with the world. Modern aircraft, a growing network, and long-haul flights such as those to New York mark the beginning of a new era of international flying.



1960

The jet age

Aviation accelerates: jet engines replace propellers, bringing speed, comfort and global reach. Lufthansa joins the jet age, making air travel accessible to more people than ever before. The decade also shapes Lufthansa's identity, and the crane enters the circle.

1980

New connections
Lufthansa expands: Business Class elevates travel for corporate customers. The Airport Express brings the Lufthansa experience to the rails. And in 1990, in a historic moment, a Lufthansa aircraft lands in Berlin again for the first time since 1945.

2000

A turning point
The new millennium begins on a high note: Lufthansa is well positioned for a rapidly globalizing world and present across the globe. Then, September 11, 2001 changes everything. International aviation comes to a standstill, confronting airlines with unprecedented challenges. Lufthansa navigates one of the industry's most defining crises.

2020

Charting the future together
The Covid-19 pandemic brings public life and global aviation to a standstill. The impact is severe – Lufthansa receives temporary state support and repays it quickly, while flying thousands of travelers home on repatriation flights. The crisis shows: The Lufthansa family stands together and leads the Group into a stronger future.









1970

Turbulent times
Political tension and global crises define the decade. The hijacking of the "Landshut" and its dramatic rescue in 1977 garner worldwide attention. Oil price shocks challenge the entire industry. Through uncertainty, Lufthansa keeps its course.

1990

Towards a new millennium
Transformation takes off. Lufthansa becomes a private company, Lufthansa Cargo and Lufthansa Technik emerge as independent entities. And with partners across the world, the airline founds the Star Alliance in 1997, today the largest global network in aviation: a strong foundation for the new millennium.

2010

Growth meets responsibility
With Lufthansa being the core brand, the Lufthansa Group evolves into a global aviation conglomerate that combines passenger airlines, air freight, and technical services under one roof. To meet rising mobility needs, the Group launches the largest fleet renewal in its history – focused on flying quieter, further and more efficiently. In 2015, the Germanwings crash deeply affects the public and the Lufthansa family.



Report of the Supervisory Board

Dear shareholders,

The 2025 financial year was characterised for the Lufthansa Group by operational and financial stability on the one hand, and by continued strategic development on the other. Despite continuing geopolitical crises and macroeconomic uncertainties we were able to strengthen our market position, and we made considerable progress in almost all segments of our business.

Particularly worthy of note are the significant improvements in punctuality and regularity in flight operations as well as the ongoing modernisation of the fleet. By completing the acquisition of a 41% stake in ITA Airways and the expansion of Lufthansa Technik's international sites we continued the Company's internationalisation. The Lufthansa Group registered a significant increase in its earnings, with solid revenue growth and Adjusted EBIT of EUR 1,960m. This was driven above all by great demand in passenger traffic as well as strong performance in the cargo business.

In the 2025 financial year, the Supervisory Board oversaw the work of the Executive Board members and provided advice. It carried out the duties conferred on it by statute, the Company's Articles of Association and its internal regulations. The Executive Board regularly provided the Supervisory Board with full and timely information on the course of business, the competitive environment, planned Company policy and significant strategic and operational decisions. Throughout the year, including between meetings, the Executive Board provided regular reports on the current course of business. As Chairman of the Supervisory Board, I read the minutes of the Executive Board meetings and discussed the current situation with the Chairman of the Executive Board and other members of the Executive Board on an ongoing basis.

The Supervisory Board held four ordinary meetings in the 2025 financial year. At its plenary sessions and committee meetings, the Supervisory Board had the opportunity to discuss the reports and proposals for resolutions from the Executive Board. When doing so, the Supervisory Board and its committees also met without the members of the Executive Board.

Key topics discussed by the Supervisory Board
Our meetings focused on the economic development of Deutsche Lufthansa AG and its equity investments. These meetings discussed the implementation of Lufthansa Airlines' turnaround programme, the continued stabilisation of flight operations, the challenging competitive environment, and the definition of new mid-term targets for the period up to 2030.

At its meeting held on 5 May 2025, the Supervisory Board approved the issue of a convertible bond by Deutsche Lufthansa AG in the amount of up to EUR 600m with a term of up to seven years, utilising the contingent capital available for this purpose and excluding shareholders' subscription rights. This convertible bond was fully placed on the market on 3 September 2025.

The meeting on 17 September 2025 was dedicated to the Group's ongoing strategic development. The corporate strategy was updated on this basis and approved at the Supervisory Board meeting on 10 December 2025. At the meeting held on 17 September 2025, the Supervisory Board also adressed the ESG reporting.

At its meeting held on 10 December 2025, the Supervisory Board approved the core elements of the budget for the 2026 financial year as well as the medium-term financial planning for the period from 2027 to 2029. In addition, at this meeting the Supervisory Board approved changes to the internal regulations for the Supervisory Board and the Audit Committee. It also received reports on cybersecurity, compliance and risk management, including internal control systems. It also examined the progress review for investment transactions previously approved by the Supervisory Board. At this meeting, the Supervisory Board also considered the appropriateness of the Executive Board's remuneration and confirmed this. ↗ Remuneration report.

No changes on the Executive Board
Following the extensive restructuring of the Executive Board in the 2024 financial year, the Executive Board has not undergone any changes during the 2025 financial year.

Changes on the Supervisory Board
The Supervisory Board mandates of Astrid Stange, Angela Titzrath and Erich Clementi expired at the close of the Annual General Meeting on 6 May 2025. Thomas Enders resigned his seat on the Supervisory Board for personal reasons on this date. Alexis von Hoensbroech was elected for the first time, while Astrid Stange, Angela Titzrath and Erich Clementi were re-elected to the Supervisory Board, in each case for a period of three years. The Supervisory Board would like to thank Thomas Enders for assuming his responsibilities and for his constructive and dedicated work on the Board.

The membership of the committees remained unchanged in the period up to the close of the Annual General Meeting on 6 May 2025. Following Thomas Enders' departure from the Supervisory Board, Karl Gernandt resigned his seat on the Audit Committee and was elected to the Steering Committee, the Nomination Committee and the Arbitration Committee. Sara Hennicken was elected to the Audit Committee and Angela Titzrath to the ESG Committee, while Erich Clementi was re-elected as Chairman of the ESG Committee.

Moreover, in September 2025 the Nomination Committee proposed Johannes Teyssen to the Supervisory Board as a candidate to succeed me on the Supervisory Board and as Chairman of the Supervisory Board. He is due to be elected to the Supervisory Board at the Annual General Meeting on 12 May 2026.

Attendance at meetings
Overall, the Supervisory Board members had an attendance rate of 99.3% for all of the meetings of the Supervisory Board and its committees in 2025. With the exception of Karl Gernandt, who was unable to attend one meeting of the Supervisory Board, all Supervisory Board members were consistently present, either in person or virtually, at all Supervisory Board meetings and those of its committees on which they served.

The meetings of the Supervisory Board and its committees generally take place in person, but in justified individual cases, video conferences may also be held. With the exception of the ESG Committee meeting on 29 April 2025 and the Steering Committee meeting on 1 September 2025, all of the Supervisory Board meetings of Deutsche Lufthansa AG and its committees were held in person.

T005 Individual attendance rates 2025

	Supervisory Board	Steering Committee	Audit Committee	Nomination Committee	ESG Committee	Attendance rate in % (all meetings)
Karl-Ludwig Kley, Chairman	4/4	4/4		3/3		100%
Christine Behle, Deputy Chairwoman	4/4	4/4				100%
Tim Busse	4/4					100%
Erich Clementi	4/4				2/2	100%
Thomas Enders (until 6 May 2025)	2/2	2/2		1/1		100%
Karl Gernandt	3/4	2/2	2/2	2/2		89%
Sara Grubisic	4/4				2/2	100%
Sara Hennicken	4/4		3/3			100%
Christian Hirsch	4/4	4/4				100%
Alexis von Hoensbroech (since 6 May 2025)	2/2					100%
Jamila Jadran	4/4					100%
Arne Christian Karstens	4/4		5/5			100%
Carsten Knobel	4/4		5/5			100%
Holger Benjamin Koch	4/4		5/5			100%
Harald Krüger	4/4		5/5	3/3		100%
Marvin Reschinsky	4/4				2/2	100%
Birgit Rohleder	4/4					100%
Britta Seeger	4/4					100%
Astrid Stange	4/4					100%
Angela Titzrath	4/4				2/2	100%
Klaus Winkler	4/4		5/5			100%

Corporate governance

We have carried out a self-assessment of our work on the Supervisory Board in the 2025 financial year with the assistance of an external consultant on the basis of a detailed questionnaire and in-depth individual meetings conducted with all of the members of the Supervisory and Executive Boards. The findings were discussed in detail at our meeting on 10 December 2025. The work of the Supervisory Board was found to be carried out at a consistently high level. This was particularly true for the composition of the Supervisory Board and its committees. The Supervisory Board will consider the suggestions made during this assessment over the course of the 2026 financial year. In addition, the members of the Supervisory Board attended several training events offered by the Company in the 2025 financial year. The topics covered included, in particular, a tour of the Lufthansa Cargo Center in Frankfurt, which is currently under construction, and a guided tour of select departments at Lufthansa Technik. The Supervisory Board was given a detailed presentation on the subject of the Lufthansa Group's financing options. Moreover, the Supervisory Board regularly received further information on current topics, such as flight capacities within Germany and a Group-wide Capital Markets Day which took place in September.

In September 2025, the Supervisory Board and the Executive Board approved an updated declaration of compliance with the German Corporate Governance Code. In this context, the Supervisory Board also adopted an updated qualification matrix for its members. www.lufthansagroup.com/corporate_governance_declaration. No conflicts of interest were disclosed in the 2025 financial year.

Work of the committees

In the 2025 financial year, the Supervisory Board established five committees. Reports were provided on each of these committees' activities at the start of the following Supervisory Board meeting. Further details on the composition of these committees can be found in the following chart ↗ C01 Supervisory Board Committees.

The Steering Committee met four times in 2025. As in previous financial years, the Steering Committee prepared the Supervisory Board meetings and considered the course of business and strategic issues in detail. The Steering Committee also considered all of the issues relating to the remuneration received by the Executive Board and provided the full Supervisory Board with recommendations in this regard.

C01 Supervisory Board Committees

as of 31 Dec 2025

Steering Committee	Audit Committee	ESG Committee	Nomination Committee	Arbitration Committee in accordance with Section 27 Paragraph 3 Co-determination Act (MitbestG)
Karl-Ludwig Kley Chairman	**Harald Krüger** Chairman	**Erich Clementi** Chairman	**Karl-Ludwig Kley** Chairman	**Karl-Ludwig Kley** Chairman
Christine Behle Deputy Chairwoman	**Karl Gernandt** (until 6 May 2025)	**Sara Grubisic**	**Thomas Enders** (until 6 May 2025)	**Christine Behle** Deputy Chairwoman
Thomas Enders (until 6 May 2025)	**Sara Hennicken** (since 6 May 2025)	**Marvin Reschinsky**	**Karl Gernandt** (since 6 May 2025)	**Thomas Enders** (until 6 May 2025)
Karl Gernandt (since 6 May 2025)	**Arne Christian Karstens**	**Angela Titzrath**	**Harald Krüger**	**Karl Gernandt** (since 6 May 2025)
Christian Hirsch	**Carsten Knobel**			**Christian Hirsch**
	Holger Benjamin Koch			
	Klaus Winkler			
Four meetings in 2025	Five meetings in 2025	Two meetings in 2025	Three meetings in 2025	No meetings in 2025

The Nomination Committee met three times in 2025.

The Audit Committee met five times in 2025, always in the presence of the auditors. As an independent financial expert in line with the requirements of the German Stock Corporation Act and the German Corporate Governance Code, the Chair of the Audit Committee has particular knowledge and experience in the field of accounting, including international control procedures and sustainability reporting. The Audit Committee discussed the annual financial statements for 2024 and the interim reports for 2025 with the CFO prior to their publication. This committee also dealt with the supervision of accounting processes and the effectiveness of the internal control, risk management and internal auditing systems. Furthermore, the members received regular reports on the compliance management system and capital market communications.

They discussed in detail the 2026 budget, the Group operational planning and the medium-term financial planning for the period from 2027 to 2029. They also regularly discussed the progress made in complying with the requirements of the CSRD Directive for the preparation of a sustainability report, including with the auditor. While the German parliament had not yet passed a bill for the introduction of an act implementing the CSRD Directive by the end of 2025, the Lufthansa Group has nonetheless voluntarily opted to prepare a combined non-financial declaration in compliance with the CSRD Directive, and to have the auditors conduct a limited assurance engagement for this. ↗ Combined non-financial declaration.

The ESG Committee met twice in 2025. Its key areas of focus were the CO_2 emissions targets specified in the Lufthansa Group's ESG strategy and the key reduction tools available as well as the preparation of the Lufthansa Group's combined non-financial report in a CSRD-compliant format.

The Arbitration Committee was not convened in the reporting year.

The committee chairs always reported on the main topics of discussion at the committee meetings in the subsequent Supervisory Board meetings.

Audit and adoption of the annual financial statements, approval of the consolidated financial statements as of 31 December 2025

The Supervisory Board appointed EY GmbH & Co. KG Wirtschaftsprüfungsgesellschaft (EY), Stuttgart, who were elected as auditors for the parent company and the Group at the Annual General Meeting 2025, to audit the annual financial statements and the consolidated financial statements, the combined management report including the combined non-financial declaration and the system for the early identification of risks. The Audit Committee acknowledged the declaration of independence provided by EY and discussed the main topics of the audit. No grounds for disqualifying the auditors or doubting their impartiality came to light during the course of the audit.

The consolidated financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB), as applicable in the European Union (EU). The auditors audited the annual financial statements and consolidated financial statements of Deutsche Lufthansa AG and the combined management report, including the combined non-financial declaration as of 31 December 2025, in accordance with the legal requirements, and issued an unqualified audit opinion. The auditors further confirmed that the system for the early identification of risks established by the Executive Board is suitable for identifying developments that could endanger the Company's continued existence at an early stage. During their audit, the auditors did not come across any facts that would run contrary to the declaration of compliance with the German Corporate Governance Code.

On 27 February 2026, the Audit Committee discussed the audit reports in detail with the CFO in the presence of the two auditors who had signed the auditors' report. At the Supervisory Board accounts meeting on 5 March 2026, the auditors reported on their audit findings and answered questions. We examined the financial statements and the consolidated financial statements of Deutsche Lufthansa AG, as well as the combined management report, including the combined non-financial declaration and the remuneration report pursuant to Section 162 AktG, and did not raise any objections. The financial statements and the consolidated financial statements were approved. The 2025 annual financial statements of Deutsche Lufthansa AG, prepared by the Executive Board, have thereby been adopted. We agree with the Executive Board's proposal for profit distribution. We are pleased to report we are once again able to distribute a dividend to our shareholders for the 2025 financial year.

On 12 May 2025, Jürgen Weber, the long-standing Chairman of the Executive Board and Chairman of the Supervisory Board, passed away at the age of 83. From 1991 to 2003 he led the Company as the Chairman of its Executive Board, while from 2003 to 2013 he served as Chairman of the Supervisory Board. During his term of office, he was not only responsible for the reorganisation, restructuring and privatisation of the airline with the crane on its tail. He also streamlined Lufthansa, putting it back on track for success and demonstrated his strategic vision as early as the 1990s. Jürgen Weber was one of the founding fathers of the Star Alliance, which remains the largest global airline alliance. Everyone at Lufthansa is grateful to him for his sterling service to Lufthansa and the airline industry. We will always remember him with the greatest respect.

Frankfurt am Main, 5 March 2026



For the Supervisory Board
Karl-Ludwig Kley,
Chairman

Lufthansa share

T006 The Lufthansa share: key figures

		2025	2024	2023	2022	2021
Year-end share price	€	8.41	6.18	8.05	7.77	6.18
Highest share price	€	8.66	8.05	10.95	8.23	9.12
Lowest share price	€	5.56	5.53	6.57	5.51	5.36
Number of shares	millions	1,199.3	1,198.3	1,196.6	1,195.5	1,195.5
Market capitalisation (at year-end)	in €bn	10.1	7.4	9.6	9.3	7.4
Earnings per share	€	1.12	1.15	1.40	0.66	–2.99
Dividend per share	€	0.33	0.30	0.30	–	–
Dividend yield (gross)	%	3.9	4.9	3.7	–	–
Dividend	in €m	396	359	359	–	–
Total shareholder return	%	40.9	–19.5	3.6	25.7	–19.9

Lufthansa share price up 36% over the course of the year

From a 2024 year-end closing price of EUR 6.18, the Lufthansa share was volatile over the course of 2025, in a market environment characterised by geopolitical uncertainty, macroeconomic challenges and sector-specific fluctuations. Having reached a low for the year of EUR 5.56 on 13 January 2025, Lufthansa's share price recovered considerably in the period up to mid-March. This rebound was driven, in particular, by the strong demand on transatlantic routes at the start of the year as well as the outlook for the year 2025 as a whole, which was published in March. From the second half of March onwards, in particular growing trade policy tensions between the United States and key trading partners such as China and the EU resulted in a highly volatile general market trend, which also affected the airline sector. Towards the end of the first quarter, fears of a slowdown in demand on the North Atlantic route were a key factor behind the drop in Lufthansa's share price. The share price recovered again steadily from April. The declining price of kerosene together with favourable exchange rate effects played a key role here. The fact that Lufthansa stood by its positive overall earnings forecast for the 2025 financial year – despite global turbulence at a geopolitical level in particular – supported the positive share price trend over the remainder of the year. In late September, the upward trend was temporarily interrupted by the heightened probability of a strike affecting Lufthansa's core business. However, overall in the fourth quarter the share price performance was shaped in particular by the messages communicated at our Capital Markets Day on 29 September 2025 regarding our strategy, value drivers and ambitious mid-term financial targets. Following the publication of our Q3 results in late October the capital market clearly believed in Lufthansa Airlines' turnaround, which was reflected in the positive performance at year end. On 18 December 2025, the share price reached an annual high of EUR 8.66.

On 31 December 2025, the Lufthansa share was trading at EUR 8.41. The share price therefore increased by 36% over the course of the 2025 financial year. The share prices of key competitors AirFrance-KLM and IAG rose by a similar amount. On 31 December 2025, the MDAX benchmark index was 20% higher than at the end of 2024.

Executive Board and Supervisory Board propose dividend of EUR 0.33 per share

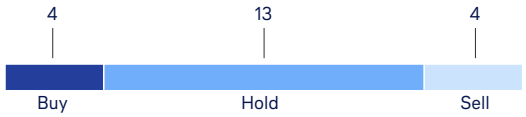
At the Annual General Meeting for the financial year 2025, the Executive Board and Supervisory Board of Deutsche Lufthansa AG will propose the distribution of a dividend of EUR 0.33 per share, in line with the applicable dividend policy. This represents a dividend ratio of 30% of Group profits and a dividend yield of 3.9%, based on the Lufthansa share's closing price for the year. ↗ Financial strategy and value-based management, Earnings position.

Analyst assessments largely unchanged year-on-year

At year-end 2025, of the 21 equity analysts covering the Company (previous year: 22), four (previous year: three) recommended buying the share, 13 (previous year: 16) holding it, and four (previous year: three) selling it. Analysts' assessments were more or less unchanged compared with the previous year, since the prevailing stable market environment with limited capacities and a high level of demand continues to be countered by persistent structural uncertainty in the key transatlantic traffic segment. In particular, unanswered questions regarding the sustained mitigation of cost inflation, the progress achieved in Lufthansa Airlines' turnaround programme and the continued risk of strikes had an adverse effect on reassessments. Towards the end of the year, market perception improved slightly as the mid-term targets announced on the Capital Markets Day were increasingly seen as achievable following an in-depth analysis. The average target price at year-end 2025 was EUR 8.00, with a range of EUR 5.40 to EUR 12.00.

C02 Analysts' Recommendations [1]

as of 31 Dec 2025



[1] Average target price: EUR 8.00.
Range: EUR 5.40 to EUR 12.00.

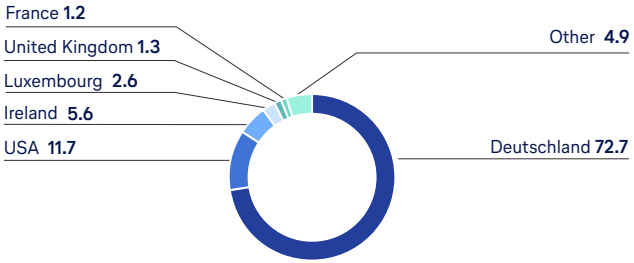
Share of German shareholders in the Company remains high

In order to safeguard bilateral air traffic agreements and protect its operating licence, the German Aviation Compliance Documentation Act (Luftverkehrsnachweissicherungsgesetz – LuftNaSiG) requires Lufthansa to provide evidence that a majority of its shares are held by German shareholders or shareholders in EU member states. For this reason, all Lufthansa shares are registered shares with transfer restrictions.

At the end of 2025, the shareholders' register showed that German shareholders held 72.7% of the shares (previous year: 79.3%). The second largest group, with 11.7%, was shareholders from the USA. Shareholders from Ireland accounted for 5.6% of the issued capital. They were followed by Luxembourg with 2.6%, the United Kingdom with 1.3% and France with 1.2%. This ensured that the requirements of the German Aviation Compliance Documentation Act (LuftNaSiG) were met.

C03 Shareholder Structure by Nationality

as of 31 Dec 2025 in %



Free float: 85%

On the basis of the voting rights notifications received, Kühne Aviation GmbH remained the largest shareholder at year-end 2025 with 15.01%.

According to Deutsche Börse's definition, 85% of Lufthansa shares were in free float. As of the reporting date, 56% (previous year: 49%) of the shares were held by institutional investors and 44% by private individuals (previous year: 51%). The number of shareholders declined year-on-year to 529,000 (previous year: 590,000), but remained high by historical standards. The shareholder structure is updated quarterly and published on the website www.lufthansa-group.com/investor-relations. The notifications on voting rights received by the Company from shareholders and published during the 2025 financial year are also available there.

Lufthansa share is featured in the MDAX and other important indices

The Lufthansa share is part of the MDAX. At year-end, the share had an index weighting of 4.0%. With market capitalisation of EUR 8.6bn, adjusted for the free float, the Lufthansa Group came in at number 33 (previous year: 40) in the ranking of DAX companies (including the DAX 40) published by Deutsche Börse at year-end. The average daily trading volume of the share in 2025 was 7,058,655 shares (previous year: 6,048,725).

The Lufthansa share is also included in many classic international share indices. It is also represented in several sustainability indices, such as the MSCI EMU ESG, the MDAX ESG Screened and the FTSE4Good Europe Index.

T007 The Lufthansa share: data

ISIN International Security Identification Number	DE0008232125
Security identification number	823212
German stock exchange code	LHA
Stock market listing	Frankfurt
Prime sector	Transport & Logistics
Industry	Airlines
Indices (selection)	MDAX, EURO STOXX, STOXX Global 1800, EURO STOXX Travel & Leisure, Bloomberg EMEA Airlines Index, MDAX ESG Screened, MSCI EMU ESG, Vanguard ESG INTL STOCK ETF, FTSE4Good Europe

American Depositary Receipts (ADRs) offer an alternative to equity investment
In addition to its stock market listing in Germany, investors who are only allowed to invest in securities denominated in US dollars can also gain exposure to the Lufthansa Group via the Sponsored American Depositary Receipt Program (ADR). The programme is managed by Deutsche Bank Trust Company Americas. Lufthansa ADRs are also registered on the standardised trading and information platform OTCQX. At year-end 2025, 11,555,553 ADRs were in circulation (31 December 2024: 13,149,480). Based on the 1:1 ratio to the share, this corresponds to around 1% of the issued capital.

Lufthansa Group pursues intensive dialogue with investors
As in prior years, the Lufthansa Group once again provided its investors with timely and comprehensive information in the 2025 financial year. In addition to its quarterly reporting, the Executive Board and Investor Relations team held a large number of roadshows and investor conferences to discuss with institutional investors the current developments at the Group and its operating environment in 2025. The Chairman of the Supervisory Board also met investors in the context of a roadshow in early 2025, mainly to discuss corporate governance topics and the Company's steps to reduce its emissions. In-depth discussions were also held with investors in debt instruments.

In May 2025, the Group met with around 1,500 shareholders who attended the Annual General Meeting, which was held online.

At a Capital Markets Day which took place in September 2025, the Lufthansa Group's strategic orientation was explained and new mid-term financial targets announced. ↗ **Financial strategy and value-based management**.

All publications, financial reports, presentations, the quarterly shareholder information letter and the latest news are available at **www.lufthansagroup.com/investor-relations**. The site also contains the financial calendar and the dates of all the conferences and shareholder events that the Lufthansa Group will be attending.

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To the extent that the combined management report refers to sources other than the combined management report or the consolidated financial statements (e.g. internet sites), the contents of these sources are not part of the combined management report and are solely for informational purposes. The references made in the combined management report are not necessarily an integral part of the combined management report.

Principles of the Group

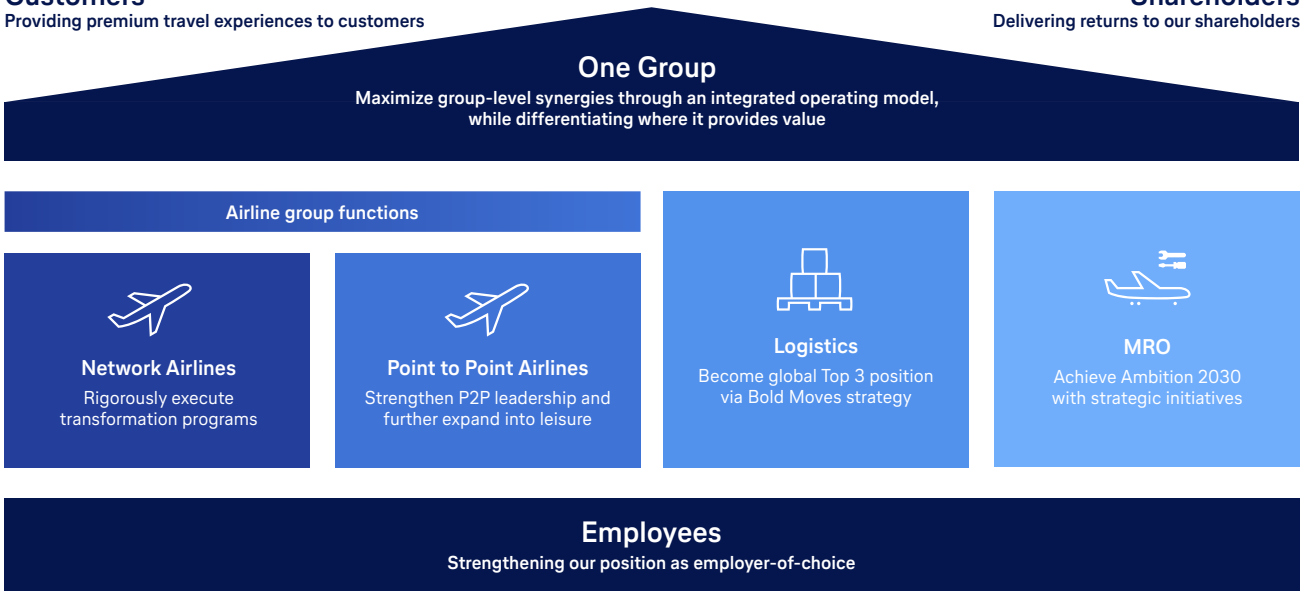
- The Lufthansa Group is the leading European airline group.
- The Lufthansa Group consists of the business segments Passenger Airlines, Logistics, MRO and Additional Businesses and Group Functions.
- Airlines form the core of the Lufthansa Group.
- In future, the Network Airlines will operate in an even more integrated manner.
- Sustainability and corporate responsibility are an established part of the Group's strategy.
- The Group's financial strategy aims to achieve sustained value creation, generate strong free cash flows and ensure financial stability.
- The purchase of latest-generation aircraft drives fleet modernisation.
- The Lufthansa Group creates prospects for employees and promotes a strong corporate culture.

Business activities and Group structure

Lufthansa Group is the leading European airline group
The Lufthansa Group is an aviation group with operations worldwide. As the biggest airline group by revenue, it plays the leading role in its European home market.

The Lufthansa Group consists of the business segments Passenger Airlines, Logistics, MRO and Additional Businesses and Group Functions.

C04 Lufthansa Group Structure



The Passenger Airlines business segment includes the Network Airlines Lufthansa Airlines, SWISS, Austrian Airlines and Brussels Airlines. As part of a multi-hub strategy, they offer their passengers a broad range of flights from their hubs in Frankfurt, Munich, Zurich, Vienna and Brussels. Closely affiliated to Lufthansa Airlines are the regional airlines Lufthansa CityLine, Lufthansa City Airlines and Air Dolomiti as well as Discover Airlines, the Lufthansa Group's German holiday airline. Edelweiss, the leading Swiss holiday airline, is closely affiliated to SWISS. In addition, the Lufthansa Group purchased 41% of the shares in ITA Airways in the 2025 financial year and intends to acquire the remainder of the shares in this Italian network airline at a later date.

Eurowings also belongs to the Passenger Airlines business segment. This airline provides a comprehensive range of point-to-point connections for short- and medium-haul destinations, in particular from German-speaking countries.

Additional Businesses include, in particular, Lufthansa Aviation Training and Lufthansa Systems. The Group Functions are also part of this business segment. At the start of the 2025 financial year, Lufthansa Industry Solutions, which previously formed part of the MRO business segment, was allocated to Additional Businesses and Group Functions.

The Company's employees form the basis for the successful ongoing development of the Group structure and strategy, and therefore the basis for the long-term success of the Lufthansa Group. Customers benefit from the enhancements to the premium travel experience. Shareholders participate in a sustainable increase in shareholder return.

Five-member Executive Board manages Deutsche Lufthansa AG
The business segments and airlines of the Lufthansa Group are each under their own management. The Group strategy is defined and its implementation managed by the Executive Board of Deutsche Lufthansa AG or the Group Executive Committee, which largely consists of the members of the Executive Board of Deutsche Lufthansa AG and the CEOs of Lufthansa Airlines, SWISS, Austrian Airlines, Brussels Airlines, Eurowings, Lufthansa Cargo and Lufthansa Technik.

The Executive Board of Deutsche Lufthansa AG had the following members at the end of the 2025 financial year:

- Carsten Spohr, Chairman of the Executive Board
- Michael Niggemann, Chief Human Resources and Legal Officer, Labour Director
- Till Streichert, Chief Financial Officer
- Grazia Vittadini, Chief Technology Officer
- Dieter Vranckx, Chief Commercial Officer

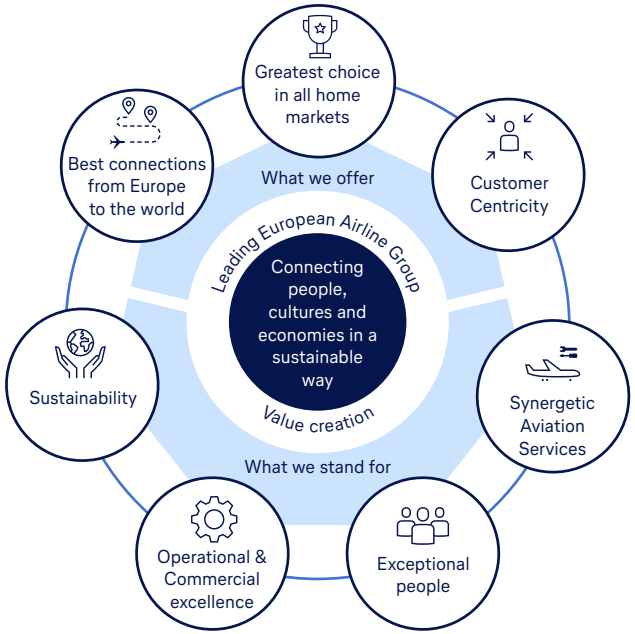
Strategies and goals

Group strategy

Positioning as leading European airline group
The Lufthansa Group is the leading European airline group and one of the largest airline groups worldwide. The Lufthansa Group aspires to play its part in actively shaping the global airline market. It strives to connect people, cultures and economies in a sustainable way. In doing so, it aspires to set standards in terms of customer-friendliness and sustainability. The Lufthansa Group uses the potential of innovation and digitalisation to develop customer-focused products and increase efficiency. Its corporate strategy focuses on operational stability and reliability in all areas as well as strict cost management. The safety of flight operations is always of the highest priority.

At the core of the Lufthansa Group are its airlines with their home markets of Germany, Austria, Switzerland, Belgium and Italy and their extensive European and intercontinental route networks. It serves the relevant customer and market segments with its own independent brands, while the Lufthansa Group umbrella brand provides orientation for customers and represents a shared service promise. Service offerings are to be pooled under the Lufthansa Group brand to make them more easily distinguishable for customers. The passenger airline business is supplemented by the Logistics and MRO business segments which each have synergies with the airlines. ↗ Business segments.

C05 Purpose of Lufthansa Group



Structural transformation of the Lufthansa Group designed to boost long-term economic success

The Group's strategy envisages structural transformation and modernisation of the Lufthansa Group. The Lufthansa Group is thus seeking to be optimally positioned in a changing, fast-paced geopolitical environment with significant impacts on demand as well as supply and value chains. It intends to systematically make use of the opportunities arising from trends and changes to the market. Services, business models and organisational structures are to be continuously aligned with the complex and dynamic market environment. The aim is to safeguard the Lufthansa Group's leading market position and economic success. For this purpose, the Company is to become a more agile, flexible and competitive organisation. In particular, a stronger focus on its customers' needs, accelerating innovation and digitalisation, responsibility and sustainability, modern forms of work organisation and value-based management will ensure that the Lufthansa Group is ready for the future.

The Lufthansa Group is continuing to pursue the transformation begun in recent years. For example, this includes the widening of its route network through its ITA Airways joint venture as well as the further expansion of Lufthansa City Airlines for competitive feeder services in European traffic at its Frankfurt and Munich hubs.

In addition, a structural increase in profitability is to be achieved via increased revenue and cost reductions. For this purpose, the airlines and business segments of the Lufthansa Group have initiated independent earnings improvement programmes such as Lufthansa Airlines' turnaround programme. ↗ Lufthansa Airlines.

A group-wide transformation programme will integrate the various earnings improvement programmes and further develop the organisation and governance of the Lufthansa Group. The goal is to achieve closer and more networked cooperation between Group Functions and airlines to leverage synergies and achieve greater efficiency. ↗ Changes in business and organisation.

Customers are at the heart of things, maintaining our premium positioning is a core priority

An even greater focus on the customer is a core element of the Group strategy. The Lufthansa Group strives to consistently achieve its premium positioning, to expand its range of products and services in line with industry trends and customer feedback, and to continue to innovatively develop its loyalty programme. The focus here is, in particular, on aspects which influence repeat purchase decisions and a willingness to pay.

Through their refits with Lufthansa Allegris and SWISS Senses product generation seating, Lufthansa Airlines and SWISS offer a new travel experience in every class on long-haul routes. With the introduction of the Boeing 787 Dreamliner Austrian Airlines is also getting a new cabin layout, with high-quality service details for long-haul flights.

Progress is also being made on the automation of customer services. The digital customer portal enables customers to access all relevant information relating to their journey and resolve issues such as rebookings or refunds or purchase additional products quickly and intuitively. In addition, the continuous expansion of the Lufthansa Group Travel ID will make it possible to match services and offerings with passengers' personal needs. ↗ Passenger Airlines.

Multi-airline business model is the basis for the Lufthansa Group's success

The airlines form the core of the Lufthansa Group. They are positioned as high-quality carriers in their respective markets. Their nationwide presence in their home markets enables them to offer an attractive range of flights and route networks. The Lufthansa Group aims to maintain the leading market position of its airlines going forward. To this end, the Lufthansa Group's traffic system is continuing to be developed into a multi-traffic system, consisting of hubs, point-to-point traffic and intermodal offerings.

With their wide range of destinations and frequent flights, Lufthansa Airlines and SWISS offer the greatest connectivity of all of the European airlines. Austrian Airlines, Brussels Airlines and ITA Airways offer a high-quality and attractive product which is primarily attuned to the needs of their local markets. With Eurowings, the Lufthansa Group has an innovative and competitive offering in point-to-point traffic, which addresses both price-sensitive and service-oriented customers with low-cost basic fares and additional service options that can be booked flexibly.

The Lufthansa Group will continue to pursue its fleet modernisation programme. Key targets are a reduction in fuel consumption and carbon emissions as well as costs for maintenance and operational irregularities. The number of aircraft models is to be trimmed by retiring and phasing out older, less efficient models. In the period up to 2030 the Lufthansa Group expects more than 230 new aircraft, of which 100 will be long-haul aircraft. This represents the largest fleet modernisation in the Company's history and will play a key role in increasing its profitability and ensuring the Group's future viability. ↗ Fleet.

In order to consistently exploit opportunities in the leisure travel market, the range of short-, medium- and long-haul routes from the hubs in Frankfurt and Munich targeting leisure travellers is being expanded. Discover Airlines supplements and strengthens the tourism portfolio of the Lufthansa Group. Passengers are thus able to benefit from the wide feeder network and the established ground processes of Lufthansa Group Network Airlines.

Cooperation with partner airlines is becoming increasingly important in order to strengthen market presence in key traffic regions and offer attractive connecting flights. The Lufthansa Group is therefore further developing its successful joint ventures and partnerships. It is also expanding its range of intermodal transport solutions.

The Lufthansa Group is also seeking to play an active role in the consolidation of the airline industry. Particular attention is being paid to the ITA Airways joint venture. Potential equity investments in other companies are always judged on the basis of their contribution to value creation.

Logistics and MRO business segments to be aligned with market needs
Lufthansa Cargo and Lufthansa Technik are global leaders in their respective sectors.

With its specialised solutions, Lufthansa Cargo focuses on goods segments with dynamic growth. The cargo airline is responding to the changing nature of globalisation with a broader geographical focus which includes a stronger presence in growth markets. In addition, Lufthansa Cargo is investing in the modernisation of its Frankfurt hub to achieve even greater freight handling efficiency. It aims to make it into the top 3 worldwide in the airfreight market.

Lufthansa Technik is a leading global provider of technical aircraft services. The company is strengthening its international presence by expanding its global production locations. At the same time, it is systematically pursuing the digitalisation and modularisation of its products and widening its portfolio to include adjacent business segments such as Defence.

Lufthansa Group to focus increasingly on sustainability and social responsibility
Responsibility is the foundation of business activities in the Lufthansa Group. It is therefore continuously expanding its environmental commitment, is dedicated to social issues and treats its employees and partners responsibly and fairly.
↗ Combined non-financial declaration.

In terms of environmental policy, the Lufthansa Group aims to cut its net CO_2 emissions in half by 2030 compared with 2019 and supports the objective of making aviation carbon-neutral by 2050. By 2030, it aims to cut its CO_2 emissions per revenue tonne-kilometre by 30.6% in comparison with 2019.

In order to achieve these objectives, the Lufthansa Group is investing continuously in fuel-efficient aircraft and initiating operational efficiency measures. It is also working with policymakers and partners in industry, technology and research to promote the increased use of sustainable aviation fuel (SAF).

Moreover, the Lufthansa Group includes sustainability aspects in the design of its products and services. It is helping its customers to contribute to a reduction in the climate impact of future flights through the use of SAF and support for climate change mitigation projects.

The Lufthansa Group attaches great importance to offering its staff an attractive working environment with transparent structures, efficient processes and a wide range of social benefits. It provides extensive opportunities for their ongoing development, thus contributing to employee satisfaction. Diversity and equal opportunity are seen as a strength.

In terms of social responsibility, the Company assists disadvantaged people worldwide through financial and personnel support for educational establishments and training provided by help alliance, the Group's own charitable aid organisation.

Due to the crucial importance of sustainable action, sustainability matters are reflected in the remuneration of the Executive Board members and the management levels. The Lufthansa Group also actively supports its assessment by relevant international ESG ratings, such as MSCI, Sustainalytics and CDP, to ensure transparency regarding its activities and progress at all times.

Financial strategy and value-based management

Financial strategy builds on three pillars
The financial strategy of the Lufthansa Group seeks to increase its company value in a sustainable manner. Three dimensions form the pillars for this: Sustainable value creation, Generation of strong free cash flows and Maintaining financial stability. In successfully implementing its financial strategy, the Lufthansa Group aims to contribute to the further strengthening of its balance sheet and the Group's investment in profitable growth, enabling it to successfully overcome crises.

C06 Financial Strategy

Sustainable increase of Company value

Sustainable value creation

Focus
- Improved return on capital
- Improved profitability
- Continuous reduction of environmental impacts

Targets
- Adjusted ROCE
- Adjusted EBIT margin [1]
- Specific CO_2 emissions

Generation of strong free cash flows

Focus
- Increase in operating result
- Working capital management
- Focused investing activities

Targets
- Adjusted free cash flow [1]

Maintain financial stability

Focus
- Adequate liquidity
- Reduction in net indebtedness
- Maintaining investment grade rating
- Minimisation of financial risks

Targets
- Adjusted net debt /Adjusted EBITDA

[1] Derivation ↗ **Earnings position, Financial position**

Finance Transformation Programme is intended to deliver improvements in the area of finance
The Lufthansa Group initiated a Finance Transformation Programme in the 2022 financial year to drive the structural development of the Group's finance function and to strengthen it. The aim of this programme is to enhance the Company's commercial performance and competitiveness. Its cornerstones are the improvement of financial steering, increased efficiency, the ongoing development of talent and other employees and, in particular, the modernisation of the finance IT landscape.

The Finance Transformation Programme is progressing successfully and on schedule. Significant progress was achieved in the 2025 financial year. A data model for harmonised financial data was developed, standardised financial processes were defined and a common, consolidated finance IT target architecture was approved. In addition, the Finance Academy was expanded with the addition of a broad-based, professional learning programme for the targeted ongoing development of employee skills. Since the middle of the reporting year, the focus has been on technical implementation with the goal of a successful first go-live for two Lufthansa Group airlines in January 2027. Following this pilot phase, the finance functions of all of the Group's airlines are to be incorporated into the new system and into a new organisational structure in the course of three further rollout waves up to 2030.

Lufthansa Group announces new mid-term financial targets
At its Capital Markets Day, which took place in Munich on 29 September 2025, the Lufthansa Group set out its strategic orientation and published new mid-term financial targets.

The Company intends to maximise the synergies within the Group by consistently expanding its integrated and networked cooperation model. In addition, the existing transformation programmes, especially the turnaround programme at Lufthansa Airlines, and the extensive fleet modernisations are intended to pave the way to greater profitability for the Network Airlines.

This is intended to deliver attractive long-term returns for shareholders.

To this end, the Company aims to achieve the following financial targets in the period from 2028 to 2030:

- Adjusted EBIT margin of 8% to 10%
- Pre-tax Adjusted ROCE (return on capital employed) of 15% to 20%
- Adjusted free cash flow of over EUR 2.5bn

Maintaining a strong balance sheet will also form the basis for the realisation of financial targets. As is already the case, the Lufthansa Group will continue to strive for a solid investment grade rating from leading rating agencies in the future. To hedge against possible crises, the Lufthansa Group will continue to maintain a conservative minimum liquidity level of EUR 8bn to 10bn.

In addition, the Company will adhere to its current dividend policy which envisages the distribution of 20% to 40% of the Group's net profit to its shareholders.

The Lufthansa Group further intends to expand the proportion of its fleet which is leased in the medium to long term. ↗ **Fleet**.

Sustainable value creation

Sustainable value creation requires adequate profitability
The Lufthansa Group applies a value-based system of management. At its core is the return on capital, measured as the adjusted return on capital employed (Adjusted ROCE). If Adjusted ROCE exceeds the weighted average cost of capital (WACC), this means that the Company is creating value. The underlying capital base is adjusted for the Group's cash and cash equivalents. The system of calculating the Adjusted ROCE was revised in the 2025 financial year: in future, the Company's value creation before tax will be shown, rather than after tax.

The Company's value creation was positive in the 2025 financial year. Adjusted ROCE after tax was 10.3% (previous year: 9.6%), while WACC increased to 8.6% (previous year: 8.5%) in the 2025 financial year. According to the new mid-term targets, the pre-tax Adjusted ROCE is to amount to between 15% and 20% in the period from 2028 to 2030.

T008 Calculation of Adjusted ROCE

in €m	2025	2024	Change in %
Total revenue	39,597	37,581	5
Changes in inventories, other own work capitalised and other operating income	3,062	3,186	–4
Operating income	**42,659**	**40,767**	**5**
Operating expenses	40,890	39,225	4
Result from equity investments	261	189	38
EBIT	**2,030**	**1,731**	**17**
Adjusted EBIT	**1,960**	**1,645**	**19**
ROCE[1] in %	**10.7**	**10.1**	**0.6 pts**
Adjusted ROCE[2] in %	**10.3**	**9.6**	**0.7 pts**
Total assets	48,394	47,052	3
Non-interest bearing liabilities	28,107	29,287	–4
of which liabilities from unused flight documents	5,389	5,183	4
of which trade payables, other current financial liabilities, other current provisions	6,904	6,751	2
of which advance payments, deferred income, other non-financial liabilities	3,932	3,714	6
of which other non-interest bearing liabilities	3,734	5,151	–28
of which liquid funds	8,148	8,488	–4
Capital employed	20,287	17,765	14
Average capital employed	**19,026**	**17,114**	**11**
WACC in %[3]	8.6	8.5	0.1 pts

[1] EBIT/Average capital employed; previous year's figures adjusted due to new calculation method (before tax).
[2] Adjusted EBIT/Average capital employed; previous year's figures adjusted due to new calculation method (before tax);
Adjusted ROCE according to previous calculation method, i.e. after tax: 7.7% (previous year: 7.2%)
[3] Internal management metric.

Sustainable value creation requires adequate profitability. This will in turn provide scope for entrepreneurial freedom and enable key stakeholders – investors in particular – to participate in the Company's success.

The Company's profitability is measured on the basis of its Adjusted EBIT margin, i.e. the ratio of Adjusted EBIT to revenue. Calculating the underlying Adjusted EBIT entails adjusting EBIT for write-downs and write-backs, earnings effects from disposals of non-current assets, effects of pension plan changes, restructuring expenses in the form of severance payments, significant costs of legal procedures and company transactions not arising in the normal course of business and other material non-recurring expenses caused directly by extraordinary external factors.

Adjustments were made in the reporting year, particularly due to book gains, especially from sales of aircraft and reversals of provisions recognised for extraordinary legal risks and restructuring, and offset by impairment losses, particularly for aircraft held for sale, and severance and restructuring expenses. ↗ T022 Reconciliation of results.

Adjusted EBIT came to EUR 1,960m in the 2025 financial year (previous year: EUR 1,645m). The Adjusted EBIT margin was therefore 4.9% (previous year: 4.4%). ↗ Earnings position.

The goal of safeguarding the Lufthansa Group's future value creation underpins all of its investment and strategic decisions. The Group initiated comprehensive measures in the 2025 financial year in order to increase its future profitability. In particular, fleet renewal and fit-for-the-future programmes such as the turnaround programme at Lufthansa Airlines form part of a comprehensive process of change. This is intended to strengthen the Lufthansa Group in the long term and to boost its productivity and profitability. The Group also intends to leverage synergies and achieve greater efficiency through closer and more networked cooperation between Group Functions and airlines. For this purpose, the Lufthansa

Group will also continue to pursue its process of digital transformation over the next few years.

The Lufthansa Group expects this to deliver significantly increased profitability by the end of the decade. According to new mid-term targets, an Adjusted EBIT margin of between 8% and 10% is to be realised in the period from 2028 to 2030. ↗ Forecast.

Furthermore, the Lufthansa Group incorporates the specific carbon emissions into its management system to lower the associated costs by reducing environmental impacts. This facilitates sustainable value creation, positively affects financing conditions and is also factored into management remuneration. Specific carbon emissions per passenger-kilometre were 85.4 grammes in 2025, 2% lower than in the previous year (previous year: 87.5 grammes). Information about the long-term goals for reducing carbon emissions can be found in the ↗ Combined non-financial declaration.

Cost and efficiency management safeguard future viability
In the next few years, the Lufthansa Group envisages significant cost increases, in particular due to sustainability-related expenses which will arise on regulatory reasons, such as the SAF quota and the discontinuation of free CO_2 emissions certificates. Other cost items such as fees and charges and staff costs are also expected to increase. The Lufthansa Group therefore expects its unit costs to remain under pressure due to factors including ongoing cost inflation.

In response to unavoidable cost increases, it is focusing on increasing unit revenues through targeted revenue-increasing measures. The ongoing capacity restrictions in the market are expected to make an additional contribution to stabilising revenues across the market.

It is therefore necessary to carefully weigh up the different options of increasing market shares, boosting yields or allocating production capacity to different flight operations. The growth is intended to increasingly take place in flight operations with high productivity and low unit costs.

In order to preserve its competitiveness, the Company has also reviewed and implemented programmes to increase its cost-related efficiency and productivity as well as further cost-reduction measures. Operational units – from the Company's fleet to its staff – and administrative functions must both contribute to this.

In response to cost pressure, efficiency improvement programmes were already launched for the Passenger Airlines in 2024. These target more efficient use of crews and the fleet. This involves, in particular, Lufthansa Airlines' turnaround programme with a volume of measures planned to impact earnings with around EUR 1.5bn in 2026 and around EUR 2.5bn in 2028. In the reporting year, the Group-wide efficiency and earnings improvement programmes were combined and the Group Executive Board receives regular reports on them. ↗ Passenger Airlines.

Generation of strong free cash flows and effective capital allocation

Financial management aims for strong free cash flows
The generation of strong free cash flows is a clear focus of the Lufthansa Group's financial strategy, with the aim of creating value for its shareholders and further reducing its volume of debt in the long term. In addition to increasing the operating result, the key levers for this are strict cash and working capital management as well as focused investing activities.

Free cash flow also plays a major role for the variable remuneration of many employees, particularly of managers, and in the performance dialogues with the business entities. With this, the organisation is continuously made aware of its influence on company value and incentives are established to increase the level of free cash flows.

According to the new mid-term targets, Adjusted free cash flow is to exceed EUR 2.5bn per year in the period from 2028 to 2030.

The Lufthansa Group achieved a positive Adjusted free cash flow of EUR 1,188m in the 2025 financial year (previous year: EUR 840m). ↗ Financial position.

Improvements in working capital management support cash flow generation
Working capital management is to be further intensified. This includes targeted measures such as strict receivables management, optimising payment terms with suppliers, improvements to procurement processes and maintenance of inventories, in particular at Lufthansa Technik.

Focused investments are intended to increase return on capital employed
The strategic goals of the Group and its business segments, and the portfolio roles of the different Group companies provide the framework for the allocation of capital and for investment decisions. All investment projects should contribute to sustainable value creation, i.e. profitability above and beyond the weighted average cost of capital (WACC).

The Lufthansa Group is extensively investing in the modernisation of its fleet, on-board and ground products, digitalisation and infrastructure. It is largely replacing older, less efficient aircraft with new models and thereby sustainably increasing its profitability through increased fuel efficiency and reduced maintenance costs, for example. The allocation of new aircraft to the different airlines and bases follows value-based criteria and is continuously optimised.

Sale-and-leaseback transactions to finance the modernisation of the fleet were completed in the reporting year: a total of 19 aircraft were sold to lessors and then leased back.

The Lufthansa Group increased its investment volume in the reporting year. Compared with the previous year, net capital expenditure (without acquisition and disposal of equity investments) declined by 9% to EUR 2,460m (previous year: EUR 2,698m). Advance and final payments for aircraft and aircraft components along with aircraft and engine overhauls account for most of this expenditure. ↗ C13 Primary, secondary and financial investments.

Continuous dividend distribution aimed for
The Company plans for its shareholders to regularly participate directly in its success with an attractive dividend. This is intended to make the Company more attractive, including for investors with a long-term investment horizon.

The Lufthansa Group's dividend policy is to distribute to its shareholders 20% to 40% of the Group's net profit, adjusted for non-recurring gains and losses. One condition for the payment of a dividend is that the net profit for the year as shown in the individual financial statements of Deutsche Lufthansa AG that are drawn up under German commercial law allows for a distribution of the relevant amount. The Group's dividend policy has been confirmed in its new mid-term targets.

In line with the dividend policy, the Executive Board and Supervisory Board will table a proposal at the Annual General Meeting on 12 May 2026 to distribute a dividend of EUR 0.33 per share to shareholders for the 2025 financial year. This represents a total dividend payment of EUR 396m or 30% of net profit for 2025, which is a higher percentage than the previous year, when 26% of net profit was distributed. ↗ Earnings position.

Maintaining financial stability

Liquidity expected to amount to between EUR 8bn and EUR 10bn in future
The coronavirus pandemic demonstrated that a sufficient level of minimum liquidity is vital in the event of global crises, which generally have a particularly severe impact on airlines. To ensure the requisite volume of liquidity for an extreme crisis scenario, as well as to cover operational expenses, it is also necessary to safeguard capacity to repay working capital liabilities, in particular advance payments received from customers for flight documents not yet used. The Lufthansa Group aims to achieve minimum liquidity of between EUR 8bn and EUR 10bn to reduce liquidity risks and thus protect the Group against possible crises. This has been confirmed in its new mid-term targets. For capital efficiency reasons, part of the strategic liquidity reserve is held in the form of a revolving line of credit.

Including its freely available credit lines at year-end 2025, the Company's available liquidity amounted to EUR 10.7bn (31 December 2024: EUR 11.0bn). ↗ Financial position.

Objective is to reduce gearing
The Lufthansa Group's long-term financial strategy continues to focus on ensuring a low level of gearing, primarily by achieving strong free cash flows and optimising net indebtedness.

The gearing is measured as Adjusted net debt/Adjusted EBITDA; the ratio takes into account both net indebtedness (including the financial obligations arising from lease agreements, primarily for property and aircraft) and net pension obligations. These are actively managed. To limit any further increase in its liabilities, the Lufthansa Group has largely switched over to a defined contribution pension system. For its largest remaining defined benefit pension plans, the allocation of the pension assets has been adjusted in the context of the introduction of a liability driven investment (LDI) system. This is intended to align the sensitivity of plan assets to interest rates more closely to that of pension obligations in order to permanently reduce the level of volatility of pension provisions.

Net indebtedness stood at EUR 6,406m at the end of the 2025 financial year. Despite the positive free cash flow, net indebtedness was up by 12% on the previous year (previous year: EUR 5,744m) due to interest and dividend payments and additional lease liabilities, in particular from the sale and leaseback transactions. By contrast, due to interest rates, net pension obligations declined by 26% to EUR 1,902m in the reporting year (previous year: EUR 2,566m). In combination with the higher Adjusted EBITDA, the ratio of Adjusted net debt/Adjusted EBITDA fell to 1.8 (previous year: 2.0) as of year-end 2025. ↗ Assets.

T009 Adjusted Net Debt/Adjusted EBITDA

in €m	2025	2024	Change in %
Net indebtedness [1]	5,909	5,497	7
Net pension obligations	1,902	2,566	–26
Adjusted Net Debt	**7,811**	**8,063**	**–3**
Adjusted EBIT	1,960	1,645	19
Depreciation, amortisation and impairment	2,369	2,337	1
Adjusted EBITDA	**4,329**	**3,982**	**9**
Adjusted Net Debt/Adjusted EBITDA	**1.8x**	**2.0x**	**–0.2x**

[1] In order to calculate Adjusted net debt, 50% of the hybrid bond issued in 2015 (EUR 247m) and 50% of the hybrid bond issued in 2025 (EUR 250m) have been discounted here. Calculation of net indebtedness ↗ **Financial position**.

Securing the investment grade rating

Deutsche Lufthansa AG has received an investment grade rating from all the leading rating agencies.

Standard & Poor's, Fitch Ratings and Scope Ratings have all given Deutsche Lufthansa AG an investment grade rating of BBB-, outlook stable. Moody's rating is Baa3, which is likewise investment grade, with a stable outlook.

T010 Development of ratings

Rating/outlook	2025	2024	2023	2022	2021
Standard & Poor's	BBB-/ stable	BBB-/ stable	BBB-/ stable	BB/ positive	BB-/ stable
Moody's	Baa3/ stable	Baa3/ stable	Ba1/ stable	Ba2/ stable	Ba2/ negative
Scope Ratings	BBB-/ stable	BBB-/ positive	BBB-/ positive	BBB-/ stable	BBB-/ negative
Fitch Ratings	BBB-/ stable	BBB-/ stable	BBB-/ stable		

The Group strives to be rated as investment grade on a lasting basis. Investment grade ratings for the Company's debt ensure good access to the capital markets and low funding costs and thus financial flexibility. Conditions for an investment grade rating are good profitability and adequate gearing, among other aspects.

Lufthansa Group benefits from good capital market access and utilises diversified funding sources

The Lufthansa Group successfully raised new funds on the capital market again in the 2025 financial year, benefiting from attractive conditions associated with its investment grade rating. It has borrowed a total volume of EUR 2,266m through the placement of a hybrid bond, a convertible bond, eight borrower's note loans and six aircraft financing transactions. The Lufthansa Group also made use of various other financing instruments, such as sale-and-leaseback transactions and Japanese operating leases. ↗ **Financial position**.

Future financing activities will likewise be based on the need for capital expenditure and will aim to minimise financing costs. Financing activities are mainly determined by the Lufthansa Group's rating as well as market conditions. A broad financing mix, favourable financing costs, a balanced maturity profile and a diversified portfolio of lenders are achieved through the differentiation of financing instruments. ↗ **C16 Maturity profile of financial liabilities**.

New loans or bonds generally have either fixed or floating rates of interest. The Lufthansa Group pursues a net fix hedging strategy. This means the volume of floating-rate liabilities should not exceed the volume of funds invested at a floating interest rate. Net debt is thus subject to a fixed interest rate and market-wide interest-rate changes do not have any material impact on the Group's interest burden. This strategy is managed primarily by means of derivatives.

Structured risk management minimises finance risks

The Group's financial stability is also ensured through integrated risk management. Hedging fuel, exchange rate and interest rate risks minimises the short-term financial risks for the Lufthansa Group. The hedges smooth price fluctuations by means of rule-based processes. Changes in fuel costs can therefore be taken into account in pricing at an early stage. ↗ **Opportunities and risk report**, **Notes to the consolidated financial statements, Note 45**.

Fleet and route network

Fleet

T011 Group fleet – Number of commercial aircraft

Lufthansa Airlines including regional airlines, Germanwings and Discover Airlines (LH), SWISS including Edelweiss (LX), Austrian Airlines (OS), Brussels Airlines (SN), Eurowings (EW) and Lufthansa Cargo (LCAG) as of 31 Dec 2025

Manufacturer/type	LH	LX	OS	SN	EW	LCAG	Group fleet	of which lease	Change vs. 31 Dec 2024
Airbus A220		30					30		
Airbus A319	40			14	29		83	14	–3
Airbus A320	62	23	29	16	50		180	20	–3
Airbus A320neo	41	11	5	6	8		71	28	10
Airbus A321	54	6	6		6	4[1]	76	4	
Airbus A321neo	18	7			5		30	14	4
Airbus A330	21	14		11			46	4	
Airbus A340	23	8					31		–11
Airbus A350	31	5					36	9	2
Airbus A380	8						8		
Boeing 747	27						27		
Boeing 767			3				3		
Boeing 777		12	6				18	1	
Boeing 787	12		2				14	2	7
Boeing 777F						18[2]	18	6	
Bombardier CRJ	23						23		–4
Embraer	27		16				43		
Total aircraft	**387**	**116**	**67**	**47**	**98**	**22**	**737**	**102**	**2**

[1] A321P2F operated by Lufthansa CityLine.
[2] Partly operated by AeroLogic, of which two aircraft attributed pro rata.

Lufthansa Group fleet expands to 737 aircraft
At the end of 2025, the Lufthansa Group fleet comprised 737 aircraft (previous year: 735 aircraft). Aircraft from Airbus and Boeing make up the majority of the fleet. Aircraft from Bombardier and Embraer are also deployed on short-haul routes. The average age of the aircraft in the fleet was 14.4 years (previous year: 14.0 years).

The fleet expanded by two aircraft year-on-year. A total of 23 new aircraft were added to the fleet, compared with 21 retirements. Additions to the fleet for long-haul routes comprised seven Boeing 787-9s fitted with the new Lufthansa Allegris cabin as well as two Airbus A350-900s, one of which at SWISS featuring the new SWISS Senses generation seats. For short-haul routes, ten A320neos and four Airbus A321neos have been added to the fleet. In contrast, 18 aircraft were sold in the reporting year (four CR9s, three A320s and eleven A340s), while the leases for three aircraft expired.

In addition, 19 aircraft were sold and leased back in the reporting year by means of sale and leaseback transactions. The aircraft are one year old on average and are operated by Lufthansa Airlines, Lufthansa City Airlines, SWISS and Brussels Airlines.

The airlines in the Lufthansa Group operated 66 aircraft on the basis of wet leases in the reporting year. The reasons behind this were, in particular, to make up for delayed aircraft deliveries and to expand capacities in the busy summer months.

Fleet strategy aims to modernise fleet and reduce number of aircraft models
The Lufthansa Group has made important decisions in recent years in relation to the ongoing modernisation of its fleet. This entails the retirement of less fuel-efficient aircraft and their replacement with modern, more efficient aircraft types with lower fuel requirements and reduced CO_2 emissions.

At the same time, the Group is exploiting market opportunities to push ahead with fleet modernisation and to purchase modern aircraft at short notice and on attractive conditions. In this context, the opportunity has arisen to sell two Boeing 747-8s on very attractive conditions in 2026. These aircraft are to be rapidly replaced by more efficient models fitted with the latest technology. This will continuously further reduce the share of four-engine aircraft in the Group.

The orders placed in the period from 2019 to 2024 for a total of 34 A350-900s (including four used aircraft), 15 new A350-1000s and 39 new 787-9s, along with leases for another six A350-900s and two Boeing 787-9s, form the basis for the structural modernisation and optimisation of the long-haul fleet.

Moreover, as part of the long-term fleet strategy the number of aircraft models operated on long-haul routes is continuously being lowered to further reduce the level of complexity throughout the Group. The complete retirement of the aircraft types 747-400, 777-200ER, A340-600, A340-300, A330-200 and 767-300ER is offset by the introduction of the new A350-1000s, 777-9s and 777-8Fs. Accordingly, in net terms the number of long-haul aircraft types is to be reduced by three, from the current 13 to ten. The Lufthansa Group expects to achieve significant cost savings through these measures, especially in the areas of crew training, maintenance and operations.

Lufthansa Group expects delivery of 45 new aircraft in 2026

At year-end 2025, there were 219 aircraft on the Lufthansa Group's order list. There are also options to buy a further 182 aircraft. New aircraft are allocated centrally to the respective airline fleets shortly before delivery.

The Lufthansa Group is expecting the delivery of around 45 aircraft in the 2026 financial year, including short-haul aircraft from the A220 and A320neo family as well as long-haul A350 and Boeing 787-9 aircraft. According to current plans, the Lufthansa Group will therefore receive more than twice as many new long-haul aircraft in 2026 as in 2025. The first A350-1000s will be delivered to Lufthansa Airlines in Munich in the second half of the year. They are fitted with the new Allegris generation seats and have First Class cabins, like the A350-900.

According to the current planning, 50 aircraft are to be sold or their leases are due to expire in 2026. This planning is continuously monitored.

The Lufthansa Group can modify the capacity on offer by extending or shortening temporary decommissioning, delaying or bringing forward planned retirements and by taking out wet leases to match stronger or weaker than planned demand.

T012 Fleet orders Lufthansa Group

	Fixed orders[1]	Delivery period	Options
Long-haul fleet			
Airbus A350-1000	15	2026 to 2030	25
Airbus A350-900	22	2026 to 2031	
Boeing 787-9	27	2026 to 2028	13
Boeing 777-9	20	2026 to 2029	24
Boeing 777-8F	7	2028 to 2030	
Short-haul fleet			
Airbus A220-300	40	2026 to 2031	20
Airbus A320neo	30	2026 to 2029	40
Airbus A321neo	18	2026 to 2028	
Boeing 737-8	40	2028 to 2032	60
Total aircraft	**219**	**2026 to 2032**	**182**

[1] Excluding contracted leases.

Group-wide engine management realises synergies

The Lufthansa Group has introduced engine management throughout the Group in order to achieve synergies in the engine business. The aim behind this is to increase the number of usable flight hours per engine (green time) and to benefit from the joint use of replacement engines and the joint purchase of MRO services for all Group airlines. In addition, Group Engine Management centrally procures additionally required reserve engines from the market through lease or purchase transactions for all of the Lufthansa Group's airlines. This reduces complexity and increases availability.

Engines inspected for potential material defects
Potential material defects in components of the PW1100G engine family mean that the parts concerned will be inspected for safety reasons. For this reason, on average ten to 15 aircraft in the Lufthansa Group were not available for service in the reporting year. The aircraft concerned were the A320neo and A321neo models. A total of 64 Lufthansa Group aircraft and 146 engines (including replacement engines) are affected, around 100 of which have already undergone an initial inspection. The aim is to mitigate the effects on capacity by acquiring additional replacement engines, extending the useful life of existing aircraft and additional wet leases. The Lufthansa Group has significantly reduced the financial risks involved after successfully negotiating with the manufacturer International Aero Engines (IAE LLC).

The related engine model, PW1500G, which is used for A220 aircraft is likewise affected by these material defects. SWISS has 30 A220s, of which nine A220-100s and 21 A220-300s. In the reporting year, it was not possible to operate between four and six A220s since their engines underwent early inspection and overhaul to replace affected parts. Since this situation is set to continue into 2026, SWISS has decided to operate its A220-300s with the available engines and park its A220-100s for the time being. Two A220-100s are to be kept in reserve. Here too, capacity shortages will be compensated for by means of wet leases.

The Lufthansa Group continues to own a significant share of its fleet
Overall, the Lufthansa Group owns 86% (previous year: 88%) of its total fleet and leases 14% (previous year: 12%). More than 86% (previous year: 85%) of its owned fleet is unencumbered, i.e. not used as collateral under financing arrangements.

The owned aircraft provide a high degree of operational flexibility. In order to respond flexibly to fluctuations in demand and to adjust capacity at short notice, depreciated aircraft can at short notice remain in service for longer or be retired before their planned phase-out. The aircraft can also be used as collateral in financing activities. In contrast, leases enable a faster response to market and technological changes. They also reduce the use of capital when compared with purchasing new aircraft. The Group intends to expand the proportion of its fleet which is leased in the medium to long term.
↗ Financial strategy and value-based management.

Route network

Route network and capacities of the Lufthansa Group to be significantly expanded
As part of the multi-hub strategy, Lufthansa Airlines, SWISS, Austrian Airlines and Brussels Airlines offer their passengers a broad range of flights from these airlines' hubs in Frankfurt, Munich, Zurich, Vienna and Brussels. The regional airlines Lufthansa Cityline, Lufthansa City Airlines and Air Dolomiti provide short-haul feeder services for the Network Airlines. The Network Airlines are supplemented on long-haul routes by the route networks of the alliance and joint venture partners, which offer extensive transfer connections. Eurowings offers a comprehensive range of direct connections for short- and medium-haul destinations. Discover Airlines and Edelweiss, the Lufthansa Group's holiday airlines, focus on tourist destinations for short-, medium- and long-haul flights and thus supplement the capacity of the hubs.

During the reporting year, the Lufthansa Group continued to expand its route network. During the 2025 summer timetable, the airlines of the Lufthansa Group flew to a total of 313 destinations, four more than in the previous year.

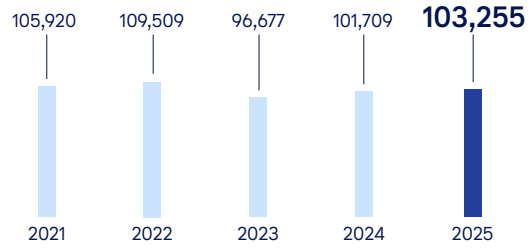
Available capacity has also continued to recover in the 2025 financial year. Overall, it was 4% up on the previous year. Available capacity on short- and medium-haul routes was 5% higher than in the previous year. On intercontinental routes, available capacity increased by 3% year-on-year in the 2025 financial year. The volume of transatlantic traffic was 5% higher than in the previous year. Available capacity in the Middle East increased by 28%. Capacity on Asian routes declined by 2%.

Russian airspace remains closed to the airlines of the Lufthansa Group due to Russia's war of aggression against Ukraine. As a result, flight routes to Japan, South Korea and China in particular are still significantly longer in some cases. Continental direct flights to Russia and Ukraine remain suspended. Due to the conflict in the Middle East, it was also necessary to temporarily suspend flights to Tel Aviv, Beirut, Amman, Erbil and Tehran in the reporting year.

Employees

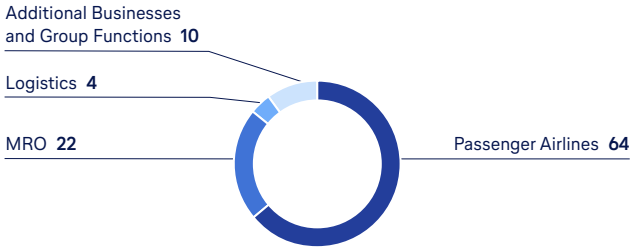
C07 Number of Employees

as of 31 Dec



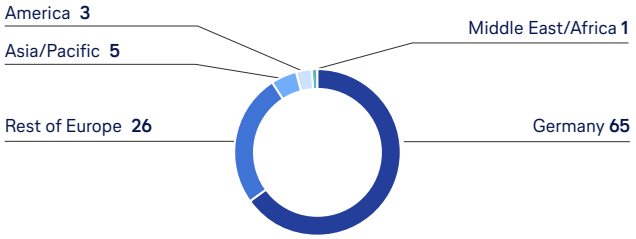
C08 Employees by Business Segments

As of 31 Dec 2025 in %



C09 Employees by Region

As of 31 Dec 2025 in %



Human resources management prepares the Company for the future and creates prospects for employees
The Lufthansa Group's employees play an indispensable role in its success. In the 2025 financial year, human resources management was once again a key pillar on which the future of the Lufthansa Group will be built. At the heart of this is a corporate culture which combines economic success with commitment, well-being and sustainable employability. With its Cultural Journey programme, the Lufthansa Group is continuously strengthening this culture and adapting it in line with the changing needs of society as well as its workforce and stakeholders.

The Company-wide employee survey "involve me!" is providing important insights into strategic areas of action and leading to their integration within the Group's HR strategy. The Lufthansa Group's approach encompasses equal opportunities, diversity, flexible career paths, professional training and a work-life balance. The Company is creating modern work models which take account of employees' individual life stages and promote a partnership-based, transparent culture. The Lufthansa Group is thus safeguarding its position as an attractive employer, retaining talent on a long-term basis and enabling employees' personal and career development.
↗ Combined non-financial declaration.

Number of employees increases in the reporting year
At year-end 2025, the Lufthansa Group had 103,255 employees worldwide (previous year: 101,709). Accordingly, the number of employees had risen by 1,546, or 2%, in the reporting year. This increase is mainly attributable to successful recruitment measures in operational areas in particular.

Translated into full-time positions, the Group had 86,610 employees at the end of 2025 (previous year: 84,215). This represents a year-on-year increase of 2,395 or 3%.

In Germany, the Group had 67,091 employees: 755, or 1%, more than in the previous year (previous year: 66,336). The Group's employees in Germany therefore accounted for 65% of its overall workforce (previous year: 65%). The number of employees outside Germany increased by 791 or 2% to 36,164 (previous year: 35,373).

As of the reporting date, the average age of the workforce was 42.4 years (previous year: 42.1 years). Average seniority was 13.9 years (previous year: 13.7 years). 35% of employees worked part-time in the reporting year (previous year: 35%). The fluctuation rate remained at 6% (previous year: 6%).

At year-end, 1,685 apprentices were in training or on combined degree courses offered by the Lufthansa Group worldwide (previous year: 1,860).

Lufthansa Group intends to cut around 4,000 jobs by 2030
The Lufthansa Group's strategic objectives envisage changes to the Group's organisational and operational structure. The goal is to achieve closer and more networked cooperation between Group Functions and airlines to leverage synergies and for greater efficiency. ↗ Group strategy.

This more strongly integrated cooperation model will result in significant changes to processes and structures in terms of cooperation with the Group companies. On this basis, the Company is reviewing which activities will no longer be required in future, e.g. due to duplication. In particular, the far-reaching upheavals resulting from digitalisation and the increased use of artificial intelligence will deliver efficiency gains in many areas and processes.

Due to these developments and structural adjustments, the Lufthansa Group plans to cut around 4,000 jobs worldwide in the period up to 2030, mainly in Germany. These cuts will

be implemented in consultation with Lufthansa's labour union partners. The focus here is on administrative roles rather than operational roles.

Important agreements signed with collective bargaining partners
In the 2025 financial year, the Lufthansa Group, represented by the relevant industry associations or companies, reached the following new wage and collective agreements with its collective bargaining partners. ↗ Opportunities and risk report, Human resources.

The Employers' Federation for Air Transport Companies (AGVL) and the cabin staff union Unabhängige Flugbegleiter Organisation e.V. (UFO) signed a new collective bargaining agreement on part-time work for Lufthansa Airlines' roughly 19,000 cabin staff with effect from 1 January 2025. This collective bargaining agreement better reflects the seasonality of the airline business: in future, working time models will enable the balanced use of employees' work capacity throughout the year while placing the leisure phases of partially retired employees mainly within low demand periods. The list of potential models has been significantly scaled back and rules have been incorporated to simplify the allocation process. This agreement has a minimum term which expires at the end of 2027.

Following the independent flight attendants' union UFO's termination of the framework collective bargaining agreement for the cabin crew in the autumn of 2024, since the start of 2025 this agreement has remained in force pending a new settlement.

The collective agreements on transitional and retirement benefits for the cockpit staff of Lufthansa Airlines and Lufthansa Cargo are still open. No wage settlement has been reached here. After the Vereinigung Cockpit pilots' union (VC) declared that the negotiations on pension agreements had failed and initiated a strike ballot, a majority of the union's members voted to take industrial action.

At SWISS, a capacity agreement was signed for cockpit crew in 2025 with the goal of relieving shortages through voluntary measures including a voluntary increase in the retirement age. This agreement applies until 31 October 2026. For ground staff, an agreement has been concluded for the permanent night shift at Lufthansa Technik. This move was prompted by the expiry of a special government scheme at the end of 2025 and the resulting need to negotiate a new maximum shift time for the permanent night shift. It remains in force up to the end of 2026 or until a new collective agreement is signed.

In April 2025, Edelweiss concluded a collective agreement with the cabin union Edelweiss Air Flight Attendant Association (EFA) with a minimum term running from May 2025 to April 2030. This collective agreement offers attractive work conditions and includes an absolute no-strike obligation. It thus guarantees stability and business planning certainty.

Eurowings GmbH has concluded a collective bargaining agreement with the trade union Vereinigte Dienstleistungsgewerkschaft (ver.di) for its roughly 1,800 cabin staff. The agreement provides for salary increases of 4% and 3% in February and August 2025 and 2.4% in August 2026. In addition, a profit-sharing scheme and a one-off payment of EUR 1,000 have been agreed. Two new collective wage agreements for roughly 700 ground staff at Eurowings Aviation GmbH have likewise been concluded with ver.di. These stipulate an increase in the remuneration tables of 3.7% (but at least EUR 180), 3.5% and 2.2% in January 2025, 2026 and 2027 respectively and a monthly increase of EUR 100 in the remuneration received by apprentices and students on combined degree programmes. These two collective agreements each have a minimum term of 30 months.

Developing a sustainable relationship between collective bargaining partners
Within the scope of its social and collective bargaining policies, the Lufthansa Group aims to define good working conditions and fair salary arrangements which strike a balance between the interests of the companies and employees in every part of the Group. Longer-term agreements establish planning certainty for both parties. The agreements concluded in the reporting year achieved this in some contexts.

Research and development

The Lufthansa Group is continuously working on innovative services and products. Most of these activities are run decentrally in the individual business segments since they focus on different areas and are extensively supplemented with external partnerships. ↗ Business segments.

Passenger Airlines focus on improving the travel experience and sustainability activities
The Lufthansa Group Passenger Airlines are focusing on making further improvements to the customer's travel experience along the entire travel chain and on expanding their sustainability activities.

For instance, through their refit with Lufthansa Allegris and SWISS Senses product generation seating, Lufthansa Airlines and SWISS offer their passengers a new travel experience in every class on long-haul routes. At the end of the reporting year, ten A350-900s and four Boeing 787-9s fitted with the new Allegris interior were already in service at Lufthansa Airlines. In October 2025, the first A350-900 fitted with SWISS Senses was added to SWISS' fleet.

As a further innovation in the 2025 financial year, Lufthansa Airlines offers its passengers in every travel class, including on intercontinental flights, the opportunity to chat for free, for an unlimited period of time, using various apps on their smartphones or tablets.

In addition, in the reporting year the Lufthansa Group again collaborated with several companies and research institutes that research, promote and produce sustainable fuels. ↗ Combined non-financial declaration.

Lufthansa Cargo and Lufthansa Technik are continuing to expand their innovative and digital products and services and developing sustainable solutions for the airline industry
In the reporting year, together with the Fraunhofer Institute, Lufthansa Cargo has presented new approaches for the use of artificial intelligence, automation and digitalisation in the airfreight sector. In addition, specially developed software was introduced which uses artificial intelligence in order to directly transfer booking enquiries from emails to Lufthansa Cargo's booking system.

Moreover, in July 2025 Lufthansa Cargo became the first airline to join the high-tech network "Silicon Saxony". Lufthansa Cargo is thus enabling the development of tailored airfreight solutions for highly sensitive semiconductor technology products and strengthening its position in this future-oriented market segment. ↗ Logistics business segment.

Lufthansa Technik is further expanding the Digital Tech Ops Ecosystem products which it has developed in-house. Around 11,300 aircraft have been connected to the system via service contracts. The Digital Tech Ops Ecosystem consists of AVIATAR as a platform for data-based analytics solutions, flydocs as a digital records and asset solution and AMOS, a product of Swiss Aviation Software AG, the world market leader in the field of maintenance and engineering/ MRO software. In the reporting year, a new application "Technical Repetitives Examination" was introduced within the AVIATAR Reliability Suite. This application enables customers to analyse entries in electronic and conventional logbooks using artificial intelligence and identify repeat errors more efficiently. Within the scope of its Ambition 2030 programme, Lufthansa Technik aims to achieve its goal of becoming a fully digitalised MRO provider by 2030.

In the reporting year, Lufthansa Technik developed a new generation of flight data recorders for the Airbus A320 family in partnership with HENSOLDT. These devices offer expanded analysis functions and fulfil future regulatory requirements, thus facilitating a significant improvement in operational safety. ↗ MRO business segment.

At the European Aviation Training Summit, Lufthansa Aviation Training presented and introduced emergency scenario training using virtual reality for the first time in the reporting year.

Innovation and digitalisation driven by various platforms
The Lufthansa Innovation Hub is also driving innovation and digitalisation. With around 60 employees, this hub is working on new digital business models, partnerships and strategic investments throughout the travel and mobility chain.

The Lufthansa Group Digital Hangar brings together the digital talents in the Lufthansa Group and pools expertise, innovation and processes in one agile structure. It aims to set new technological trends and standards, and to create genuine added value for customers. By delivering digital products faster and with a high level of quality, the aim is to enhance customer satisfaction and the digital user experience significantly. The Lufthansa Group Digital Hangar is intended to position the Lufthansa Group as a digital trendsetter. A total of 208 employees are working at the Lufthansa Group Digital Hangar.

Legal and regulatory factors

The Lufthansa Group is subject to a large number of national, European and international regulations. This regulatory environment influences costs as well as the Company's international competitiveness. This is particularly the case where regulations only apply in certain countries or regions, which means that competing airlines are not operating on a level playing field.

Legislation at the European level – in particular, relating to climate change mitigation policy and consumer protection – is particularly significant in this regard. Geopolitical risks, tariff conflicts and airspace closures also represent challenges. The high government-induced costs of doing business in Germany have a particularly severe impact on the cost-effectiveness of flights within and departing from Germany. These include air traffic tax as well as aviation security fees and air traffic control charges.

EU climate change mitigation regulations entail competitive disadvantages
With its Fit for 55 programme, by 2030 the EU aims to cut its greenhouse gas emissions by at least 55% relative to their 1990 level. Three dossiers are key from the point of view of aviation: the regulation on sustainable aviation fuels (ReFuelEU Aviation), the reform of EU emissions trading (EU-ETS) and the proposal to introduce a kerosene tax (EU energy tax directive).

Since January 2025, a binding blending quota has applied for sustainable aviation fuels (SAF). Under the ReFuelEU Aviation Regulation, this quota is to gradually increase from the current 2% to 70% in 2050. A sub-quota for synthetic PtL aviation fuels is planned from 2030 and is set to rise from 1.2% to 35% in 2050. In the view of the Lufthansa Group, this quota will lead to strong cost increases for European airlines and considerable competitive disadvantages for intercontinental traffic. Since it only applies for flights departing from

EU airports, non-European airlines with transfer airports close to Europe only have to meet the SAF quota on the flight segment from Europe to their hub. Moreover, the availability of SAF will remain limited in the medium term and prices are still not competitive. To date, PtL fuels are only available in laboratory quantities and up to ten times more expensive than conventional kerosene.

The total number of CO_2 certificates will be gradually reduced in the EU ETS. The previously free allocations will be phased out starting in 2026. Costs will increase above all due to the discontinuation of free allocations. The regulations will make European airlines' feeder traffic more expensive and entail the risk of an increasing displacement of long-haul connections to hubs outside Europe. To create an incentive to use SAF, a decision was made to provide a limited contingent of CO_2 certificates on a temporary basis to compensate for the additional costs of SAF. However, this does not sufficiently offset the additional expenses nor establish a level playing field with airlines from outside the EU. Moreover, due to the nature of the system for the allocation of CO_2 certificates, certain EU network carriers will benefit more strongly than others in terms of the relief they receive on their additional SAF costs. This is distorting competition within Europe.

The introduction of an EU minimum tax on kerosene is currently the subject of political debate. The EU Council recently extended the tax exemption for kerosene until 2035. Any introduction of an EU minimum tax on kerosene, which requires a unanimous resolution by the EU Council, would massively increase the existing global competitive disadvantage.

The Lufthansa Group believes that improvements to EU climate protection regulations are urgently required in order to maintain the competitiveness of the airlines based in the EU and to avoid the transfer of traffic and emissions that is known as the carbon leakage effect. The goal must be to introduce climate change mitigation measures which are effective but also competition-neutral. ↗ Combined non-financial declaration.

More stringent consumer protection policies may have adverse impact

A reform of the Air Passengers Rights Regulation ((EC) No 261/2004) is currently being negotiated at the European level. The European Parliament, the EU Council and the European Commission began trilogue negotiations in October 2025. More stringent regulations in a number of areas are on the agenda. These would mean higher costs for the Lufthansa Group and its customers. They include, in particular, higher compensation amounts, additional carry-on bags free of charge, numerous limitations on exemptions from the obligation to provide compensation and requirements for the compensation procedure. Moreover, increased carry-on luggage quantities would mean slower security checks and boarding processes and thus jeopardise operational stability and punctuality.

Costs of doing business in Germany adversely affect the country's connectivity

The costs of doing business in Germany imposed by the German government on air traffic departing from Germany – air traffic tax as well as aviation security and air traffic control fees and charges – have more than doubled overall since 2019. The Lufthansa Group has thus been obliged to cancel routes within Germany for economic reasons. This development is having a considerable adverse impact on Germany's connections to European and global air traffic.

In its November 2025 relief package, among other things, the German government cancelled its 2024 air traffic tax increase, with effect as of 1 July 2026, and reduced air traffic control charges. From the Lufthansa Group's point of view, these decisions are an important first step in order to maintain the current level of service at German airports.

Economic report

- Global economic growth stabilises, economic output in Germany positive again.
- Oil price trends lower again.
- Global passenger and airfreight traffic report year-on-year growth.
- Lufthansa Group reports positive performance in reporting year.
- Lufthansa Group revenue comes to EUR 39,597m.
- Adjusted EBIT improves by 19% to EUR 1,960m.
- Adjusted EBIT margin of 4.9%.
- Adjusted free cash flow for Lufthansa Group at EUR 1,188m.
- Balance sheet even stronger.

Macroeconomic situation

T013 GDP development

in %	2025[1]	2024	2023	2022	2021
World	2.9	2.8	3.0	3.4	6.6
Europe	1.7	1.2	0.7	3.9	6.8
Germany	0.3	–0.5	–0.7	1.9	3.9
North America	2.1	2.7	2.9	2.7	6.1
South America[2]	2.3	2.1	2.3	4.1	7.3
Asia/Pacific	4.4	4.1	4.6	3.5	6.9
China	5.0	5.0	5.4	3.1	8.6
Middle East	3.6	1.7	1.8	8.0	5.3
Africa	4.1	3.3	3.7	3.9	4.8

Source: S&P Global as of 15 January 2026
[1] Forecast.
[2] Excluding Venezuela.

Stable growth in global economy, economic output in Germany picks up again
Global economic growth stood at 2.9% in 2025 (previous year: 2.8%). Over the past three years this means the global economy has grown steadily by roughly 3% p.a. At 4.4%, Asia/Pacific remained the region with the highest growth rate in 2025 (previous year: 4.1%). In Europe, the economy grew by 1.7% (previous year: 1.2%). Germany reported a positive growth rate of 0.3% (previous year: –0.5%) for the first time since 2022.

Euro up against most major currencies
On average, the euro gained against most major currencies over the course of the year. The euro increased by an average of 6% against the Canadian dollar. The average exchange rate against both the US dollar and the Chinese renminbi was 4% higher than the previous year. The Japanese yen and the pound sterling fell against the euro by an average of 3% and 1% respectively. Against the Swiss franc, the euro fell by an average of 2%.

T014 Currency development EUR 1 in foreign currency

	2025	2024	2023	2022	2021
USD	1.1282	1.0820	1.0814	1.0510	1.1821
JPY	168.79	163.77	151.68	137.86	129.84
CHF	0.9369	0.9524	0.9714	1.0040	1.0807
CNY	8.1084	7.7848	7.6521	7.0754	7.6243
GBP	0.8565	0.8464	0.8695	0.8523	0.8595
CAD	1.5769	1.4818	1.4592	1.3684	1.4818

Source: Bloomberg, annual average daily price.

Inflation rate falls
The rate of inflation declined in the reporting year. At the end of 2025, it averaged 3.3% worldwide (previous year: 4.5%). The inflation rate in Europe was 2.0% (previous year: 2.4%), and in Germany it stood at 1.8% (previous year: 2.6%).

Inflation in Europe therefore stabilised at around the target rate of 2.0%. The European Central Bank cut interest rates four times in the first half of 2025 to 2.15% and maintained this level for the remainder of the year (previous year: 3.15%). The Fed, the US central bank, reduced interest rates in three steps to 3.75% in 2025 (previous year: 4.5%).

Short-term interest rates down, long-term rates pick up
Short-term interest rates fell on average over the course of the year. The 6-month Euribor stood at an average of 2.20% in 2025 (previous year: 3.48%). The average 10-year euro swap rate rose year-on-year to 2.62% (previous year: 2.59%).

T015 Interest rate development in %

Instrument	2025	2024	2023	2022	2021
6-month Euribor average rate	2.20	3.48	3.69	0.68	–0.52
6-month Euribor year-end level	2.11	2.57	3.86	2.69	–0.55
10-year euro swap average rate	2.62	2.59	3.05	1.93	0.05
10-year euro swap year-end rate	2.92	2.36	2.49	3.20	0.30

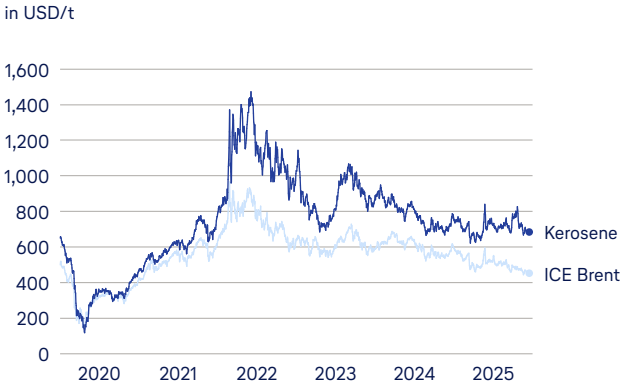
Source: Bloomberg

The discount rate applied for discounting the pension obligations of Deutsche Lufthansa AG, which is derived from the average return on a basket of investment-grade corporate bonds, stood at 4.2% in the reporting year (previous year: 3.6%).

Oil price again down on the previous year
Pressure on the oil market continued to decline in 2025. With prices between USD 58.92/barrel and USD 82.03/barrel, the average price for 2025 was USD 68.19/barrel, which is 15% lower than the previous year (previous year: USD 79.86/barrel). On 31 December 2025, a barrel of Brent Crude cost USD 60.85 (year-end 2024: USD 74.64/barrel).

The jet crack, the price difference between crude oil and kerosene, moved between USD 13.49/barrel and USD 40.15/barrel in 2025. On average over the year, it traded at USD 22.80/barrel and thus 12% higher than in the previous year. On 31 December 2025, the jet crack was USD 26.46/barrel (year-end 2024: USD 16.19/barrel).

C10 Price Development of Crude Oil and Kerosene



Source: Lufthansa, based on market data.

Sector developments

Global passenger traffic reports positive growth rates again
The global air transport industry saw significant increases in passenger traffic again in 2025 and a resulting further increase in sales. Greater demand for flights, especially to holiday destinations, prompted a further expansion of capacity in global passenger traffic. Nevertheless, capacities were lower than in the previous year. At the same time, the ongoing delays in the delivery of new aircraft are preventing the passenger airlines from achieving a disproportionately strong increase in capacity. This is having a stabilising impact on the yield trend. Increasing demand was covered partly by higher passenger load factors. Growing macroeconomic uncertainty over the course of the year, particularly driven by the political developments in the USA, temporarily curbed demand for travel. Worldwide geopolitical tensions caused airspace to be closed in some cases and had an adverse impact on capacity. Demand was largely unaffected by the international conflicts, however, and proved to be relatively resilient.

Total sales worldwide (revenue passenger-kilometres) in the reporting year increased by 5% on the previous year according to figures published by the International Air Transport Association (IATA) (previous year: 11%). Airlines from the Africa region registered the strongest growth of 9% (previous year: 13%). In the same period, airlines from Europe posted a 5% increase (previous year: 9%).

Yields in global passenger traffic were down 0.9% in the 2025 financial year according to IATA (previous year: decline of 4.2%).

T016 Sales performance in the airline industry

in % compared with previous year	Passenger-kilometres	Cargo tonne-kilometres
Europe	5	3
North America	0	–1
Central and South America	7	2
Asia/Pacific	8	8
Middle East	7	0
Africa	9	6
Global	**5**	**3**

Source: IATA Air Passenger/Air Freight Market Analysis (12/2025).

Global airfreight traffic also reports positive growth
The global market for airfreight also continued to develop positively in the 2025 financial year, supported by the ongoing boom in online sales, driven in particular by e-commerce providers from Asia. Capacity bottlenecks in global shipping also led to higher demand for airfreight. According to IATA, global airfreight volumes (measured in revenue cargo tonne-kilometres) were up 3% year-on-year in 2025 (previous year: 11%). European providers saw an increase of 3% (previous year: 11%). The seasonality that is characteristic of the airfreight industry, and makes the fourth quarter by far the strongest in terms of revenue, was less pronounced in 2025

because some shipments were brought forward in the year to avoid impending new customs restrictions. The most recent US tariffs did not have a lasting impact on airfreight demand, but did cause a structural realignment of global supply patterns.

Yields in global airfreight traffic decreased by 0.5% year-on-year according to estimates by IATA (previous year: decrease of 2.0%), due to greater belly capacities for freight in passenger aircraft and the weak global macroeconomic performance.

Global airline industry expects earnings to increase
The global airline industry expects a year-on-year rise in earnings to new record levels in 2025, despite the increase in geopolitical tensions and trade wars. IATA predicts that the industry will realise a net profit of USD 40bn for the 2025 financial year (previous year: USD 28bn). This earnings performance is buoyed not only by higher demand, but also by lower fuel prices. The positive outlook is overshadowed by ongoing problems in supply chains, however, which are leading to delays in the planned increases in new aircraft production.

On a regional basis, the highest profits for the first time in more than a decade are expected for European airlines at USD 13bn (previous year: USD 9bn). North American airlines are forecast to generate net profits of USD 11bn (previous year: USD 11bn).

T017 Earnings development in the airline industry

in USD bn	2025[1]	2024
Europe	13	9
North America	11	11
Central and South America	3	0
Asia/Pacific	6	3
Middle East	7	6
Africa	0	0
Industry	**40**	**28**

[1] Forecast.
Source: IATA Industry Statistics (12/2025).

Continued significant growth in MRO market
The aircraft maintenance, repair and overhaul (MRO) business once again performed well in 2025. The strong level of demand for flights prompted a further rise in demand for MRO services.

The advisory company ICF predicted that the market for MRO services (excluding embargo countries) will grow by 7% year-on-year in 2025 to USD 147bn (previous year: USD 137bn). MRO demand of USD 55bn is attributable to the EMEA region (Europe, Middle East and Africa) (previous year: USD 51bn), USD 41bn to the Americas region (previous year: USD 40bn) and USD 51bn to the APAC region (Asia/Pacific) (previous year: USD 47bn). The latter is becoming further established as the largest future market for MRO services.

Course of business

Overview of business developments and comparison with original forecast

Lufthansa Group reports positive performance in reporting year
The Lufthansa Group performed well overall in the 2025 financial year.

The Passenger Airlines further increased its volume of traffic due to the continued high level of demand for air travel, and to holiday destinations in particular. Traffic was adversely affected by the situation in the Middle East, temporarily slower demand in the third quarter, particularly on North Atlantic routes, but also in Europe, and ongoing delays in the delivery of new aircraft. Capacity increased overall year-on-year in the reporting year by 4%, with the passenger load factor virtually unchanged at 83.2%.

Lufthansa Airlines is forging ahead with its turnaround programme, and this is having a substantial positive effect on operational stability. Overall, in the reporting year the Lufthansa Group's Passenger Airlines achieved significantly better punctuality than in the previous year and posted their highest levels of regularity since the start of the coronavirus pandemic. Despite ongoing inflation in the industry, the turnaround measures also slowed the rise in unit costs at Lufthansa Airlines.

Adjusted EBIT for the Passenger Airlines improved year-on-year in 2025 by 4% to EUR 1,087m (previous year: EUR 1,046m). Lower kerosene prices reduced the cost position, whereas slightly weaker yields held back revenue growth.

Positive performance continued in the Logistics segment, boosted by generally stable market demand, which was driven in particular by ongoing strong business from Asia. Lufthansa Cargo expanded its network by integrating SWISS WorldCargo into the United Airlines joint venture and starting to market belly capacities at ITA Airways. Lufthansa Cargo expanded its volume of traffic and achieved an Adjusted EBIT of EUR 324m, which was 29% higher than in the previous year (previous year: EUR 251m).

In the MRO segment, continued high demand for flights prompted a further rise in demand for maintenance and repair services. In the 2025 financial year, Adjusted EBIT was roughly stable year-on-year at EUR 603m (previous year: EUR 607m). The operating result was impacted by the depreciation of the US dollar, as well as inflation- and growth-related cost increases and higher tariffs. However, these effects were mitigated over the course of the year. Lufthansa Technik's operating result in the fourth quarter of 2025 exceeded the figure for the same period of the previous year.
↗ Business segments.

Lufthansa Group's Adjusted EBIT rises to EUR 1,960m
Despite declining yields in its passenger business, the Lufthansa Group's revenue increased by 5% year-on-year to EUR 39,597m (previous year: EUR 37,581m) due to the expansion of its flight programme, increased ancillary revenues and strong growth in its Logistics and MRO business segments. In the 2025 financial year, operating income climbed 5% overall to reach EUR 42,498m (previous year: EUR 40,542m).

Operating expenses at the Lufthansa Group were up 4% to EUR 40,799m (previous year: EUR 39,097m), due in particular to increased costs for fees and charges and human resources. Lower fuel costs, reduced costs arising from strikes and irregularities in flight operations as well as exchange rate effects partially offset this.

Overall, Adjusted EBIT for the Lufthansa Group improved by 19% to EUR 1,960m (previous year: EUR 1,645m). The Adjusted EBIT margin improved by 0.5 percentage points to 4.9% (previous year: 4.4%).

The net result attributable to shareholders of Deutsche Lufthansa AG in the reporting year came to EUR 1,339m (previous year: EUR 1,380m). ↗ Earnings position.

Positive Adjusted free cash flow of EUR 1,188m generated
The Lufthansa Group's cash flow from operating activities rose year-on-year in the 2025 financial year by 4% to EUR 4,037m (previous year: EUR 3,892m), due primarily to the increase in Adjusted EBITDA. Net capital expenditure amounted to EUR 2,460m in the reporting year and was thus 9% lower than in the previous year (previous year: EUR 2,698m).

The Lufthansa Group therefore generated positive Adjusted free cash flow in the 2025 financial year. At EUR 1,188m, this was 41% higher than in the previous year (previous year: EUR 840m). ↗ Financial position.

Lufthansa Group posts strong balance sheet
At year-end 2025, the Lufthansa Group again had a strong balance sheet. Despite the positive free cash flow, at EUR 6,406m, net indebtedness was up EUR 662m on year-end 2024 (31 December 2024: EUR 5,744m) due to interest and dividend payments and lease financing. However, net pension obligations were down EUR 664m to EUR 1,902m (31 December 2024: EUR 2,566m) due to interest rates. Equity as of 31 December 2025 increased by EUR 117m over year-end 2024 to EUR 11,711m (31 December 2024: EUR 11,594m).

At the end of the 2025 financial year, the Group had available liquidity of EUR 10.7bn (previous year: EUR 11.0bn).
↗ Financial position.

Forecast for key performance indicators met
The Lufthansa Group prepared and announced its outlook for the 2025 financial year with the publication of the Annual Report 2024 on 6 March 2025. There were no significant changes to the forecast over the course of the year.

The Lufthansa Group predicted a clear increase in revenue and Adjusted EBIT significantly higher than in the previous year. The forecasts were met, with revenue increasing by 5% and Adjusted EBIT rising by 19%.

Net capital expenditure was predicted to be between EUR 2.7bn and EUR 3.3bn. At EUR 2,460m, it was below this range, partly due to delayed aircraft deliveries.

Adjusted free cash flow was expected to be roughly on par with the previous year. Adjusted free cash flow was 41% up on the previous year at EUR 1,188m, also because of the delayed aircraft deliveries.

The forecast of a slight reduction in specific CO_2 emissions in the 2025 financial year was also met with a decline of 2%.

T018 Development of significant KPIs

		Result for 2024	Forecast for 2025	Result 2025
Revenue	€m	37,581	clear increase	39,597
Adjusted EBIT	€m	1,645	significantly above previous year	1,960
Net capital expenditure [1]	€m	2,698	between EUR 2.7bn and EUR 3.3bn	2,460
Adjusted free cash flow	€m	840	roughly the same as previous year	1,188
Specific CO_2 emissions	grammes	87.5	slight decline	85.4

[1] Without acquisition and disposal of equity investments.

Significant events

Deutsche Lufthansa AG successfully issues hybrid and convertible bonds on capital markets
On 8 January 2025, Deutsche Lufthansa AG successfully issued an unsecured euro hybrid bond with a total volume of EUR 500m. The bond bears interest at 5.25% per annum and has a term of 30 years, with a first issuer call date after six years, i.e. on 15 January 2031. This transaction underlines the trust that the capital markets have in the Lufthansa Group, and enables the early refinancing of the hybrid bond issued in 2015. Strong demand enabled advantageous conditions and the term until the first repayment date optimally complements the maturity profile.

On 11 February 2025, Deutsche Lufthansa AG repaid a EUR 750m bond from 2021 under the Euro Medium-Term Note (EMTN) programme.

On 3 September 2025, Deutsche Lufthansa AG successfully placed unsecured and unsubordinated convertible bonds with a total nominal value of EUR 600m. These bonds are issued in denominations of EUR 100,000 and have a fixed-rate annual coupon of 0%. The transaction was oversubscribed several times.

The proceeds from the placement of the new convertible bonds were used for general business purposes, including the refinancing of existing liabilities, and to finance the buy-back of EUR 300m of the outstanding convertible bonds that matured in 2025. ↗ Financial position.

Lufthansa Group closes 41% investment in ITA Airways and drives integration forward
The acquisition of a 41% stake in ITA Airways by Deutsche Lufthansa AG was completed on 17 January 2025 by means of a EUR 326m capital contribution. As a result, the Italian airline is now part of the Lufthansa Group and the Group's fifth network carrier. Jörg Eberhart, previously Head of Strategy & Organizational Development at the Lufthansa Group, and Lorenza Maggio, previously Vice President of Sales EMEA at Lufthansa Group Airlines, have been appointed to the five-member Board of Directors and the operational management of ITA Airways.

The Lufthansa Group made substantial progress in its integration of ITA Airways over the course of the year. ITA Airways moved to the terminal areas for Lufthansa Group Airlines in Frankfurt and Munich at the end of March 2025. This means passengers benefit from faster transfer times. Since April 2025, ITA Airways has been officially included in the Star Alliance integration process. This represents a significant step towards its full integration within the Lufthansa Group's global network. In addition, the Lufthansa Group and ITA Airways have expanded their code-share partnership. As well as European connections, selected joint long-haul flights are now also bookable, thus significantly improving the offering for passengers. Moreover, since 1 July 2025 status customers have benefited from harmonised benefits such as lounge access and priority services on flights operated by ITA Airways and the Lufthansa Group's airlines. Lufthansa Cargo has also been marketing ITA Airways' freight capacities on selected flight segments since June 2025.

Shareholders approve all Annual General Meeting agenda items
Deutsche Lufthansa AG's Annual General Meeting took place on 6 May 2025. Its shareholders approved all of the items on the agenda by large majorities.

The agenda items included the use of distributable earnings, with the distribution of a dividend of EUR 0.30 per share envisaged, as well as the election of Supervisory Board members.

Erich Clementi, Chairman of the Supervisory Board of E.ON SE, Astrid Stange, Chief Executive Officer of ELEMENT Insurance AG, and Angela Titzrath, former Chief Executive Officer of Hamburger Hafen und Logistik AG, were re-elected to the Supervisory Board. Alexis von Hoensbroech, Chief Executive Officer of the Canadian airline WestJet Airlines, was newly elected to the Supervisory Board. The members were in each case elected for a three-year term of office.

German Federal Cartel Office approves Lufthansa Group's acquisition of a stake in airBaltic
On 30 June 2025, the German Federal Cartel Office approved the Lufthansa Group's acquisition of a stake in the Latvian airline airBaltic.

Previously, on 29 January 2025 the Lufthansa Group had signed a purchase agreement for convertible bonds that represents a 10% stake in airBaltic. The transaction price was EUR 14m. The Lufthansa Group also gets a seat on the Supervisory Board of airBaltic.

The transaction builds on the existing wet lease between the Lufthansa Group and airBaltic and is intended to strengthen airBaltic as a strategic partner. The convertible bonds will be converted to common shares if airBaltic goes public. The Lufthansa Group's stake will not fall below 5%.

Immediate tax investment programme comes into effect
The German law for an immediate tax investment programme to strengthen Germany as a business location entered into force on 19 July 2025. This includes a gradual reduction in corporation tax rates in Germany. If earnings remain at their current level, in future this will mean lower tax payments in Germany. Accordingly, capitalised deferred tax assets were reduced by a total of EUR 447m in the reporting year. EUR 308m thereof was recognised in profit and loss and EUR 139m was recognised in equity without effect on profit or loss.

Change at the top of Lufthansa's Supervisory Board in the coming year
Johannes Teyssen introduced himself to the members of Deutsche Lufthansa AG's Supervisory Board prior to its meeting on 16 September 2025. On the recommendation of the Nomination Committee, Johannes Teyssen's election to the Supervisory Board is to be proposed at the Annual General Meeting on 12 May 2026. Following his election by the Annual General Meeting, the Supervisory Board will elect him as its Chairman and the successor of Karl-Ludwig Kley.

Karl-Ludwig Kley is then set to retire from Deutsche Lufthansa AG's Supervisory Board upon expiry of his mandate following a 13-year term and eight years of service as the Supervisory Board's Chairman. ↗ Report of the Supervisory Board.

Lufthansa Group sets out strategic orientation and provides details of new mid-term financial targets
At its Capital Markets Day, which took place in Munich on 29 September 2025, the Lufthansa Group set out its strategic orientation and published mid-term financial targets.

It intends to maximise the synergies within the Group by consistently expanding its integrated and networked cooperation model, for example by adjusting the organisational and operational structure. In addition, transformation programmes and fleet modernisations for the Network Airlines are intended to pave the way to greater profitability. This is intended to deliver attractive long-term returns for shareholders. ↗ Changes in business and organisation.

Moreover, in the period from 2028 to 2030 the Company aims to realise an Adjusted EBIT margin of 8% to 10%, a pre-tax Adjusted ROCE (return on capital employed) of 15% to 20% and Adjusted free cash flow in excess of EUR 2.5bn per year.

It aims to maintain a strong balance sheet as a basis for the realisation of its financial targets. For this purpose, the Lufthansa Group will continue to strive for an investment grade rating from leading rating agencies in the future. To hedge against possible crises, the Lufthansa Group will continue to maintain a conservative minimum liquidity level of EUR 8bn to 10bn.

In addition, the Company will adhere to its current dividend policy which envisages the distribution of 20% to 40% of the Group's net profit to its shareholders. ↗ Financial strategy and value-based management.

Events after the reporting period

Since 31 December 2025, no events of particular importance have occurred that would be expected to have a significant influence on the net assets, financial and earnings position.

Financial performance

Earnings position

Revenue and income

T019 Revenue and income

	2025 in €m	2024 in €m	Change in %
Traffic revenue	32,325	31,439	3
Other revenue	7,272	6,142	18
Total revenue	**39,597**	**37,581**	**5**
Changes in inventories and other own work capitalised	858	954	–10
Other operating income [1]	2,043	2,007	2
Total operating income	**42,498**	**40,542**	**5**

[1] Without non-current asset write-backs, reversals of non-operational provisions and book gains.

Traffic increased, traffic revenue up 3%
Driven by ongoing strong demand for air travel, the Lufthansa Group Passenger Airlines expanded their capacity (available seat-kilometres) by 4% year-on-year in 2025. The number of flights increased by 2% year-on-year. Sales (revenue seat-kilometres) likewise grew by 4%. The airlines in the Lufthansa Group carried around 135 million passengers in total in the 2025 financial year, 3% more than in the previous year. The passenger load factor rose slightly by 0.1 percentage points to 83.2%. Traffic revenue in the passenger business picked up by 3% to EUR 28,623m (previous year: EUR 27,869m). This increase is based on the growth in traffic, higher ancillary revenues and lower compensation payments due to irregularities in flight operations, while yields declined.

In the Lufthansa Group's cargo business, capacity (available cargo tonne-kilometres) was 6% higher than in the previous year due to the delivery of a B777F freighter in the second half of 2024 and increased belly capacities of the Passenger Airlines. The figure was notably boosted by the marketing of ITA Airways freight capacities, which began in the middle of the year. Sales (revenue cargo tonne-kilometres) likewise grew by 6% by comparison with the previous year. The cargo load factor was up 0.1 percentage points to 58.3%. Traffic revenue in the cargo business rose by 4% to EUR 3,702m due to stronger sales (previous year: EUR 3,569m).

Overall traffic revenue for Lufthansa Group airlines increased in the reporting year by 3% to EUR 32,325m year-on-year (previous year: EUR 31,439m).

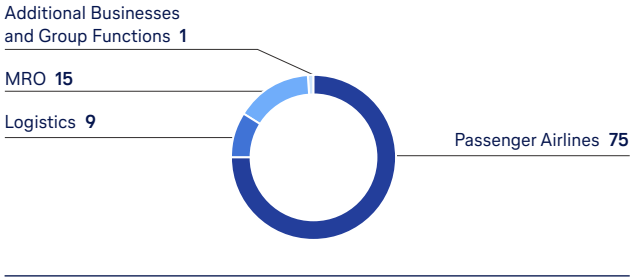
Further information on the regional breakdown of traffic revenue for the Passenger Airlines and Logistics segments can be found in the chapters ↗ Business segments.

Other revenue up 18%
Other revenue improved by 18% year-on-year to EUR 7,272m (previous year: EUR 6,142m). The increase was mainly due to higher revenue from third-party business in the MRO segment. This expansion of business activities is in line with the medium-term growth programme, "Ambition 2030". Demand was significantly positive, both for repair and maintenance services and in the other service areas. The negative influence of exchange rate movements for the US dollar was noticeable.

Revenue up 5%
Revenue, which consists of traffic revenue plus other revenue, increased by 5% in the 2025 financial year to EUR 39,597m (previous year: EUR 37,581m).

C11 Business Segments' Share of Group External Revenue

in %



Further information on the regional distribution of revenue can be found in the ↗ Notes to the consolidated financial statements, Notes to the segment reporting.

Changes in inventories and work performed by entity and capitalised fell by 10% to EUR 858m due to a lower volume of maintenance work performed by Lufthansa Technik within the Group (previous year: EUR 954m). Other operating income rose by 2% to EUR 2,043m (previous year: EUR 2,007m), mainly as a result of higher exchange rate gains.

Therefore, total operating income increased by 5% in the 2025 financial year to EUR 42,498m (previous year: EUR 40,542m).

Expenses

Cost of materials and services increase by 5%
The cost of operating materials and services for the Lufthansa Group in the 2025 financial year was 5% higher than in the previous year at EUR 23,581m (previous year: EUR 22,393m). The increase stems from the expansion of the business and price-related cost increases.

Within the cost of materials and services, fuel expenses decreased by 7% to EUR 7,271m (previous year: EUR 7,785m). The effects of a higher level of consumption (+2%) as a result of the expanded flight programme were more than offset by the decline in prices for kerosene (–5% including hedging) – which was partly offset by the additional costs of blending sustainable aviation fuels (SAF) – and currency effects (–4%). The result of price hedging was EUR –254m (previous year: EUR –139m).

Expenses for other raw materials, consumables and supplies, and purchased goods went up by 18% to EUR 3,837m (previous year: EUR 3,260m), due particularly to increased business activity and higher purchasing prices in the MRO business segment as well as higher expenses for emissions certificates.

Fees and charges increased by 10% to EUR 5,541m (previous year: EUR 5,020m), primarily due to price increases for government-levied air traffic control and airport fees. For instance, aviation security fees rose by 18% year-on-year.

For this reason, expenses for external MRO services rose by 16% to EUR 3,025m (previous year: EUR 2,600m). This is largely due to the high capacity utilisation at Lufthansa Technik as a result of business expansion, and to a high volume of maintenance work for engine types serviced by Lufthansa Technik's joint venture partners, which are therefore presented as external MRO services.

The expansion of passenger business brought about an 8% increase in expenses for in-flight services to EUR 1,241m (previous year: EUR 1,144m).

Greater use was made of chartered aircraft to cover capacity bottlenecks and gain seasonal flexibility, with the result that charter expenses rose by 12% to EUR 1,197m (previous year: EUR 1,073m). Expenses for passenger assistance in connection with flight irregularities due to strikes and operational difficulties at German airports fell by 37% to EUR 229m (previous year: EUR 364m). This decline is primarily due to the stabilisation of flight operations in Germany. In addition, the figures for the previous year were impacted by the strikes in the first half of 2024. Direct compensation payments to passengers for flight delays and cancellations, which are recognised as revenue reductions, decreased by 49% to EUR 244m (previous year: EUR 479m). In total, expenses and compensation payments went down by 44% year-on-year to EUR 473m (previous year: EUR 843m).

Operating staff costs up 7%
Operating staff costs of EUR 9,639m in the reporting year were 7% higher than in the previous year (previous year: EUR 8,992m). This increase was due to salary increases agreed in collective bargaining agreements, accruals for bonus payments and the 3% expansion in the headcount (adjusted for the sale of AirPlus).

Depreciation and amortisation up by 1%
Depreciation and amortisation amounted to EUR 2,369m in the 2025 financial year and were thus 1% higher than in the previous year (previous year: EUR 2,337m). This mainly related to aircraft and reserve engines (EUR 1,908m, previous year: EUR 1,867m).

Other operating expenses down by 3%
Other operating expenses were down 3% to EUR 5,210m (previous year: EUR 5,375m) mainly due to lower losses reported on currency translations of foreign currency transactions.

Operating expenses up by 4% in total
Overall, operating expenses for the Lufthansa Group rose by 4% in the 2025 financial year to EUR 40,799m (previous year: EUR 39,097m).

T020 Expenses

	2025 in €m	2024 in €m	Change in %	Percentage of operating expenses in %
Cost of materials and services	23,581	22,393	5	58
of which fuel	7,271	7,785	–7	18
of which fees and charges	5,541	5,020	10	14
of which external MRO services	3,025	2,600	16	7
of which in-flight services	1,241	1,144	8	3
of which charter expenses	1,197	1,073	12	3
Staff costs [1]	9,639	8,992	7	24
Depreciation and amortisation [2]	2,369	2,337	1	6
Other operating expenses [3]	5,210	5,375	–3	13
of which staff-related expenses	1,063	1,029	3	3
of which rental and maintenance expense	733	655	12	2
Total operating expenses	**40,799**	**39,097**	**4**	**100**

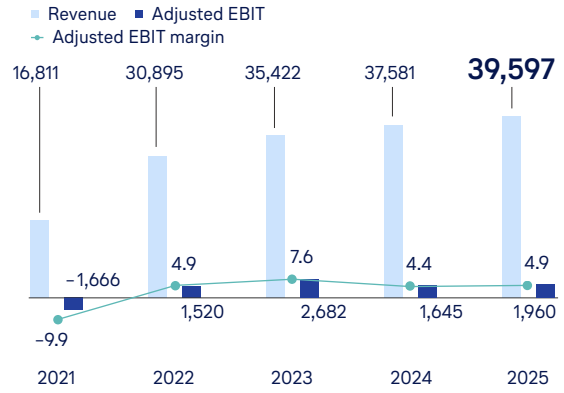
[1] Without past service cost / plan settlement. ↗ **T022**.
[2] Without impairment loss. ↗ **T022.**
[3] Without book losses and write-downs on assets held for sale. ↗ **T022**.

Earnings performance

Adjusted EBIT improves to EUR 2.0bn
The operating result from equity investments went up in the reporting year by 31% to EUR 261m (previous year: EUR 200m). This item comprises, among other things, the pro rata positive result from the ITA Airways joint venture, which was strongly affected by foreign currency valuation effects, as well as the positive performance of Lufthansa's SunExpress joint venture and the Terminal 2 joint venture at Munich Airport.

Overall, Adjusted EBIT for the Lufthansa Group improved by 19% in financial year 2025 to EUR 1,960m (previous year: EUR 1,645m). The Adjusted EBIT margin, i.e. the ratio of Adjusted EBIT to revenue, rose by 0.5 percentage points to 4.9% (previous year: 4.4%).

C12 Development of Revenue, Adjusted EBIT in €m **and Adjusted EBIT Margin** in %



Adjusted EBIT in the Passenger Airlines business segment amounted to EUR 1,087m (previous year: EUR 1,046m). Adjusted EBIT in the Logistics segment increased to EUR 324m (previous year: EUR 251m). The MRO segment reported Adjusted EBIT of EUR 603m (previous year: EUR 607m). The Additional businesses and group functions, which under IFRS 8 do not require separate reporting reduced the Group's Adjusted EBIT by a total of EUR –92m (previous year: EUR –144m).

EBIT of EUR 2.0bn
Based on EBIT, as a key performance indicator, Adjusted EBIT is adjusted for clearly defined, non-plannable earnings components for the purpose of better comparability. ↗ Financial strategy and value-based management.

EBIT improved by 17% in 2025, to EUR 2,030m (previous year: EUR 1,731m). The difference relative to Adjusted EBIT was therefore EUR 70m (previous year: EUR 86m).

The adjustments mainly comprise book gains, especially from sales of aircraft (EUR 99m) and reversals of provisions recognised for extraordinary legal risks and restructuring (EUR 59m), offset by impairment losses, particularly for aircraft held for sale (EUR 38m), restructuring expenses and valuation effects for pensions (EUR 28m).

Profit from operating activities went up by 15% in the 2025 financial year to EUR 1,769m (previous year: EUR 1,542m).

Financial result comes to EUR 151m
The financial result came to EUR 151m in the 2025 financial year (previous year: EUR 34m). The result from equity investments included in this figure was EUR 261m (previous year: EUR 189m).

Net interest came to EUR –216m (previous year: EUR –149m). Interest income fell due partly to lower short-term interest rates and also because less interest was owed on income tax claims from tax inspections than in the previous year. Lower interest expenses for aircraft financing only partly compensated for this effect. The corresponding interest payments also attract interest at short-term floating rates by means of interest rate derivatives.

Other financial items came to EUR 106m (previous year: EUR –6m). This increase is mainly based on the measurement through profit or loss of non-hedged financial liabilities in foreign currencies and convertible bonds as well as the measurement through profit or loss of the non-effective portion of derivatives.

Income taxes came to EUR –564m (previous year: EUR –176m). At 29%, the effective tax ratio for continuing operations was above the expected tax rate of 25%. The resolved future corporation tax cut in Germany led to negative valuation effects for deferred taxes which were partly recognisable through profit or loss as tax expense. Tax-free income from investments and other income as well as positive outcomes of tax audits in Germany in particular reduced tax rates, however.

The result from continuing operations therefore came to EUR 1,356m (previous year: EUR 1,400m).

As in the previous year, the profit/loss from discontinued operations relates to adjustments to the disposal gain from the sale of the companies in the Catering segment in 2023 and amounted to EUR 7m (previous year: EUR –7m).

After taking minority interests of EUR –24m (previous year: EUR –13m) into account, the net profit for the period attributable to the shareholders of Deutsche Lufthansa AG amounted to EUR 1,339m (previous year: EUR 1,380m).

Earnings per share amounted to EUR 1.12 (previous year: EUR 1.15). ↗ Notes to the consolidated financial statements, Note 16.

T021 Profit breakdown of the Lufthansa Group

	2025 in €m	2024 in €m	Change in %
Operating income	42,659	40,767	5
Development of operating expenses	–40,890	–39,225	–4
Profit/loss from operating activities	**1,769**	**1,542**	**15**
Financial result	151	34	344
Profit/loss before income taxes	**1,920**	**1,576**	**22**
Income taxes	–564	–176	–220
Profit/loss from continuing operations	**1,356**	**1,400**	**–3**
Profit/loss from discontinued operations	7	–7	
Profit/loss after income taxes	**1,363**	**1,393**	**–2**
Profit/loss attributable to minority interests	–24	–13	–85
Net profit/loss attributable to shareholders of Deutsche Lufthansa AG	**1,339**	**1,380**	**–3**

Executive Board and Supervisory Board propose dividend of EUR 0.33 per share

In principle, the Lufthansa Group's dividend policy is to distribute to its shareholders 20% to 40% of net profit, adjusted for non-recurring gains and losses. One condition for the payment of a dividend is that the net profit for the year as shown in the individual financial statements of Deutsche Lufthansa AG that are drawn up under German commercial law allows for a distribution of the relevant amount.
↗ Financial strategy and value-based management, Forecast.

Deutsche Lufthansa AG reports a net profit for the year of EUR 44m for the 2025 financial year. Following the transfer of EUR 352m from retained earnings, distributable profit comes to EUR 396m.

In line with the dividend policy, the Executive Board and Supervisory Board of Deutsche Lufthansa AG will table a proposal at the Annual General Meeting on 12 May 2026 to distribute a dividend of EUR 0.33 per share to shareholders for the 2025 financial year. This represents a total dividend of EUR 396m or 30% of net profit for 2025.

T022 Reconciliation of results

in €m	2025 Income statement	2025 Reconciliation of Adjusted EBIT	2024 Income statement	2024 Reconciliation of Adjusted EBIT
Total revenue	**39,597**		**37,581**	
Changes in inventories and other own work capitalised	858		954	
Other operating income	2,204		2,232	
of which book gains et al.		-99		-212
of which write-ups on non-current assets		-2		-3
of which reversal of provisions for restructuring/M&A projects and material legal disputes		-59		-7
of which extraordinary other income		-1		-2
Total operating income	**42,659**	**-161**	**40,767**	**-224**
Cost of materials and services	-23,581		-22,399	
of which extraordinary cost of materials and services		-		6
Staff costs	-9,667		-9,036	
of which past service costs/settlement		12		20
of which restructuring costs		16		24
Depreciation, amortisation and impairment	-2,407		-2,378	
of which impairment losses		38		41
Other operating expenses	-5,235		-5,412	
of which impairment losses on assets held for sale		-		-
of which expenses incurred from book losses		8		20
of which expenses for material legal disputes		-		-
of which expenses for M&A projects		4		15
of which extraordinary other operating expenses		13		1
Total operating expenses	**-40,890**	**91**	**-39,225**	**127**
Profit/loss from operating activities	**1,769**		**1,542**	
Result from equity investments	261		189	
Impairment loss on investments accounted for using the equity method		-		11
EBIT	**2,030**		**1,731**	
Total amount of Adjusted EBIT reconciliation		-70		-86
Adjusted EBIT		**1,960**		**1,645**
Depreciation and amortisation		2,369		2,337
Adjusted EBITDA		**4,329**		**3,982**

Financial position

Capital expenditure

Gross capital expenditure increases year-on-year to EUR 4,278m

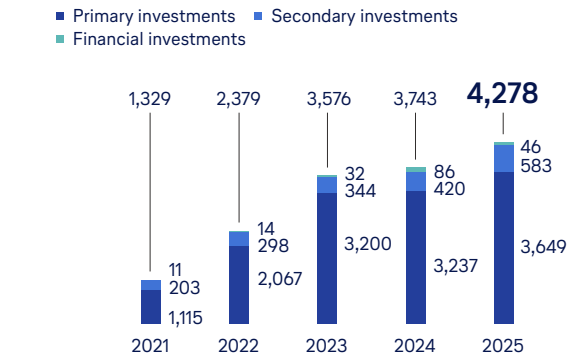
Compared with the previous year, the Lufthansa Group's gross capital expenditure (without acquisition of equity investments) increased by 14% to EUR 4,278m in the 2025 financial year (previous year: EUR 3,743m). It is made up of primary, secondary and financial investments.

Primary investment in down payments and final payments for aircraft, aircraft components, as well as aircraft and engine overhauls were 13% higher than the previous year at EUR 3,649m (previous year: EUR 3,237m). This accounts for 85% of gross capital expenditure. EUR 1,785m was attributable to advance payments for future deliveries, particularly for long-haul aircraft (previous year: EUR 1,065m).

Capital expenditure for other items of property, plant and equipment and for intangible assets, known collectively as secondary investment, increased by 39% to EUR 583m (previous year: EUR 420m). Property, plant and equipment, such as technical equipment and machinery, and operating and office equipment accounted for EUR 490m of the total (previous year: EUR 333m). This included the renovation of the Cargo Center in Frankfurt, the construction of the new Technik plant in Portugal, fittings in aircraft lounges and new flight simulators for the training business. EUR 93m (previous year: EUR 87m) was invested in intangible assets such as licences and software.

Financial investments (without acquisition of equity investments) with a total volume of EUR 46m (previous year: EUR 86m) comprised mainly cash outflows from loans to joint ventures.

C13 Primary, Secondary and Financial Investments



1) Without acquisition of equity investments.

Looking at the individual segments in the Lufthansa Group, the Passenger Airlines accounted for the bulk of capital expenditure with EUR 4,047m (+24% year-on-year). Capital expenditure of EUR 110m (–26% on the previous year) in the Logistics segment consisted mainly of the expansion and refurbishment of the Cargo Center in Frankfurt. Capital expenditure of EUR 230m in the MRO business segment (+12% year-on-year) was mainly for technical operating equipment and the purchase of land for the new plant in Portugal. ↗ Business segments.

Cash flow from investing activities in the reporting year reaches EUR 2,781m

Cash flow from investing activities at the Lufthansa Group increased by 16% to EUR 2,781m (previous year: EUR 2,392m) in the 2025 financial year. The figure includes payments for repairable spare parts for aircraft and share purchases, as well as income from the sale of assets and dividend and interest income.

Further additions of repairable spare parts reflected the expansion of business activities and the build-up of inventory comprising spare parts for new aircraft models. The corresponding cash outflow amounted to EUR 243m and thus matched the previous year's volume (previous year: EUR 241m).

Share purchases accounted for expenses of EUR 358m (previous year: EUR 76m), of which EUR 326m were for the purchase of a 41% interest in ITA Airways.

Income from the disposal of non-current assets and assets held for sale of EUR 1,609m (previous year: EUR 1,260m) mainly related to the sale of a total of 26 aircraft, of which 19 were sold as part of sale-and-leaseback transactions (EUR 1,273m), in which aircraft received in the 2025 financial year were sold to external lessors and leased back for periods of six or twelve years.

Interest and dividend income went up by 20% to EUR 489m (previous year: EUR 408m), primarily due to higher interest income from tax audit results.

Compared with the previous year, net capital expenditure (without purchases and disposals of equity interests) declined by 9% to EUR 2,460m (previous year: EUR 2,698m) in the reporting year.

As of 31 December 2025, there were order commitments of EUR 17.9bn (previous year: EUR 21.6bn) for capital expenditure on property, plant and equipment, including repairable spare parts, and for intangible assets. Financing, particularly of capital expenditure on aircraft, is based on a mixture of unsecured corporate finance arrangements, specific aircraft financing models and leasing.

Cash flow

Cash flow from operating activities comes to EUR 4,037m

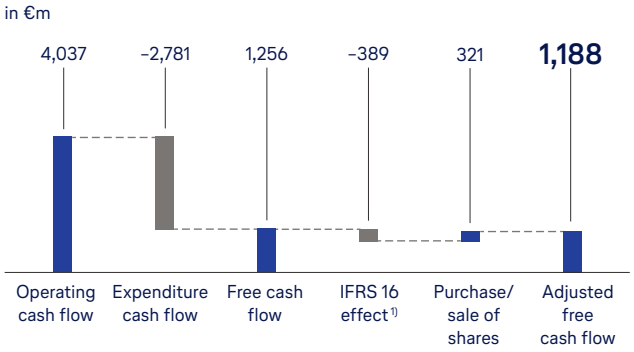
The cash flow from operating activities at the Lufthansa Group in the 2025 financial year was 4% higher than the previous year at EUR 4,037m (previous year: EUR 3,892m). This increase is largely attributable to the higher Adjusted EBITDA. It was supported by cash inflows from taxes in connection with tax audits completed in Germany. This was partly offset by lower cash inflows from the change in working capital.

The cash inflow from the change in trade working capital amounted to EUR 238m in the reporting year (previous year: EUR 525m). This was associated with increased liabilities from unused flight documents, which picked up by EUR 206m (previous year: EUR 202m). Effects from higher receivables and contract assets came to EUR –51m (previous year: EUR –197m); higher liabilities and contract obligations came to EUR 226m (previous year: EUR 676m). Higher inventories resulted in an outflow of EUR –31m (previous year: EUR –216m). There was a EUR –112m (previous year: EUR +60m) change in other assets and obligations in trade working capital, due in particular to advance payments to suppliers and service partners. EUR 721m of the operating cash flow related to payments to former employees on the basis of pension obligations (previous year: EUR 669m). In addition, allocations were made to pension plans in the amount of EUR 527m (previous year: EUR 417m), while investment income from plan assets of EUR 472m (previous year: EUR 549m) was used in connection with pension payments. Cash flowing into or out of the plan assets was also reported in cash flow from operating activities, resulting in a net cash outflow of EUR 776m in connection with pensions (previous year: net outflow of EUR 537m).

Adjusted free cash flow of EUR 1,188m
After deducting cash flow from investing activities, free cash flow for the 2025 financial year was positive at EUR 1,256m (previous year: EUR 1,500m).

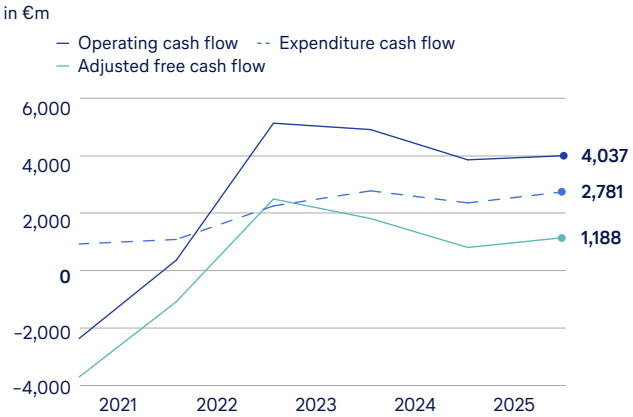
Adjusted free cash flow rose by 41% to EUR 1,188m (previous year: EUR 840m). This figure includes outflows for leases (repayment portion) of EUR 389m (previous year: EUR 354m). However, it does not include investments and divestments in shares in other entities. These payments, mainly for the purchase of ITA shares, came to a net figure of EUR 321m in the reporting year (previous year inflows: EUR –306m).

C14 Adjusted Free Cash Flow



1) Repayment portion operating lease liabilities in the cash flow from financing activities.

C15 Cash Flow and Capital Expenditure



Financing

Financing activities result in cash outflow of EUR 1,638m
Financing activities in the 2025 financial year led to a net cash outflow of EUR 1,638m (previous year: outflow of EUR 1,450m).

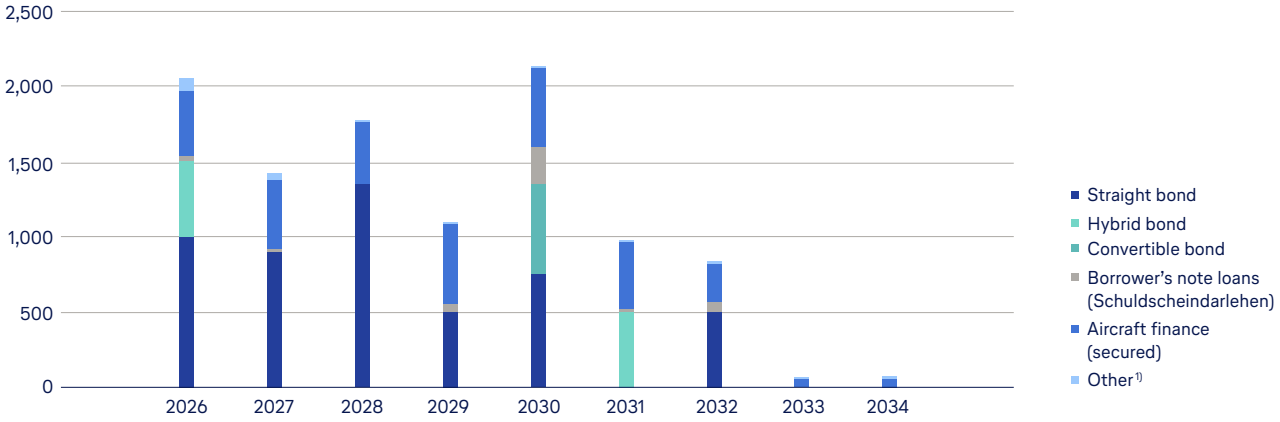
This arose from repayments of financial liabilities in the overall amount of EUR 2,748m, mainly for a bond (EUR 750m), a convertible bond (EUR 595m), borrower's note loans (EUR 306m), leasing and aircraft financing (EUR 1,048m) and interest and dividend payments, including the related payments for hedging transactions (EUR 1,156m).

It was offset by the cash inflow from new financing measures on the capital market amounting to EUR 2,266m. They consisted of a convertible bond (EUR 600m), a hybrid bond (EUR 495m), eight borrower's note loans (EUR 380m) and six aircraft financing transactions (EUR 752m).

Furthermore, the Lufthansa Group has bilateral credit lines with banks. At the end of the 2025 financial year, the revolving credit line amounting to EUR 2.5bn was unused. On 31 December 2025, unused credit lines totalled EUR 2,567m (31 December 2024: EUR 2,549m).

C16 Maturity Profile of Borrowings

as of 31 Dec 2025 in €m



1) Mainly bilateral loans; does not include operating lease payments.

Liquidity

Total available liquidity of EUR 10.7bn
Balance-sheet liquidity (total of cash, current securities and fixed-term deposits) came to EUR 8,148m at year-end 2025 (31 December 2024: EUR 8,488m). EUR 7,341m was available centrally to Deutsche Lufthansa AG at year-end 2025 (31 December 2024: EUR 7,664m).

Including its freely available credit lines at year-end 2025, the Company's available liquidity thus amounted to EUR 10.7bn (31 December 2024: EUR 11.0bn).

T023 Abbreviated cash flow statement of the Lufthansa Group

	2025 in €m	2024 in €m	Change in %
Profit/loss before income taxes[1]	1,927	1,569	23
Depreciation and amortisation/reversals	2,520	2,494	1
Net proceeds from disposal of non-current assets	–96	–182	–47
Net interest/result from equity investments	–45	–40	13
Income tax payments/reimbursements	61	–181	
Significant non-cash expenses/income	–434	–244	78
Change in trade working capital	238	525	–55
Change in other assets and liabilities	–134	–49	173
Cash flow from operating activities	**4,037**	**3,892**	**4**
Gross capital expenditure (primary, secondary, financial investments (without share purchases))	–4,278	–3,743	–14
Additions to repairable spare parts and share purchases	–601	–317	
Proceeds from the purchase/disposal of shares/non-current assets	1,609	1,260	28
Dividends and interest received	489	408	20
Net cash from/used in investing activities	**–2,781**	**–2,392**	**–16**
Free cash flow	**1,256**	**1,500**	**–16**
Purchase/disposal of securities/fund investments	**–238**	**67**	
Transactions through minority interests	–	–	-
Non-current borrowing and repayment of non-current borrowing	–482	–520	–7
Dividends paid	–368	–372	1
Interest paid	–788	–558	–41
Net cash from/used in financing activities	**–1,638**	**–1,450**	**–13**
Changes due to currency translation differences	–10	5	
Cash and cash equivalents as of 1 Jan	**1,790**	**1,668**	**7**
Cash and cash equivalents as of 31 Dec	**1,160**	**1,790**	**–35**

[1] Including result from discontinued operations.

Net assets

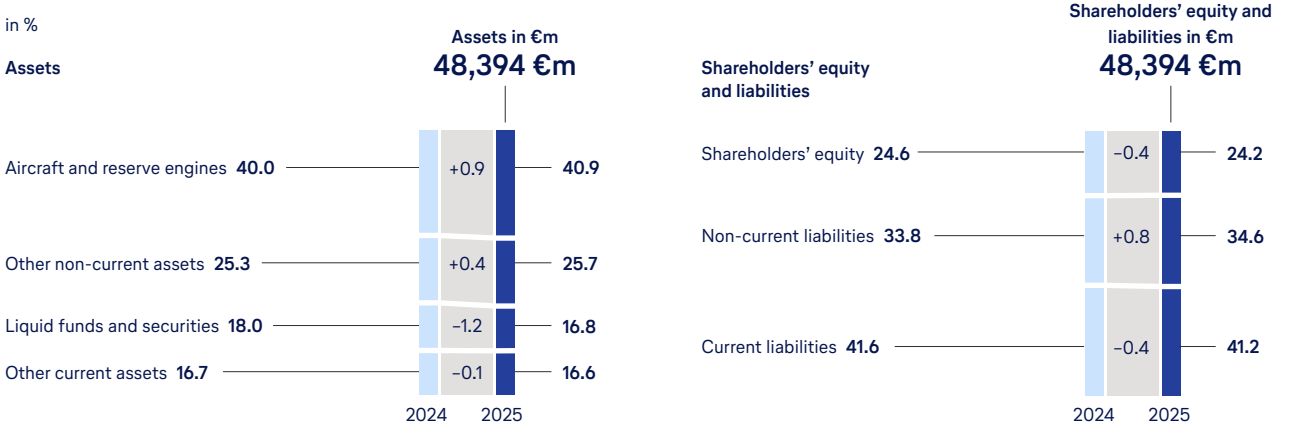
Total assets up by EUR 1.3bn
Total Group assets as of 31 December 2025 increased by EUR 1,342m over year-end 2024 to EUR 48,394m (31 December 2024: EUR 47,052m).

Non-current assets were up EUR 1,500m at EUR 32,236m (31 December 2024: EUR 30,736m). This accounts for 67% of total assets as of year-end 2025. Current assets fell by EUR 158m to EUR 16,158m (31 December 2024: EUR 16,316m). Their share of total assets at year-end 2025 was 33%.

Shareholders' equity was up EUR 117m at EUR 11,711m (31 December 2024: EUR 11,594m). Altogether, non-current funding accounted for 59% of total assets (31 December 2024: 58%). Non-current financing covered 88% of non-current assets (31 December 2024: 89%). Current funding came to 41% of total assets (31 December 2024: 42%).

C17 Balance Sheet Structure

in %



Assets

Non-current assets up by EUR 1.5bn
At year-end 2025, non-current assets of EUR 32,236m were EUR 1,500m higher than at year-end 2024 (31 December 2024: EUR 30,736m).

In particular, aircraft and reserve engines (EUR +992m), loans and receivables (EUR +681m), other property, plant and equipment (EUR +359m) and equity investments accounted for using the equity method (EUR +437m) all increased. This was offset by a decline in derivative financial instruments (EUR –583m).

The value of aircraft and reserve engines came to EUR 19,820m as of year-end 2025 (31 December 2024: EUR 18,828m). Depreciation and disposals were exceeded by capital expenditure on 23 new aircraft (seven Boeing B787-9s, two Airbus A350s, 14 A320/321s, plus four aircraft purchased at the end of their lease), major maintenance events, advance payments on existing orders and additions of right-of-use assets for aircraft. As of 31 December 2025, the Lufthansa Group fleet consisted of 737 aircraft (31 December 2024: 735 aircraft). ↗ Fleet.

Loans and non-current receivables increased, in particular due to the higher values of plan assets for pension plans with surplus cover.

The increase in equity investments accounted for using the equity method related, in particular, to the acquisition of a 41% stake in ITA Airways.

Other property, plant and equipment increased due to ongoing investments (particularly the expansion of the Frankfurt freight centre) and new leases (including lounges and other areas at Frankfurt Airport).

Declining market values of derivative financial instruments have resulted, above all, from the US dollar exchange rate trend.

Current assets down by EUR 158m
Current assets as of 31 December 2025 were down by EUR 158m at EUR 16,158m (31 December 2024: EUR 16,316m).

Increases were reported in particular for assets held for sale (EUR +389m) resulting from the reclassification of eight aircraft due to be sold in 2026 in the course of planned sale and leaseback transactions or disposals.

Trade receivables and other receivables (EUR +329m) were higher due particularly to payments made to hedge the negative market value of hedging transactions for financial liabilities and the higher volume of ETS certificates.

The decline in bank balances and cash in hand (EUR –630m) in combination with interest-bearing securities and similar investments (EUR +290m) was due to cash outflows from financing activities.

The value of short-term derivative financial instruments, mainly investment hedges, fell primarily due to changes in the USD exchange rate (EUR –463m).

Liabilities

Shareholders' equity up by EUR 117m, equity ratio down to 24.2%
Shareholders' equity as of 31 December 2025 increased by EUR 117m over year-end 2024 to EUR 11,711m (31 December 2024: EUR 11,594m). The growth in retained earnings (EUR +1,076m) due to the retained earnings from the previous year and positive valuation effects in pensions was partially offset by the valuation-related decrease in other neutral reserves (EUR –975m).

The equity ratio therefore decreased by 0.4 percentage points compared with year-end 2024 to 24.2% (31 December 2024: 24.6%).

T024 Development of consolidated earnings, equity, equity ratio and return on equity

		2025	2024	2023	2022	2021
Profit/loss after income taxes[1]	€m	1,363	1,393	1,689	804	-2,193
Equity[1]	€m	11,711	11,594	9,709	8,474	4,490
Equity ratio[1]	%	24.2	24.6	21.4	19.6	10.6
Return on equity[1]	%	11.6	12.0	17.4	9.5	-48.8

[1] Including minority interests.

Non-current provisions and liabilities increase by EUR 865m
As of 31 December 2025, non-current provisions and liabilities rose by EUR 865m to EUR 16,742m (31 December 2024: EUR 15,877m).

At EUR 12,106m, non-current borrowing was EUR 693m higher than at year-end 2024 (31 December 2024: EUR 11,413m). The increase as a result of new financing arrangements, including a convertible bond, a hybrid bond and eight borrower's note loans, was partly compensated by the maturity-related reclassification of non-current liabilities to current liabilities and negative currency translation effects.

Pension provisions were down by EUR 328m to EUR 2,364m (31 December 2024: EUR 2,692m). The decrease includes negative net valuation effects of EUR –543m. Interest rate-related decreases in obligations in the amount of EUR –577m were partly offset by negative valuation effects with a volume of EUR 34m for plan assets. The interest rates used to discount pension obligations rose by 0.6 percentage points to 4.2% in Germany and by 0.3 percentage points to 1.3% in Switzerland.

Net pension obligations, i.e. pension provisions less asset surpluses at some pension plans, which are presented separately in non-current assets, decreased by EUR 664m to EUR 1,902m (31 December 2024: EUR 2,566m).

Current provisions and liabilities increase by EUR 360m
As of 31 December 2025, current provisions and liabilities were up by EUR 360m to EUR 19,941m (31 December 2024: EUR 19,581m).

Increases were reported particularly in liabilities from unused flight documents (EUR +206m) due to higher ticket sales, higher derivative instruments due to exchange rate movements (EUR +190m), higher other contract liabilities to customers, especially in the MRO segment (EUR +130m) and higher trade payables and other liabilities (EUR +118m), mainly from higher accruals for employee profit-sharing. These increases were offset in particular by lower financial liabilities due to repayments (EUR –389m).

EUR 662m year-on-year increase in net indebtedness
Despite the positive free cash flow, at EUR 6,406m, net indebtedness at year-end 2025 was up by EUR 662m on year-end 2024 (31 December 2024: EUR 5,744m) due to interest and dividend payments and additional lease liabilities and in particular sale-and-leaseback transactions.

Adjusted net debt, the sum of net indebtedness and net pension obligations less 50% of the hybrid bonds issued in 2015 and 2025, fell by EUR 252m to EUR 7,811m compared with year-end 2024 (31 December 2024: EUR 8,063m).

The ratio of Adjusted net debt/Adjusted EBITDA in the last twelve months was therefore 1.8 as of 31 December 2025 (31 December 2024: 2.0).

T025 Calculation of net indebtedness

	2025 in €m	2024 in €m	Change in %
Bonds	-6,736	-6,969	3
Borrower's note loans	-470	-395	-19
Credit lines	-24	-26	8
Aircraft financing	-3,716	-3,798	2
Lease liabilities	-3,459	-2,887	-20
Other financial debt	-122	-148	18
Financial liabilities	**-14,527**	**-14,223**	**-2**
Other bank borrowing	-27	-9	-200
Group indebtedness	**-14,554**	**-14,232**	**-2**
Bank balances, cash in hand and time deposits (4–12 months)	2,325	2,465	-6
Securities	5,823	6,023	-3
Net indebtedness	**-6,406**	**-5,744**	**-12**
Pension provisions	-2,364	-2,692	12
Pension surpluses	462	126	267
Net pension obligation	**-1,902**	**-2,566**	**26**
Net indebtedness and net pension obligations	**-8,308**	**-8,310**	**0**

Overall statement by the Executive Board on the economic position

The Lufthansa Group reported a positive business and earnings performance in the reporting year.

In a challenging environment the Passenger Airlines further increased their volume of traffic due to the continued high level of demand for air travel, and to holiday destinations especially. Adjusted EBIT for the Passenger Airlines improved year on year, sustained by lower kerosene prices, whereas slightly weaker yields dampened revenue growth.

Positive performance continued in the Logistics business segment, which benefited from generally good market demand, driven in particular by ongoing strong business from Asia. Lufthansa Cargo expanded its traffic overall and significantly improved its Adjusted EBIT.

In the MRO segment, continued high demand for flights prompted a further rise in demand for maintenance and repair services. Adjusted EBIT was roughly the same as in the previous year. It was impacted by the depreciation of the US dollar, as well as inflation- and growth-related cost increases and higher tariffs.

Overall, the Lufthansa Group's revenue increased by 5% in the 2025 financial year to EUR 39,597m (previous year: EUR 37,581m). Adjusted EBIT improved by 19% to reach EUR 1,960m (previous year: EUR 1,645m).

All of the Lufthansa Group's business segments and airlines reported a positive operating result in the 2025 financial year. In the reporting year, Lufthansa Airlines – supported by measures undertaken as part of the turnaround programme – also delivered a positive earnings contribution again after reporting a negative result in the previous year.

As in previous years, shareholders will again participate in the Lufthansa Group's positive result. The Executive Board and Supervisory Board will therefore table a proposal at the Annual General Meeting on 12 May 2026 to distribute a dividend of EUR 0.33 per share for the 2025 financial year.

Despite the existing challenges, the Executive Board is confident that the Lufthansa Group will improve its earnings further and continue to build on its position as Europe's leading airline group.

Business segments

- Passenger Airlines drives fleet modernisation and expands product and service range.
- Consistent implementation of efficiency and cost-cutting programmes.
- In future, the Network Airlines will operate with more integration.
- Adjusted EBIT at Passenger Airlines improves to EUR 1,087m.
- Lufthansa Airlines pushes ahead with turnaround programme.
- Year-on-year improvements in results for Lufthansa Airlines and Austrian Airlines.
- Earnings down at SWISS, Brussels Airlines and Eurowings.
- Lufthansa Cargo modernises freight centre and continues digitalisation.
- Adjusted EBIT at Lufthansa Cargo rises to EUR 324m.
- Lufthansa Technik benefits from the strong demand for maintenance and repair services and continues “Ambition 2030” growth programme.
- Adjusted EBIT at Lufthansa Technik roughly on par with previous year at EUR 603m.

Passenger Airlines business segment

T026 Key figures Passenger Airlines

		2025	2024	Change in %
Revenue	in €m	30,576	29,690	3
of which traffic revenue	in €m	28,623	27,869	3
Operating income	in €m	31,651	30,682	3
Operating expenses	in €m	30,688	29,722	3
Adjusted EBITDA	in €m	2,959	2,882	3
Adjusted EBIT	in €m	1,087	1,046	4
EBIT	in €m	1,160	1,116	4
Adjusted EBIT margin	%	3.6	3.5	0.1 pts
Adjusted ROCE [1]	%	9.6	11.1	–1.5 pts
Segment capital expenditure	in €m	4,047	3,275	24
Employees as of 31 Dec	number	66,128	65,172	1
Average number of employees	number	66,364	63,952	4

[1] Last year’s figure adjusted in line with new calculation method.
↗ **Financial strategy.**

Business activities

Passenger Airlines offers their customers a differentiated and high-quality product
The Passenger Airlines segment includes Lufthansa Airlines, SWISS, Austrian Airlines, Brussels Airlines and Eurowings, whose results are also reported individually.

The Network Airlines Lufthansa Airlines, SWISS, Austrian Airlines and Brussels Airlines offer their customers a premium experience, with high-quality products and services. The multi-hub strategy offers passengers a comprehensive route network along with the greatest possible flexibility for their journey. Lufthansa Airlines also includes the regional airlines Lufthansa CityLine, Lufthansa City Airlines and Air Dolomiti as well as Discover Airlines, the Lufthansa Group’s German holiday airline. Edelweiss, the leading Swiss holiday airline, is part of SWISS. Eurowings is positioned as a value carrier with an exclusive focus on point-to-point traffic on short- and medium-haul routes. Eurowings includes the equity investment in SunExpress, a joint venture with Turkish Airlines.

Moreover, commercial joint ventures with leading international airlines extend the Passenger Airlines route network. These exist with United Airlines and Air Canada on routes between Europe and North America, and with All Nippon Airways (ANA), Singapore Airlines and Air China on routes between Europe and Japan, Singapore and China respectively. In addition, numerous code-share agreements are in place.

In January 2025, the Lufthansa Group acquired a 41% stake in the Italian airline ITA Airways. The proportionate result is reported in the result from equity investments and included in the Adjusted EBIT of the Passenger Airlines segment. Options exist for the acquisition of the remaining shares in ITA Airways.

Course of business

Fleet modernisation continues
The Passenger Airlines are continuing to advance the modernising and harmonisation of their fleets. Older aircraft models are being retired and new, efficient aircraft with lower fuel needs and less carbon emissions are joining the fleet. Capital expenditure in modern and particularly fuel-efficient aircraft and engine technologies form the basis for the planned earnings improvement at Passenger Airlines. They are currently also the most important lever for reducing carbon emissions in flight operations. ↗ **Combined non-financial declaration**.

The Passenger Airlines added 23 new aircraft to its fleets in financial year 2025. They include seven Boeing 787-9 Dreamliners and one A350-900 at Lufthansa Airlines, which are fitted with the new Allegris cabin, and the first A350-900 at SWISS, which is fitted with SWISS Senses, the new travel experience from SWISS. 21 older aircraft were retired from the Passenger Airlines fleets. At the end of the 2025 financial year, the Passenger Airlines fleet had a total of 715 aircraft (previous year: 713 aircraft). Fixed orders for 212 aircraft are due for delivery in the period up to 2032. In the reporting year, numerous and persistent problems at the manufacturers relating to production, supply chains and certification caused further delays in the delivery of ordered aircraft.

With the purchase of convertible bonds from its wet-lease partner airBaltic, the Lufthansa Group also strengthened its strategic partnership with airBaltic in the 2025 financial year. The Passenger Airlines segment of the Lufthansa Group operated a total of 66 aircraft on wet leases in 2025.
↗ Fleet.

Further expansion of product and services planned
Lufthansa Group Passenger Airlines again expanded their product and service range in line with customer expectations. Passengers will thus be offered a wider choice of relevant individually selectable product components as well as an improved travel experience on board and on the ground, in the premium segment in particular. This includes fitting Lufthansa Airlines and SWISS aircraft with Allegris and SWISS Senses product generation seating which will offer a new travel experience in every class on long-haul routes.

The Lufthansa Group is also expanding and improving its digital services. At their centre is the award-winning Lufthansa Group app.

The culinary range will also be upgraded in the spirit of a premium service. There is also a focus on improvements to customer service, e.g. the enhanced accessibility of call centres, and expanded digital service channels.

Improvements in operational stability
The Lufthansa Group's Passenger Airlines improved their operational stability significantly in the reporting year. Targeted measures increased punctuality and reliability significantly and made it possible to ensure stable flight operations, particularly during periods of strong demand in the summer months. This also reduced costs due to irregularities in flight operations.

Among the steps taken was the start of in-house ground handling at Munich Airport. Since October 2025, Lufthansa Ground Services GmbH & Co. KG (LGS) has been responsible for handling all flights by Lufthansa Group Airlines, with the exception of Lufthansa Airlines and Discover Airlines. In addition, the Lufthansa Group purchased Swissport Losch GmbH & Co. KG from its previous shareholders Swissport Cargo Services Deutschland GmbH and Losch Airport Service München GmbH for a low single-figure million euro amount.

In future, the Network Airlines will operate in an even more integrated manner.
The Lufthansa Group is reorganising collaboration across the Group These changes not only affect the organisational structure, but even more so the processes, the financial steering framework and collaboration across the Group. This means the Network Airlines in the Group in particular are moving closer together and will operate in an even more integrated manner in the future. The aim is to strengthen and expand their market position, particularly for the Network Airlines Lufthansa Airlines, SWISS, Austrian Airlines and Brussels Airlines. Efficiency and profitability are also expected improve at the same time. ↗ Changes in business and organisation.

Sustainability activities advanced
The Lufthansa Group's Passenger Airlines are driving forward their sustainability activities. The airlines are investing in fuel-efficient aircraft and implementing efficiency measures to achieve their targets in this area. In addition, the spread of sustainable fuels is being promoted alongside industry, technology and research partners, and intermodal traffic expanded systematically in all domestic markets. The airlines are also strengthening their sustainability management by introducing or confirming certified environmental management systems.

Operating performance

Operating performance defined by high demand and falling yields
The Lufthansa Group's Passenger Airlines further increased their traffic in the 2025 financial year due to continued high demand for air travel. Traffic was adversely affected by the situation in the Middle East, temporarily slower demand in the third quarter, particularly on North Atlantic routes, but also in Europe, and ongoing delays in the delivery of new aircraft.

The Passenger Airlines significantly improved their level of operational stability. Overall, in the reporting year the Lufthansa Group's Passenger Airlines achieved significantly better punctuality than in the previous year and posted their highest levels of regularity since the start of the coronavirus pandemic.

In the reporting period, the Passenger Airlines' capacity (available seat-kilometres) was 4% higher than in the previous year. The number of flights increased by 2% year-on-year. Sales (revenue seat-kilometres) grew by 4%. The Passenger Airlines transported 135.0 million passengers in the 2025 financial year, 3% more than in the previous year (previous year: 131.3 million). The passenger load factor was 0.1 percentage points higher year-on-year, at 83.2% (previous year: 83.1%). Yields fell by 2.0% on the previous year, however.

Traffic revenue generated by the Passenger Airlines segment increased by 3% to EUR 28,623m, driven by increased traffic and higher ancillary revenues (previous year: EUR 27,869m).

T027 Traffic figures Passenger Airlines

		2025	2024	Change in %
Number of flights	number	1,002,935	980,423	2
Passengers	thou-sands	135,035	131,300	3
Available seat-kilometres	millions	338,552	326,176	4
Revenue seat-kilometres	millions	281,765	271,038	4
Passenger load factor	%	83.2	83.1	0.1 pts

T028 Operating figures Passenger Airlines

	2025 in € cents	2024 in € cents	Change in %	Exchange-rate adjusted change in %
Yields[1]	10.0	10.2	–2.0	–1.3
Unit revenue (RASK)[1]	8.3	8.5	–1.9	–1.1
Unit cost (CASK) without fuel and emissions trading expenses	6.7	6.6	1.9	2.0

[1] Previous year's figures adjusted due a change in the definition of the performance indicators. These now include additional flight and ticket-related income.

T029 Trends in traffic regions Passenger Airlines

	Net traffic revenue external revenue		Passengers		Available seat-kilometres		Revenue seat-kilometres		Passenger load factor	
	2025 in €m	Change in %	2025 in thou-sands	Change in %	2025 in millions	Change in %	2025 in millions	Change in %	2025 in %	Change in pts
Europe	13,007[1]	0	109,323	2	134,389	5	109,422	4	81.4	–0.5
Americas	8,673[1]	3	12,715	4	113,333	4	95,447	4	84.2	–0.5
Asia/Pacific	3,856[1]	1	5,733	2	52,970	–2	45,658	2	86.2	3.0
Middle East/Africa	2,612[1]	6	7,265	10	37,859	8	31,238	8	82.5	0.0
Not assignable	475	104								
Total traffic	**28,623**	**3**	**135,035**	**3**	**338,552**	**4**	**281,765**	**4**	**83.2**	**0.1**

[1] Figures were adjusted and now include additional flight and ticket-related income.

Financial performance

Revenue up on previous year by 3%
Revenue in the Passenger Airlines business segment was up by 3% in the reporting year to EUR 30,576m due to higher traffic revenue compared with the previous year (previous year: EUR 29,690m). Other operating income increased by 8% to EUR 1,075m (previous year: EUR 992m) as a result of higher exchange rate gains. Total operating income thus increased by 3% in the 2025 financial year to EUR 31,651m (previous year: EUR 30,682m).

Unit revenues (RASK) decreased by 1.9% year-on-year, due in particular to reduced unit revenues across the North Atlantic in the third quarter and partly also in the fourth quarter of 2025. These revenues were adversely affected by a drop in demand for travel to the USA as well as a weak US dollar exchange rate. The tense political situation in the Middle East also had a negative impact on demand in the region. In the European business there was price pressure due to strong competition among airlines, which had a negative impact on unit revenues. The passenger load factor remained stable year-on-year, however, whereby it was slightly lower than in 2024 on European routes and slightly higher on inter-continental routes.

Expenses up by 3%
Operating expenses of EUR 30,688m were 3% higher than in the previous year (previous year: EUR 29,722m).

Unit costs (CASK) excluding fuel and emissions trading expenses increased by 1.9% year-on-year, above all due to the strong rise in non-flight-related costs, fees and charges (such as for air safety, +18%) as well as higher staff costs.

The cost of materials and services of EUR 18,199m was EUR 438m or 2% up on the previous year (previous year: EUR 17,761m). Within the cost of materials and services, expenses for fees and charges increased due to prices by 10% (EUR +487m), charter expenses by 22% (EUR +126m) and expenses for in-flight services by 8% (EUR +97m). Due to lower prices, fuel expenses of EUR 6,922m were 7% (EUR –500m) lower than in the previous year (previous year: EUR 7,422m) despite increased flight operations.

Staff costs increased by 7% to EUR 6,441m (previous year: EUR 5,997m) due to a 4% rise in the average number of employees as well as collectively negotiated salary increases.

Expenses for passenger assistance in connection with flight irregularities due to strikes and operational difficulties at German airports fell by 37% to EUR 228m (previous year: EUR 362m). Direct compensation payments to passengers for flight delays and cancellations are recognised as reductions in revenue and totalled EUR 244m, a fall of 49% on the previous year (previous year: EUR 479m).

Depreciation and amortisation increased by 2% to EUR 1,872m (previous year: EUR 1,836m).

Other operating expenses increased by 1% to EUR 4,176m (previous year: EUR 4,128m) due to higher exchange rate losses and the expansion of flight operations.

T030 Operating expenses Passenger Airlines

	2025 in €m	2024 in €m	Change in %
Cost of materials and services	18,199	17,761	2
of which fuel	6,922	7,422	–7
of which fees and charges	5,157	4,670	10
of which charter expenses	688	562	22
of which MRO services	2,273	2,213	3
Staff costs [1]	6,441	5,997	7
Depreciation and amortisation [2]	1,872	1,836	2
Other operating expenses [3]	4,176	4,128	1
Total operating expenses	**30,688**	**29,722**	**3**

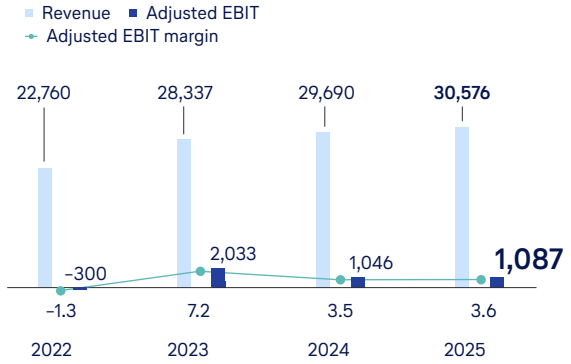
[1] Without past service expenses/plan settlement.
[2] Without impairment loss.
[3] Without book losses.

Adjusted EBIT at EUR 1.1bn

The result from equity investments at Passenger Airlines came to EUR 124m (previous year: EUR 86m) in the reporting period. The ITA Airways joint venture, in particular due to currency effects, together with the SunExpress joint venture and the joint venture Terminal 2 at Munich Airport positively affected the result.

Adjusted EBIT at Passenger Airlines in the 2025 financial year increased by 4% to EUR 1,087m (previous year: EUR 1,046m). This trend is mainly attributable to lower fuel costs and the improved result from equity investments in the current financial year. Furthermore, the steps already taken as part of the turnaround programme had a positive impact on earnings, in particular the improvements to operational stability. The Adjusted EBIT margin improved by 0.1 percentage points to 3.6% (previous year: 3.5%).

C18 Passenger Airlines: Development of Revenue, Adjusted EBIT in €m and Adjusted EBIT Margin in %



EBIT rose by 4% to EUR 1,160m (previous year: EUR 1,116m). The difference to Adjusted EBIT mainly resulted from disposal gains on aircraft sales, particularly in the course of sale-and-leaseback transactions. ↗ Earnings position.

Segment capital expenditure up 24% on the previous year

Segment capital expenditure increased in the reporting year by 24% to EUR 4,047m (previous year: EUR 3,275m). This was primarily attributable to the delivery of 23 new aircraft, major maintenance events and advance payments as well as the acquisition of the Group's stake in ITA Airways.

Number of employees up by 1% year-on-year

The number of employees came to 66,128 on 31 December 2025 (previous year: 65,172). This represents a 1% increase compared with year-end 2024, primarily driven by new employee hires in the operational areas as a result of expanding business operations.

Lufthansa Airlines

T031 Key figures Lufthansa Airlines [1]

		2025	2024	Change in %
Revenue	in €m	17,106	16,564	3
Operating income	in €m	17,770	17,196	3
Operating expenses	in €m	17,643	17,300	2
Adjusted EBITDA	in €m	935	683	37
Adjusted EBIT	in €m	148	–94	
EBIT	in €m	178	–116	
Adjusted EBIT margin	%	0.9	–0.6	1.5 pts
Employees as of 31 Dec	number	39,858	39,323	1
Average number of employees	number	39,988	38,466	4
Number of flights	number	476,842	472,439	1
Passengers	thousands	65,706	64,483	2
Available seat-kilometres	millions	187,671	182,993	3
Revenue seat-kilometres	millions	156,528	151,487	3
Passenger load factor	%	83.4	82.8	0.6 pts

[1] Incl. regional partners and Discover Airlines.

Lufthansa Airlines is the largest airline in Germany. It has hubs at the two biggest German airports in Frankfurt and Munich and offers its customers a premium product with transfer connections to the entire world.

The regional airlines Lufthansa CityLine, Lufthansa City Airlines and Air Dolomiti are also part of Lufthansa Airlines, as are Discover Airlines, Miles & More and the equity investment in the Terminal 2 Gesellschaft at Munich Airport.

Fleet renewal is progressing
Lufthansa Airlines is driving forward the modernisation of its fleet. Seven Boeing 787-9 Dreamliners were added to the long-haul fleet in the 2025 financial year, along with one Airbus A350-900. These cutting-edge wide-bodied aircraft are fitted with the new Allegris cabin in all travel classes. They offer additional comfort, are quieter, more economic, more efficient and thus emit less CO_2 than predecessor models.

Lufthansa Airlines has reactivated its A380 fleet in order to expand its capacity and in view of persistent delays in the delivery of new long-haul aircraft. The final aircraft of this type re-entered service at Lufthansa's Munich hub in the first quarter of 2025. This means that all eight A380s are now back in operation again.

At the end of the reporting year, the Lufthansa Airlines fleet comprised 387 aircraft. ↗ Fleet.

Lufthansa City Airlines expands flight operations
Lufthansa City Airlines has continued to expand its flight operations. The airline took delivery of six brand-new A320neos in the reporting year. As of the end of 2025 the airline was operating eleven A320neo and four A319 aircraft out of Munich. Flight operations started in Frankfurt in February 2026. The Lufthansa City Airlines fleet is set to continue growing to 20 A320neos, four A319s and one A220 by the end of 2026.

Lufthansa City Airlines was admitted as a new Star Alliance member in the reporting year. This underlines the airline's relevance within the Lufthansa Group in redefining European traffic to and from the Group's hubs.

Leisure travel to be expanded
The leisure travel segment was strengthened further in the reporting year. One more A330 and two more A320s went into service at Discover Airlines, the Lufthansa Group's holiday airline. The aircraft had previously been used by other Lufthansa Group airlines. This brought the Discover Airlines fleet at year-end 2025 to 14 A330s and 16 A320s. By 2028, the Discover Airlines fleet is to be expanded from the current 30 to 40 aircraft, partly through the acquisition of four A350s.

In December 2025, Discover Airlines was given a 4-star rating in the Leisure Airline category by the market research institute Skytrax.

Further expansion of product and services for passengers
Since the summer flight plan 2025, Lufthansa Airlines passengers have been able to fly to international destinations not only from Munich but also from Frankfurt using the Airbus A350-900. Over the course of the year, the airline transferred six aircraft of this type from Munich to Frankfurt.

The new Allegris cabin is now also available in ever more aircraft. At year-end 2025, ten A350-900s with the Allegris cabin were already in service in Munich and four Boeing 787-9s in Frankfurt.

Since the start of 2025, a new catering concept has offered Business Class travellers on short and medium-haul routes an even wider range of cold and warm meals. The new meals were created in collaboration with the celebrity chef Johann Lafer. In addition to the wider selection, warm meals can now also be ordered in advance for flights lasting more than two hours.

Lufthansa Airlines introduced an innovative baggage collection and check-in service in the summer of 2025. Passengers can have their bags and suitcases collected from their home or hotel. The luggage is then sealed, taken safely to the airport and checked in. Travellers receive real-time updates via a personalised tracking link and a digital baggage tag receipt.

Lufthansa Airlines and Deutsche Bahn further expanded their intermodal partnership in the reporting year. Passengers of Lufthansa Express Rail will get a Deutsche Bahn city ticket from March 2026 and can therefore also use local public transport in a total of 26 German cities for their travel.

Since summer 2025, Lufthansa Airlines has offered its passengers in every travel class, including on intercontinental flights, unlimited messaging on their own smartphones or tablets via selected apps.

Lufthansa Airlines intends to invest over EUR 70m in a new Future Onboard Experience ("FOX") by the end of 2026. Starting in spring 2026, all in-flight service elements and processes will be revised as part of the FOX initiative. This will noticeably upgrade the travel experience on long-haul routes in all travel classes.

Miles & More GmbH adds new services
The credit card from Miles & More, the Lufthansa Group's loyalty programme, has been issued by Deutsche Bank since October 2025. In addition to the familiar benefits, the card offers additional improved terms and attractive new services for the same price.

Miles & More and Marriott Bonvoy, the prize-winning travel platform from Marriott International, signed a strategic partnership agreement in September 2025. This enables Miles & More members to collect Miles & More points for their frequent flyer status when they stay with over 30 hotel brands in more than 10,000 destinations.

Lufthansa Airlines wins at World Airline Awards
In June 2025, Lufthansa Airlines was named the "World's Most Family Friendly Airline" at the World Airline Awards hosted by market research institute Skytrax. In addition, Lufthansa's First Class Terminal in Frankfurt was recognised as the "World's Best First Class Lounge". Lufthansa Airlines also won the Business Traveller Awards in the categories "Best European Airline" and "Best European Business Class", while Miles & More was voted "Best European Frequent Flyer Programme".

Lufthansa Airlines turnaround programme is on track
Lufthansa Airlines is consistently pursuing its turnaround programme to make itself fit for the future. The programme aims to strengthen operational stability and competitiveness and deliver gross earnings improvements of around EUR 1.5bn in 2026 and around EUR 2.5bn in 2028. More than 700 measures with an impact on earnings have been identified to date that will make a substantial contribution to meeting this target, more than half of which were already being implemented at the end of the reporting year.

Lufthansa Airlines made tangible progress in terms of operational stability in the reporting year. Targeted optimisation measures – especially in ground processes and crew planning – increased punctuality significantly. This lifted punctuality and regularity rates higher than before the outbreak of the coronavirus pandemic.

Key decisions were also taken to achieve lasting efficiency gains in terms of crew productivity. New needs-based planning rules enable better seasonal crew planning and reduce the personnel requirement significantly. This makes a direct, lasting contribution to improving earnings.

The expansion of flight operations is also going to plan at a structural level. City Airlines had 15 aircraft from the A320 family at year-end 2025. Operations from Frankfurt also started in February 2026. Discover Airlines expanded its operating fleet to develop its capacity on leisure travel routes and further strengthen its market position in this segment. Four A350-900s are also due to be transferred to Discover Airlines from 2027, so that it can add new tourist destinations with a larger range to its portfolio.

Lufthansa Airlines is anticipating further earnings improvements in 2026 in the context of the turnaround programme, to be achieved by the consistent refinement of existing measures and the introduction of new initiatives. One vital lever consists of additional stability measures in operational areas, which should not only increase customer satisfaction, but also reduce the costs of irregularities in flight operations.

Costs are also being optimised in other areas, including the negotiation of MRO contracts and incentive programmes. Productivity measures in the cockpit and cabin also contribute to improving efficiency. Needs-based rostering and new agreements with cabin staff mean that new hires can be avoided, even in growth scenarios.

In terms of revenue, the aim is to increase additional income further and make processes even more professional by introducing new revenue management tools. Lufthansa Airlines therefore remains on track to improve its profitability significantly and ensure its long-term competitiveness.

Changes in the management of Lufthansa Airlines
Francesco Sciortino was appointed to the Airline Board of Lufthansa Airlines on 1 September 2025 as its Hub Manager Frankfurt and Accountable Manager. He took over these roles from Klaus Froese, who served in an interim capacity. Also on 1 September 2025, Heiko Reitz, a member of the Airline Board of Lufthansa Airlines, took over as its Hub Manager Munich.

Collective bargaining agreements signed with UFO
The Employers' Federation for Air Transport Companies (AGVL), and the trade union UFO signed a new collective bargaining agreement for part-time cabin crew at Lufthansa Airlines in the reporting year. ↗ Employees.

Environmental management system is confirmed
Lufthansa Airlines has again been successfully validated under the demanding European EMAS Regulation (Eco-Management and Audit Scheme). This enables Lufthansa Airlines to set an example for corporate environmental responsibility. ↗ Combined non-financial declaration.

Traffic expanded in the reporting year, yields down
In the 2025 financial year, Lufthansa Airlines carried 65.7 million passengers, 2% more than in the previous year (previous year: 64.5 million). Capacity increased by 3% year-on-year. Sales also climbed by 3%. At 83.4%, the passenger load factor was 0.6 percentage points higher than the previous year's level (previous year: 82.8%). Yields fell by 2.1% on the previous year, however, primarily due to increasing price pressure in Europe and to exchange rate movements in North America. Traffic revenue increased by 3% to EUR 15,723m year-on-year due to higher traffic (previous year: EUR 15,308m).

Revenue up 3% on the year, Adjusted EBIT improves to EUR 148m
Revenue at Lufthansa Airlines rose by 3% in the reporting year to EUR 17,106m (previous year: EUR 16,564m), in particular due to increased additional income and since the effects of the strikes in the previous year were no longer applicable. Operating income also increased overall by 3% to EUR 17,770m (previous year: EUR 17,196m).

Operating expenses of EUR 17,643m were 2% higher than in the previous year (previous year: EUR 17,300m). The cost of materials and services went up by 1% (EUR +68m). Higher fees and charges (EUR +244m) and increased expenses for MRO services (EUR +76m) were almost completely offset by lower fuel expenses (EUR –351m) due to prices. Staff costs were 7% (EUR +252m) higher than in the previous year due to higher wage settlements and a higher profit-share payment for employees, as well as to staff transfers within the Group.

In the 2025 financial year, Adjusted EBIT at Lufthansa Airlines improved significantly to EUR 148m (previous year: EUR –94m). The Adjusted EBIT margin was at 0.9% (previous year: –0.6%). EBIT came to EUR 178m (previous year: EUR –116m). The difference to Adjusted EBIT in the reporting year mainly resulted from the reversal of provisions for litigation.

SWISS

T032 Key figures SWISS [1)]

		2025	2024	Change in %
Revenue	in €m	6,481	6,472	0
Operating income	in €m	6,767	6,724	1
Operating expenses	in €m	6,168	5,923	4
Adjusted EBITDA	in €m	1,049	1,225	-14
Adjusted EBIT	in €m	600	801	-25
EBIT	in €m	630	815	-23
Adjusted EBIT margin	%	9.3	12.4	-3.1 pts
Employees as of 31 Dec	number	11,217	10,870	3
Average number of employees	number	11,107	10,539	5
Number of flights	number	163,908	162,819	1
Passengers	thousands	21,475	21,071	2
Available seat-kilometres	millions	63,150	61,089	3
Revenue seat-kilometres	millions	52,402	51,290	2
Passenger load factor	%	83.0	84.0	-1.0 pts

[1)] Incl. Edelweiss Air.

SWISS is Switzerland's leading airline. With its sister company Edelweiss Air, which specialises in leisure flights, it offers its passengers high-quality products and services, in combination with a global route network. The Swiss WorldCargo division uses the belly capacities of SWISS aircraft to offer comprehensive airport-to-airport services for high-value and sensitive goods worldwide. Swiss WorldCargo joined the existing partnership between Lufthansa Cargo and United Cargo on 1 August 2025.

Modernisation of fleet and cabin progresses
SWISS expanded its Airbus neo fleet by three to eleven A320neos and by three to seven A321neos in financial year 2025. Overall, it intends to bring into service 25 A320neo family aircraft by 2027, comprising 16 A320neos and nine A321neos. The modern aircraft replace older aircraft from the A320 family and make an important contribution to environmental efficiency at SWISS.

SWISS took delivery of its first Airbus A350-900 for long-haul routes in the reporting year. The Airbus A350 is considered to be the most modern wide-bodied aircraft in the world. Its economic engines and improved aerodynamics mean it uses less fuel than previous models, emits correspondingly less CO_2 and is much quieter. A total of ten Airbus A350s are planned to join the SWISS fleet by 2029.

The SWISS fleet, including Edelweiss Air, consisted of 116 aircraft at the end of the reporting year. ↗ Fleet.

New travel experience SWISS Senses is successfully launched
The addition of the A350 to the fleet is accompanied by the biggest cabin refit in the history of SWISS. It consists of a completely new cabin design with the state-of-the-art seats, mood lighting and a consistent end-to-end design concept.

SWISS Senses also comprises new service concepts and product innovations, including a wider range of food and drink in all travel classes.

The brand-new Airbus A350-900 featuring the new cabin design made its inaugural long-haul flight on 20 November 2025.

SWISS wins prizes at the World Travel Awards
At the World Travel Awards, SWISS was voted "Europe's Leading Airline - Business Class 2025", "Europe's Leading Airline – First Class 2025" and "World's Leading Airline to Europe". It is the fourth time in a row that SWISS has won the title of best First Class.

Sustainability commitment intensified
SWISS underlined its commitment to more sustainable aviation, launching a long-term strategic partnership with the Swiss technology pioneer "neustark". neustark is the first company in the world to store CO_2 from biogas plants in demolition concrete and thus remove it permanently from the atmosphere. The partnership is intended to help develop this innovative product further and promote its international roll-out as an important component for achieving global carbon reduction targets.

In addition, SWISS became the first airline worldwide to integrate solar fuel from the Swiss cleantech company Synhelion into its regular flight operations. Alternative fuels like the solar fuel from Synhelion are decisive for achieving the ambi-

tious CO_2 targets for the airline industry. SWISS also stepped up its partnership with Kühne+Nagel to assist with scaling synthetic fuels from Synhelion. Kühne+Nagel will buy Synhelion fuel from SWISS for its freight shipments with Swiss WorldCargo for five years starting in 2027.

SWISS and the Swiss railway company SBB further expanded the partnership that began in 2019 to develop train and aircraft links, adding St. Gallen, Constance and Locarno as destinations to the SWISS Air Rail network. This move increases the SWISS Air Rail network to a total of 24 destinations in Switzerland, Germany and Austria. ↗ Combined non-financial declaration.

Traffic higher in financial year 2025
In the 2025 financial year, the number of passengers carried by SWISS rose by 2% to 21.5 million (previous year: 21.1 million). Capacity increased by 3% year-on-year. The number of flights rose by 1% compared with the previous year. Sales increased by 2%. At 83.0%, the passenger load factor was 1.0 percentage point lower than in the previous year (2024: 84.0%). Yields fell by 0.3%. Traffic revenue were around the previous year's level at EUR 5,873m (previous year: EUR 5,853m).

Revenue stable year-on-year, Adjusted EBIT down by 25% to EUR 600m
In the reporting period, revenue at SWISS was EUR 6,481m, roughly equal to the previous year (previous year: EUR 6,472m). The cargo business contributed around 8% to SWISS' total revenue. Operating income of EUR 6,767m was 1% up on the previous year (previous year: EUR 6,724m).

Operating expenses increased by 4% to EUR 6,168m (previous year: EUR 5,923m). The cost of materials and services climbed by 2% (EUR +88m), mainly as a result of higher fees and charges (EUR +92m). Staff costs were 8% (EUR +98m) higher than in the previous year.

Adjusted EBIT at SWISS fell by 25% to EUR 600m in the 2025 financial year (previous year: EUR 801m), primarily due to higher fees and charges and staff costs. Weaker demand on routes to North America and bottlenecks in the availability of aircraft and engines also had an adverse impact. The Adjusted EBIT margin declined by 3.1 percentage points to 9.3% (previous year: 12.4%). EBIT decreased year-on-year by 23% to EUR 630m (previous year: EUR 815m).

Austrian Airlines

T033 Key figures Austrian Airlines

		2025	2024	Change in %
Revenue	in €m	2,541	2,457	3
Operating income	in €m	2,603	2,542	2
Operating expenses	in €m	2,523	2,467	2
Adjusted EBITDA	in €m	192	186	3
Adjusted EBIT	in €m	81	76	7
EBIT	in €m	84	73	15
Adjusted EBIT margin	%	3.2	3.1	0.1 pts
Employees as of 31 Dec	number	6,054	6,105	–1
Average number of employees	number	6,125	6,174	–1
Number of flights	number	124,038	119,127	4
Passengers	thousands	14,984	14,589	3
Available seat-kilometres	millions	28,614	27,578	4
Revenue seat-kilometres	millions	23,351	22,424	4
Passenger load factor	%	81.6	81.3	0.3 pts

Austrian Airlines is Austria's largest airline. It offers its customers a global route network and a high-quality product.

The Austrian Airlines fleet comprised 67 aircraft at the end of the reporting year.

Austrian Airlines continues to expand its onboard services
Austrian Airlines has further optimised its passenger offering in Business Class on long-haul routes. Passengers can choose what they want to have for breakfast from a "Kreuzerlfrühstück" menu. This lets them enjoy even more individuality and a more personalised service.

Austrian Airlines also expanded its service offering in Business Class by training selected flight attendants to become Austrian Wine Experts, to show passengers the diversity and quality of Austrian wines.

Sought-after trophy received at World Airline Awards
In June 2025, Austrian Airlines was singled out for its outstanding quality of service and received the prestigious "Best Airline Staff in Europe" award at the Skytrax World Airlines Awards 2025.

Austrian Airlines fits AeroSHARK to Boeing 777 fleet
Austrian Airlines' first Boeing 777-200ER fitted with AeroSHARK surface technology took off in January 2025. Three more aircraft of this type were equipped in the first quarter of 2025. Significantly reduced air resistance lowers fuel consumption and carbon emissions. ↗ Combined non-financial declaration.

Changes in the Austrian Airlines Executive Board
As of 1 February 2025, Michael Trestl stepped down from his role as Chief Commercial Officer Austrian Airlines to take up his new position as ITA Implementation Officer. The remaining members of the Executive Board will take charge of his tasks as part of a new distribution of responsibilities.

Since 15 September 2025, Stefan-Kenan Scheib has been Austrian Airlines' new Chief Operating Officer. He has replaced Francesco Sciortino, who joined the Board of Lufthansa Airlines. Stefan-Kenan Scheib was previously Head of Flight Operations at SWISS.

Passenger numbers and load factor up in the reporting year
With 15.0 million passengers, Austrian Airlines carried 3% more customers in the reporting year than in the previous year (previous year: 14.6 million). Capacity increased 4% year-on-year. Sales likewise grew by 4% in comparison with the previous year. At 81.6%, the passenger load factor was 0.3 percentage points higher year-on-year (previous year: 81.3%). Yields fell by 2.0%. Traffic revenue grew by 3% to EUR 2,433m (previous year: EUR 2,360m).

Revenue up by 3% year-on-year, Adjusted EBIT up to EUR 81m
Revenue at Austrian Airlines climbed by 3% to EUR 2,541m in the 2025 financial year due to higher traffic (previous year: EUR 2,457m). Operating income increased year-on-year by 2% to EUR 2,603m (previous year: EUR 2,542m).

In the 2025 financial year, operating expenses of EUR 2,523m were 2% higher than in the previous year (previous year: EUR 2,467m). The cost of materials and services climbed by 3% (EUR +38m), mainly as a result of higher fees and charges (EUR +30m). Staff costs were 8% (EUR +39m) higher than in the previous year.

Austrian Airlines' Adjusted EBIT increased by 7% year-on-year in the 2025 financial year to EUR 81m (previous year: EUR 76m). Earnings were also adversely affected by the Middle East conflict (EUR 31m). The Adjusted EBIT margin rose by 0.1 percentage points to 3.2% (previous year: 3.1%) in the reporting year. EBIT climbed by 15% to EUR 84m (previous year: EUR 73m).

Brussels Airlines

T034 Key figures Brussels Airlines

		2025	2024	Change in %
Revenue	in €m	1,647	1,544	7
Operating income	in €m	1,703	1,623	5
Operating expenses	in €m	1,675	1,564	7
Adjusted EBITDA	in €m	128	177	–28
Adjusted EBIT	in €m	28	59	–53
EBIT	in €m	39	84	–54
Adjusted EBIT margin	%	1.7	3.8	–2.1 pts
Employees as of 31 Dec	number	3,518	3,573	–2
Average number of employees	number	3,687	3,549	4
Number of flights	number	68,540	61,564	11
Passengers	thousands	9,156	8,360	10
Available seat-kilometres	millions	19,797	18,332	8
Revenue seat-kilometres	millions	16,157	15,155	7
Passenger load factor	%	81.6	82.7	–1.1 pts

Brussels Airlines is Belgium's national airline. From its hub in Brussels, the airline offers flights to destinations worldwide, with a focus on the sub-Saharan Africa region.

Brussels Airlines expands its long-haul fleet
Brussels Airlines further expanded its long-haul fleet in the reporting year, adding its eleventh Airbus A330 in April 2025. The airline will use the additional long-haul capacity primarily to strengthen its route network in sub-Saharan Africa. The aim is to further develop Brussels as a European hub for flights to and from Africa.

Brussels Airlines added one new Airbus A320neo to its short-haul fleet. This means the airline had six aircraft of this type at year-end 2025. The A320neo fleet is to be expanded to a total of 13 aircraft by the end of 2028.

The Brussels Airlines fleet consisted of 47 aircraft at the end of the reporting year.

100 years of experience in Africa are a strategic growth driver
Brussels Airlines celebrated an important jubilee in February 2025: it was one hundred years ago that a pioneering flight connected Brussels with Kinshasa for the first time, laying the foundations for the airline's strong presence on the African continent today. With 18 destinations in sub-Saharan Africa today and a larger long-haul fleet, Brussels Airlines is strengthening its market position and making a key contribution to the Group's network diversification.

Changes in the Brussels Airlines Executive Board
Filip Aerts has been Chief Operating Officer at Brussels Airlines since 1 August 2025. He succeeds Tilman Reinshagen, who has left the Lufthansa Group. Filip Aerts was previously Head of Flight Operations at Brussels Airlines.

Traffic expanded during the reporting year
With 9.2 million passengers, Brussels Airlines carried 10% more customers in the reporting year than in the previous year (previous year: 8.4 million). Capacity increased by 8% year-on-year. Sales rose by 7%. The passenger load factor dropped by 1.1 percentage points to 81.6% (previous year: 82.7%). Yields were on a par with last year. Traffic revenue increased by 7% to EUR 1,578m (previous year: EUR 1,476m).

Revenue up by 7% year-on-year, Adjusted EBIT down to EUR 28m
Revenue at Brussels Airlines climbed by 7% to EUR 1,647m in the 2025 financial year due to higher traffic (previous year: EUR 1,544m). Operating income was up by 5% at EUR 1,703m (previous year: EUR 1,623m).

Operating expenses increased by 7% to EUR 1,675m (previous year: EUR 1,564m). Cost of materials and services exceeded the previous year's figure by 9% (EUR +88m), mainly as a result of higher fees and charges (EUR +38m). Staff costs were 5% (EUR +11m) higher than in the previous year.

The Adjusted EBIT of Brussels Airlines fell by 53% to EUR 28m (previous year: EUR 59m). The previous year's earnings were buoyed by non-recurring effects. Earnings in the reporting year were reduced by an estimated EUR 15m as a result of seven nationwide protest days in Belgium, which caused severe operating restrictions at Brussels Airport. No employees of Brussels Airlines took part in the protests. Several operational incidents affecting the long-haul fleet also had an impact on earnings. The Adjusted EBIT margin declined by 2.1 percentage points to 1.7% (previous year: 3.8%).

In the reporting year, EBIT of EUR 39m was down 54% on the previous year (previous year: EUR 84m). The difference compared with Adjusted EBIT is due primarily to book gains from the sale-and-lease-back of two Airbus A320neos.

Eurowings

T035 Key figures Eurowings

		2025	2024	Change in %
Revenue	in €m	3,077	2,872	7
Operating income	in €m	3,231	2,983	8
Operating expenses	in €m	3,109	2,855	9
Adjusted EBITDA	in €m	257	333	–23
Adjusted EBIT	in €m	132	203	–35
EBIT	in €m	133	261	–49
Adjusted EBIT margin	%	4.3	7.1	–2.8 pts
Employees as of 31 Dec	number	5,481	5,301	3
Average number of employees	number	5,457	5,224	4
Number of flights	number	169,607	164,474	3
Passengers	thousands	23,714	22,796	4
Available seat-kilometres	millions	39,320	36,184	9
Revenue seat-kilometres	millions	33,327	30,682	9
Passenger load factor	%	84.8	84.8	0.0 pts

Eurowings is the value airline for point-to-point traffic in Europe
With clear positioning as Europe's value airline for private and business travellers, Eurowings clearly sets itself apart from the segment of ultra-low-cost carriers and gives its customers access to affordable flying with innovative and customer-friendly services. With its value concept the German airline responds to the demands of today's airline passengers, for whom flexibility, affordable comfort and sustainability are decisive.

Eurowings' route network focuses on European point-to-point traffic and addresses the growth in the private travel segment. Eurowings offers non-stop flights to more than 150 destinations, mostly in Europe, but also beyond. With an attractive route network and 13 international bases – including Mallorca, Europe's most popular holiday island – Eurowings is one of Europe's largest holiday airlines. Eurowings currently has a fleet of 98 aircraft and is the market leader in the four largest metropolitan areas in Germany outside the Lufthansa Group hubs in Frankfurt and Munich.

Eurowings consists of two different flight operations. While Eurowings offers flights from Germany to European destinations, Eurowings Europe covers pan-European routes. Eurowings Europe operates from its international bases in Palma de Mallorca, Salzburg, Graz, Prague and Stockholm and offers travellers a growing selection of holiday destinations and attractive city connections throughout Europe.

Eurowings launches own tour operator
Eurowings has expanded its business activities and, with Eurowings Holidays, established its own tour operator which officially started operations in April 2025. By strategically establishing this new company, Eurowings has achieved an important milestone in the growing tourism business.

The new tour operator offers tailored holiday travel from a single provider. Customers benefit from great flexibility, with low advance payments, the option to rebook free of charge and low-cost cancellation.

Largest fleet modernisation in company history planned
In January 2025, the Lufthansa Group decided to assign a total of 40 brand-new Boeing 737-8 MAXs to Eurowings. The aircraft are to be delivered between 2027 and 2032. Eurowings is thus set to embark on its largest ever fleet modernisation.

The cutting-edge aircraft are particularly efficient, consume up to 20% less kerosene and therefore emit correspondingly less CO_2. This enables Eurowings to make significant progress on its path towards more sustainable aviation. They will successively replace the Airbus A319 fleet and older models of the Airbus A320. A significantly larger range also makes them the ideal model for longer medium-haul destinations, which are increasingly in the Eurowings offering. Eurowings passengers enjoy the latest airline standards thanks to a new cabin design.

Eurowings introduces Premium Business seats on medium-haul routes
Eurowings is the first airline in Germany also to offer Premium Business seats on longer medium-haul routes. Known as the Premium BIZ-seat, they offer passengers greater comfort and more privacy on medium-haul flights. The new seating concept was used for the first time on the non-stop Berlin-Dubai route in November 2025. The new Premium BIZ-seat is part of a comprehensive product and service offensive with which Eurowings intends to improve the travel experience significantly on short- and medium-haul flights. The new seating concept offers great flexibility, as the Premium BIZ-seat can be exchanged for Economy seats in just one day.

Eurowings voted Europe's best low-cost airline in 2025
Eurowings was voted Europe's "Best Low-Cost Airline" at the distinguished Skytrax World Airline Awards in 2025. With this prestigious accolade, the market research institute Skytrax acknowledged Eurowings' consistent quality offensive and successful expansion into a value airline for Europe.

Changes in the management of Eurowings
Max Kownatzki has been the new Chief Executive Officer and Chief Commercial Officer of Eurowings since 1 February 2026. He succeeded Jens Bischof, who left the executive board at the end of 2025. Max Kownatzki was previously Chief Executive Officer of SunExpress.

New wage agreements signed
During the reporting year, Eurowings and the trade union ver.di signed new collective wage agreements for the approximately 700 staff covered by collective agreements, including apprentices and students at Eurowings Aviation GmbH, as well as for around 1,800 cabin crew members at Eurowings GmbH. ↗ Employees.

Eurowings is a strategic partner in innovative project for sustainable aviation fuel
Eurowings launched a strategic partnership with Greenlyte, a start-up from Essen. Greenlyte is building a next-generation trial laboratory for sustainable aircraft fuel at Düsseldorf Airport. The plant enables Power-to-Liquid kerosene to be produced "from the air to the tank". Eurowings intends to be the exclusive buyer of the entire production volume, initially for the first three years. Power-based fuels play a key technological role for more sustainable aviation in the future. When it is completed in 2028, the trial laboratory will be one of the world's largest production plants for direct air capture to sustainable aviation fuel (DAC to SAF).

Eurowings strengthens environmental management with EMAS and ISO 14001 certification
The German Eurowings sites have been officially certified under the European EMAS standard (Eco-Management and Audit Scheme) and the international ISO 14001 standard. Within the scope of this certification, Eurowings has published for the first time an environmental statement for the period from 2022 to 2024. This documents the environmental performance of all of its German locations and shows how the airline is systematically working toward the achievement of its environmental goals. For the coming year, this certification is to be expanded to include Eurowings' pan-European locations. ↗ Combined non-financial declaration.

Significant rise in capacity and passenger numbers
In the 2025 financial year, Eurowings registered strong demand for tourist flights in particular and expanded its capacity accordingly. The number of passengers carried by Eurowings grew by 4% to 23.7 million in the reporting year (previous year: 22.8 million). The number of flights increased by 3% year-on-year. Capacity was up by 9%, particularly due to longer routes, and sales also increased by 9%. At 84.8%, the passenger load factor matched the previous year's level (previous year: 84.8%). Yields fell by 4.8%. At EUR 3,016m, traffic revenue was up 5% on the previous year (previous year: EUR 2,872m).

Revenue up by 7% year-on-year, Adjusted EBIT of EUR 132m realised
Despite lower yields, Eurowings' revenue rose by 7% year-on-year to EUR 3,077m (previous year: EUR 2,872m) due to volumes, as a result of a strong increase in capacity on leisure travel routes. Operating income rose by 8% to EUR 3,231m (previous year: EUR 2,983m). This was due, in particular, to income from other periods resulting from releases of provisions.

Operating expenses increased by 9% in the reporting year to EUR 3,109m (previous year: EUR 2,855m). The cost of materials and services was 11% (EUR +212m) higher than in the previous year, mainly to volumes and prices as a result of higher fees and charges (EUR +87m) and expenses for wet leases (EUR +42m). Staff costs rose by 10% (EUR +42m) also due to the recruitment activities pursued in the context of the ongoing expansion of the airline's flight programme.

Adjusted EBIT at Eurowings dropped by 35% year-on-year in the reporting year to EUR 132m (previous year: EUR 203m). This change mainly reflects the decline in the result from the equity investment in the SunExpress joint venture, which fell by 87% to EUR 10m (previous year: EUR 75m), as well as the decrease in yields due to intense price pressure and passengers' increased price sensitivity in relation to leisure flights.

The Adjusted EBIT margin declined by 2.8 percentage points to 4.3% (previous year: 7.1%) in the reporting year. EBIT has decreased by 49% to EUR 133m (previous year: EUR 261m).

Logistics business segment

T036 Key figures Logistics

		2025	2024	Change in %
Revenue	in €m	3,403	3,263	4
of which traffic revenue	in €m	3,189	3,054	4
Operating income	in €m	3,485	3,356	4
Operating expenses	in €m	3,209	3,147	2
Adjusted EBITDA	in €m	525	449	17
Adjusted EBIT	in €m	324	251	29
EBIT	in €m	325	252	29
Adjusted EBIT margin	%	9.5	7.7	1.8 pts
Adjusted ROCE[1)]	%	14.7	10.9	3.8 pts
Segment capital expenditure	in €m	110	149	–26
Employees as of 31 Dec	number	4,322	4,261	1
Average number of employees	number	4,308	4,223	2

[1)] Last year's figure adjusted in line with new calculation method.
↗ Financial strategy.

Business activities

Lufthansa Cargo is one of the leading cargo airlines worldwide
Lufthansa Cargo is the Lufthansa Group's logistics specialist. The Logistics business segment also includes the Jettainer group, which is a world leader in the management of airfreight containers, as well as the time:matters group which specialises in time-critical shipments. The two subsidiaries CB Customs Broker, an EU customs clearance expert, and heyworld GmbH, a provider of digital, modular logistics solutions for cross-border e-commerce, likewise form part of the Logistics business segment. This business segment also encompasses the Lufthansa Group's 50% stake in the cargo airline AeroLogic as well as equity investments in handling companies (including in the high-growth Asian market) and other companies focusing on digitalisation.

With the leading network from, to and within Europe, Lufthansa Cargo links all of the key economic centres and enables companies to access the world market. It does so via five cargo hubs – Frankfurt, Munich, Vienna, Brussels and, since mid-June 2025, Rome – as well as the capacities of eight airlines with around 350 destinations and over 7,500 weekly flights worldwide. An extensive road feeder service (RFS) with over 115 European destinations supplements the airline's route network on the ground. In addition, in future Lufthansa Cargo will deepen its partnership with Swiss WorldCargo and establish synergies in various commercial and operational areas. The customers of both companies will thus benefit from a clearly defined and more comprehensive product and service portfolio as well as one of the most extensive networks in the industry.

The focus of Lufthansa Cargo's operations lies in the airport-to-airport airfreight business. Its product portfolio encompasses standard and express freight as well as highly specialised products. Cross-border e-commerce shipments are the fastest-growing airfreight segment. Lufthansa Cargo offers specific industry solutions for the pharma, automotive, aviation, semiconductor and airmail sectors. Its services also include specialist products such as the transport of live animals, valuable cargo, works of art and dangerous goods. For these challenging shipments, Lufthansa Cargo uses a global network of specialised infrastructure. In Germany, these include pharma hubs in Frankfurt and Munich, the Frankfurt Animal Lounge and the Art Cube in Frankfurt.

As well as its own twelve Boeing 777F cargo aircraft and four Airbus A321Fs, Lufthansa Cargo uses the belly capacities of Lufthansa Airlines, Austrian Airlines and Brussels Airlines, among others.

In addition, the AeroLogic joint venture in Leipzig operates 28 Boeing 777F cargo aircraft on behalf of its two shareholders, Lufthansa Cargo and DHL Express. Lufthansa Cargo is responsible for marketing the capacities of six of these aircraft.

Lufthansa Cargo also has successful international partnerships with Cathay Cargo and United Cargo. On 1 August 2025, Swiss WorldCargo joined the existing partnership between Lufthansa Cargo and United Cargo.

Course of business

Lufthansa Cargo markets freight capacities of ITA Airways and adds Rome as a fifth hub
Lufthansa Cargo has marketed ITA Airways' freight capacities on selected routes since June 2025. Since the start of the winter timetable at the end of October 2025, this has been expanded to cover almost all of the additional cargo capacities on ITA Airways' short-haul and intercontinental routes. For the time being, routes to and from the USA and Canada are excluded pending regulatory approval.

By integrating Rome as a cargo hub in southern Europe, Lufthansa Cargo has added further routes, capacities and destinations to its dense network. Global additional cargo capacities for Lufthansa Cargo's customers have thus increased overall by almost 20%. This means that in future, cargo customers will have an even more closely meshed global network at their disposal.

Lufthansa Cargo strengthens position in focus industries
In 2025, Lufthansa Cargo further deepened its commitment to the strategically relevant pharma, automotive, aviation, semiconductor and airmail focus industries and pursued a number of initiatives targeting these sectors' specific requirements.

By joining Silicon Saxony, Europe's largest association of companies in the microelectronics, semiconductor and IT sectors, Lufthansa Cargo is strengthening its presence in high-tech industry. The freight airline intends to work in committees and working groups on optimised logistics solutions for sensitive electronics components as well as joint quality and process standards.

In the automotive segment, Lufthansa Cargo has further professionalised its transport process for entire vehicles and developed a new, standardised procedure for lashing down cargo and ready-for-loading delivery. Its new solutions reduce the volume of handling work, improve process quality and create additional revenue potential.

The airline has also further expanded its sector-specific offering in the aviation field. In 2025, Lufthansa Cargo transported more than 1,000 aircraft engines. Safe transportation of these valuable and sensitive components requires the utmost precision from the point of view of planning and handling. Lufthansa Cargo has further standardised procedures in this area, adjusted loading parameters for selected engine types and strengthened coordination between global stations and specialist operational areas.

With these initiatives, Lufthansa Cargo is underlining its role as an innovation and quality driver in key customer industries and creating additional potential for profitable growth.

Lufthansa Cargo optimises digital offering and steps up use of AI
Lufthansa Cargo has overhauled its digital customer offering. Since August 2025, it has offered a considerably simplified and more efficient online booking process. Standard shipments can now be booked roughly twice as fast as previously. This offering is supplemented with a revised shipment tracking system, with an improved overview and proactive notifications throughout the transport chain. The changes made underline Lufthansa Cargo's strategic focus on deliberately optimising digital processes and further enhancing its quality of service through the use of AI and new technologies. This includes the introduction of specially developed software, which automatically transfers booking enquiries received by email to the airline's booking system, and the development of innovative virtual reality training for aircraft loading supervisors.

Investments in the Frankfurt hub as a clear commitment to the economic location
In September 2024, Lufthansa Cargo presented the future of its central cargo hub at Frankfurt Airport. This project has a total investment volume of almost EUR 600m. The cargo airline intends to complete a comprehensive modernisation project by 2030 which will make its Lufthansa Cargo Center (LCC) Europe's cutting-edge airfreight hub.

The milestones reached in 2025 included the completion of the first major construction phase, including the central high-bay warehouse. This will pave the way for even more efficient and customer-oriented freight handling with further automation, modernised storage and conveyor technology and faster freight handling. In addition, at the end of 2025 the first construction phase of the new Lufthansa Cargo Campus was completed. In the 2025 financial year, the airline's capital expenditure relating to the modernisation of its new headquarters totalled EUR 17m.

Lufthansa Cargo is actively pursuing sustainability activities
Lufthansa Cargo further expanded its sustainability activities in 2025 and successfully confirmed its high environmental and compliance standards. It also once again successfully completed its global monitoring audit pursuant to ISO 14001, the international standard for systematic environmental management.

Lufthansa Cargo has ensured its fulfilment of the 2% sustainable aviation fuel (SAF) quota applicable since 2025 with the airfreight surcharge (ASC). This partially covers the additional costs for the mandatory SAF portion. At the same time, this airline has fully integrated voluntary use of SAF in its booking systems through its "Sustainable Choice" add-on service – an important step to ensure broad market coverage from 2026. In addition, standardised SAF volume contracts are available for freight forwarders and industry customers. In 2025, Lufthansa Cargo sold a total of around 2,300 tonnes of SAF and thus made a contribution to the decarbonisation of airfreight logistics. ↗ Combined non-financial declaration.

Changes in the management of Lufthansa Cargo
Frank Bauer, previously Lufthansa Cargo AG's Chief Financial Officer and Labour Director, took over as Lufthansa Cargo's Chief Operating Officer on 1 July 2025. On 1 July 2025, Gregor Schleussner joined Lufthansa Cargo's Executive Board as its new Chief Financial Officer and Chief Human Resources Officer. He previously served as Eurowings' Head of Finance, Controlling & Accounting. The Executive Board team led by Ashwin Bhat, Chief Executive Officer of Lufthansa Cargo, has thus been back at full strength since 1 July 2025.

Operating performance

Lufthansa Cargo registers positive course of business
In the Logistics business segment, the positive operating and financial trend which was already apparent in the second half of 2024 continued in the 2025 financial year. This development was buoyed by business from Asia, which remains strong, as well as a generally stable level of market demand. In particular, the latter was reflected in an increase in cargo tonnage alongside a slight decrease in yields.

Lufthansa Cargo further expanded its traffic volume in the reporting year. Capacity was 5% higher than in the previous year due to extra freighter capacities resulting from the addition of a Boeing 777F in the second half of 2024 as well as the expansion of passenger flight operations and the related increase in belly capacities. Capacity thus matched the 2019 pre-crisis level for the first time. Sales were up by 7% year on year. The cargo load factor increased by 1.1 percentage points to 63.0% (previous year: 61.9%). Over the course of the year, yields fell in all traffic areas, with the exception of the stable trend in the Asia/Pacific traffic region. Overall, they were 2.8% lower than in the previous year.

T037 Traffic figures and operating figures Logistics

		2025	2024	Change in %
Available cargo tonne-kilometres	millions	14,450	13,707	5
Revenue cargo tonne-kilometres	millions	9,103	8,482	7
Cargo load factor	%	63.0	61.9	1.1 pts
Yields	in € cent	35.0	36.0	-2.8 [1]

[1] Exchange rate-adjusted change: 0.6%.

T038 Trends in traffic regions Logistics

	Net traffic revenue external revenue		Available cargo tonne-kilometres		Revenue cargo tonne-kilometres		Cargo load factor	
	2025 in €m	Change in %	2025 in millions	Change in %	2025 in millions	Change in %	2025 in %	Change in %P.
Europe	236	2	783	8	364	11	46.5	1.4
Americas	1,253	2	6,573	3	3,929	8	59.8	2.6
Asia/Pacific	1,447	7	6,006	7	4,171	6	69.4	-0.5
Middle East/ Africa	253	5	1,089	7	639	7	58.7	-0.3
Total traffic	**3,189**	**4**	**14,450**	**5**	**9,103**	**7**	**63.0**	**1.1**

Despite the lower yields, traffic revenue increased by 4% to EUR 3,189m (previous year: EUR 3,054m). Traffic revenue increased in all traffic regions year-on-year. The Asia/Pacific region registered the strongest increase.

The Americas and Asia/Pacific remain Lufthansa Cargo's main traffic regions. These two regions accounted for nearly 90% of capacity and sales.

Lufthansa Cargo significantly expanded its capacity and likewise increased its sales in all of its traffic regions. It increased its cargo load factor in the Americas and Europe traffic regions, while Asia/Pacific and the Middle East/Africa registered slight declines.

Financial performance

Revenue up 4% year-on-year
Revenue in the Logistics business segment rose by 4% to EUR 3,403m in the 2025 financial year (previous year: EUR 3,263m). Stable market demand and continued strong business from Asia were the key factors behind this growth. Operating income increased overall by 4% to EUR 3,485m (previous year: EUR 3,356m).

Expenses up by 2%

Operating expenses of EUR 3,209m were 2% up on the previous year (previous year: EUR 3,147m) in the reporting year.

T039 Operating expenses Logistics

	2025 in €m	2024 in €m	Change in %
Cost of materials and services	2,263	2,241	1
of which fuel	351	368	–5
of which fees and charges	390	361	8
of which charter expenses	1,243	1,232	1
of which MRO services	133	131	2
Staff costs [1]	470	443	6
Depreciation and amortisation [2]	201	198	2
Other operating expenses [3]	275	265	4
Total operating expenses	**3,209**	**3,147**	**2**

[1] Without past service expenses/plan settlement.
[2] Without impairment loss.
[3] Without book losses.

The cost of materials and services rose by 1% (EUR +22m) year-on-year to EUR 2,263m (previous year: EUR 2,241m). Fuel expenses decreased by 5% or EUR 17m, largely due to prices. Expenses associated with flight volume-dependent fees and charges (EUR +29m) were higher due to cost increases and the expansion of the airline's fleet. Charter expenses were up by 1% or EUR 11m, due mainly to increased belly expenses paid to Group companies, above all as a result of the integration of ITA Airways.

In the 2025 financial year, staff costs increased by 6% to EUR 470m (previous year: EUR 443m), primarily due to wage and salary increases, higher variable remuneration components as well as a 2% increase in the average number of employees.

Depreciation and amortisation increased by 2% year-on-year to EUR 201m (previous year: EUR 198m) owing to the expansion of the freighter fleet.

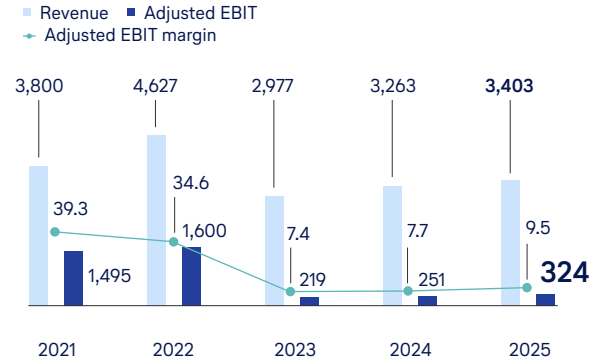
Other operating expenses went up by 4% to EUR 275m (previous year: EUR 265m).

Adjusted EBIT of EUR 324m

Adjusted EBIT increased by 29% in the 2025 financial year to EUR 324m (previous year: EUR 251m). The Adjusted EBIT margin improved by 1.8 percentage points to 9.5% (previous year: 7.7%).

EBIT of EUR 325m was 29% higher than in the previous year (previous year: EUR 252m).

C19 Logistics: Development of Revenue, Adjusted EBIT in €m and Adjusted EBIT Margin in %



Segment capital expenditure down 26% on the previous year

Capital expenditure in the Logistics business segment decreased by 26% in the reporting year to EUR 110m (previous year: EUR 149m) and mainly related to the expansion and conversion of Lufthansa's Frankfurt freight centre.

Number of employees up by 1%

The number of employees at year-end had increased by 1% to 4,322 (previous year: 4,261).

MRO business segment

T040 Key figures MRO [1]

		2025	2024	Change in %
Revenue	in €m	8,049	7,183	12
of which with companies of the Lufthansa Group	in €m	2,005	2,285	-12
Operating income	in €m	8,705	7,653	14
Operating expenses	in €m	8,124	7,055	15
Adjusted EBITDA	in €m	755	757	-0
Adjusted EBIT	in €m	603	607	-1
EBIT	in €m	609	555	10
Adjusted EBIT margin	%	7.5	8.5	-1.0 pts
Adjusted ROCE [2]	%	12.8	13.8	-1.0 pts
Segment capital expenditure	in €m	230	206	12
Employees as of 31 Dec	number	22,989	22,313	3
Average number of employees	number	22,580	21,618	4
Fully consolidated companies	number	23	22	5

[1] Previous year's figures adjusted due to reclassification of Lufthansa Industry Solutions.
[2] Previous year's figure adjusted in line with new calculation method.
↗ Financial strategy.

Business activities

Lufthansa Technik is the world's leading MRO provider
Lufthansa Technik is the world's leading manufacturer-independent provider of maintenance, repair and overhaul services (MRO) for civilian, commercially operated aircraft. The company is also increasingly targeting military and sovereign operators and focusing on this field as a strategic growth area. Lufthansa Technik is divided up into five different areas, three of which are traditional MRO areas (Engine Services, Aircraft Component Services, Aircraft Maintenance Services) and two of which represent fields of the future (Digital Fleet Services and Original Equipment & Special Aircraft Services).

The Lufthansa Technik group comprises 34 facilities worldwide (previous year: 33 plants) offering technical aviation services. The company also holds direct and indirect stakes in 56 companies (previous year: 57 companies). Lufthansa Technik serves more than 800 customers worldwide, including OEMs, aircraft leasing companies, VIP jet operators, governments and armed forces as well as airlines. Around one quarter of its business comes from entities in the Lufthansa Group and three quarters from customers outside of the Lufthansa Group.

Lufthansa Technik is certified worldwide for maintenance, design and production, and holds a comprehensive range of approvals as a maintenance company which it has been issued by the European aviation authorities as well as the authorities in over 50 other countries. Its design organisation approvals (DOA) mean that Lufthansa Technik is able, among other things, to carry out aircraft modifications or repairs even if it lacks the type certificates for this. Moreover, due to corresponding production approvals the company is authorised to manufacture aircraft components, including spare parts. These comprehensive regulatory requirements illustrate the high market entry barriers in the MRO market. These arise, above all, from the requisite technical expertise as well as the high air safety and quality requirements. In addition, an extensive range of official certifications and licences from OEMs are needed. Market entry also requires considerable capital expenditure and investments in order to be able to provide MRO services with the necessary depth and level of quality.

Clear strategic roles for MRO areas
Lufthansa Technik's five MRO areas have clear strategic roles and realise synergies.

Its Engine Services unit offers a comprehensive range of engine services worldwide. Its product offering encompasses the entire range of services for modern engines, such as overhaul, repair, mobile and auxiliary power unit (APU) services for virtually all manufacturers. It generates almost half of Lufthansa Technik's revenue and is set to be a strong growth driver over the next few years, in particular through its maintenance of the new generation of engines.

Lufthansa Technik's Aircraft Component Services unit realises more than one third of the company's revenue. It serves as an integrator which pools the repair of a wide range of components of OEMs and aircraft manufacturers at Lufthansa Technik's workshops. Its Total Component Support (TCS) product combines Lufthansa Technik's component pool (the world's largest) with integrated in-house logistics and AI-supported materials management in real time, in order to maximise the availability of components for all of its customers.

Lufthansa Technik's Aircraft Maintenance Services provide standardised and efficient overhaul services for civilian, commercially operated aircraft, in particular within the scope of major maintenance inspections over the course of the flight operations life cycle (base maintenance). These services also include complex aircraft modifications as well as mobile services that are offered worldwide.

The Digital Fleet Services unit develops the Digital Tech Ops Ecosystem and offers customers digital products to implement and optimise technical aircraft operations. The use of modern technologies such as artificial intelligence and the availability of an ever-growing data pool play a key role. The unit relies on cloud-based IT solutions that are also offered under SaaS (software-as-a-service) contracts.

The Original Equipment & Special Aircraft Services unit serves a broad range of customers that includes VIP customers, aircraft manufacturers and governments. Its portfolio ranges from specialised engineering services through to the mass production of products developed internally. This represents the core of Lufthansa Technik's growing Defence business.

At the start of the 2025 financial year, Lufthansa Industry Solutions, which previously formed part of the MRO business segment, was allocated to Additional Businesses and Group Functions for strategic reasons relating to the Lufthansa Group's IT operations. The figures for the previous year have been adjusted accordingly.

Course of business and operating performance

Strong demand for MRO services
Lufthansa Technik once again reported a positive course of business in the reporting year. Continued strong demand for flights led to an increase in demand for maintenance and repair services as well as other Lufthansa Technik products and services, which had a positive impact on revenue. On the other hand, its earnings performance was impacted by the weaker US dollar as well as negative effects resulting from punitive US tariffs. In the medium term, the additional costs resulting from these punitive tariffs are to be passed on to customers as far as possible.

The ongoing shortage of materials and staff continued to constitute an operational challenge. The shortage of materials resulted, in particular, from delays in deliveries by the manufacturers and suppliers of aircraft, engines and aircraft components. The staff shortage in production areas continued to reflect the multiple-year training and skill-building programmes in the MRO field. Despite these operational pressures and the weaker US dollar, Lufthansa Technik once again achieved record revenue in the reporting year. However, the above-mentioned negative factors (above all, the weaker US dollar and the punitive US tariffs) resulted in a declining operating margin and an Adjusted EBIT which remained the same as in the previous year.

Lufthansa Technik continues to pursue its Ambition 2030 growth programme
Lufthansa Technik is continuing to pursue its Ambition 2030 growth programme. This programme aims to expand Lufthansa Technik's leading global position in the field of technical servicing for aircraft fleets. In the engine business in particular, a permanently increased level of demand for repair and overhaul services is expected, since the number of older engines in global flight operations remains high due to delays in deliveries of the newly developed engine types, while these new engine types require a higher level of maintenance intensity.

The Ambition 2030 programme therefore envisages wide-ranging capital expenditure over the next few years for the expansion of core business, the extension of sites and an increased international presence (which may also be achieved through acquisitions) as well as the expansion of digital business models. The goal is to increase the company's revenue to more than EUR 10bn and to achieve an Adjusted EBIT margin in excess of 10% by 2030.

Measures implemented to cushion the margin pressure resulting from US tariffs and the weaker US dollar
The company is continuing to pursue clearly defined strategic initiatives in order to achieve its goal of an Adjusted EBIT margin of more than 10% by 2030. In particular, these initiatives comprise measures to optimise the cost of materials, the development of new repair procedures and the increased use of alternative spare parts. In addition, Lufthansa Technik is continuing to optimise its site and service portfolio, moving forward with Digitize the Core digital initiatives and ramping up growth in selected areas such as Engine Parts Repair and Mobile Engine Services. Despite Lufthansa Technik's world-leading market position and the measures which it implemented in the reporting year to boost its profitability, the pressure on its operating margin has increased. Continuing cost inflation, the considerable weakening of the US dollar and additional pressures resulting from punitive US tariffs were significant negative factors.

In the reporting year, the company increased its level of cash flow hedging in order to further limit the impact of Lufthansa Technik's US dollar exposure on its earnings. The company also stepped up its capital expenditure on US locations, so as to further strengthen its natural currency hedging.

It made extensive changes to its logistics policy in the context of the punitive US tariffs. At the same time, it began to gradually pass on to its customers the remaining additional costs arising from these tariffs.

Investing in the future
Lufthansa Technik's Ambition 2030 programme envisages capital expenditure in all three world regions – the Americas, APAC (Asia/Pacific) and EMEA (Europe, the Middle East and Africa). Three new construction projects are currently underway at the Hamburg headquarters of Lufthansa Technik. These include additional workshop buildings for its Aircraft Component Services and Special Aircraft Services and a hydraulics workshop where test operation began in November 2025.

In Alzey, a new storage and logistics centre for aircraft engines and their spare parts has gone into operation at Lufthansa Technik AERO Alzey. At Lufthansa Technik Portugal's future location in Santa Maria da Feira, around 35 kilometres south of Porto, the construction of a new production facility for Engine Services and Aircraft Component Services is on schedule. This plant for the repair of aircraft components and engine parts is due to be completed by the end of 2027. It will be fitted out with modern MRO sector technologies to expand Lufthansa Technik's repair capacities in Europe. The training centre was already opened in June 2025 and employees have started skill-building courses.

In the APAC region, Lufthansa Technik is reviewing options to strengthen its existing base maintenance capacities in the field of Aircraft Maintenance Services. It is further expanding its MRO capacity in the Americas region. In the reporting year, the groundbreaking ceremony took place for a new engine centre of Lufthansa Technik Canada Inc. at Calgary Airport. The repair workshop which is planned there and the integrated test stand are intended to provide additional repair capacities for Engine Services in the North American MRO market for the new generation of engine types especially. Additional component repair capacities are being established at Lufthansa Technik Component Services LLC's site in Tulsa, USA. In the reporting year, the company expanded the total area of its plant there in order to enable additional growth and supplemented its portfolio of services with additional repair services.

Continued focus on recruitment of qualified professionals
The high level of demand for qualified professionals continued in the reporting year in operational areas in particular, but also in administrative areas. The company is addressing this demand through various national and international recruitment initiatives. Lufthansa Technik is also continuing to hire a large number of apprentices and students on combined degree programmes. At its German locations, overall in the reporting year 375 junior employees started an apprenticeship or combined degree programme at Lufthansa Technik. Accordingly, at the end of 2025 Lufthansa Technik and its equity investments had a total of more than 1,000 employees in Germany who were pursuing an apprenticeship or combined degree programme.

Future business safeguarded by a large number of new contracts as well as fleet growth
Lufthansa Technik serviced some 5,100 aircraft under long-term component contracts at the end of the 2025 financial year and thus 6% more than in the previous year. This increase is being driven by the growth of aircraft fleets for which Lufthansa Technik already has long-term contracts and by the signing of new contracts. Sixteen new customers were acquired over the course of the reporting year and 1,149 new contracts were signed with a volume of EUR 8.8bn, EUR 0.9bn of which was with companies in the Lufthansa Group.

New long-term contracts and exclusive contract extensions for the supply of components were signed with a number of airlines in the reporting year. Over the next few years, Lufthansa Technik will continue to be responsible for the comprehensive supply of components for Air Europa's entire Boeing 737 fleet. As well as its existing 737 next generation fleet, the new contract also includes the 737 MAX aircraft which have already been added to its fleet and those which will be added in future. In addition, Lufthansa Technik expanded its existing component supply contract with Royal Jordanian Airlines. As well as this airline's A320ceo fleet, this contract now also covers its future A320neo and A321neo fleets. Moreover, Lufthansa Technik will be responsible for supplying components for the B747 and B777 fleets of Cathay Pacific, which has its head office in Hong Kong, PRC. The agreement covers a total of 72 aircraft and is the largest ever component supply agreement concluded between the two companies.

Lufthansa Technik also signed new contracts in the field of engine maintenance in the reporting year. They include maintenance agreements for the CFM56-5B engines of the A320ceo fleets of Air Canada, SriLankan Airlines and Air Arabia. At the same time at its Hamburg site, the company recorded the hundredth induction of a CFM LEAP engine of the latest engine generation in the reporting year. With the rising proportion of new-generation engine types being inducted for overhaul, Lufthansa Technik's Hamburg site reflects the structural transition from engine overhaul for previous generation engine types to the latest generation engine types. Moreover, Lufthansa Technik AERO Alzey has renewed its partnership with Pratt & Whitney Canada for the maintenance, repair and overhaul of PW100 and PW150 engines deployed in regional aircraft.

Digitalisation is progressing
In its MRO core business segment, Lufthansa Technik is moving forward with digitalisation and product modularisation as part of its Digitize the Core initiative, in order to achieve its Ambition 2030 goal of becoming a fully digitalised MRO provider by 2030. Lufthansa Technik is bringing together the operational and digital skills for technical aircraft operations in its Digital Tech Ops Ecosystem. This consists of AVIATAR as a platform for data-based analytics solutions, flydocs as a digital records and asset solution and AMOS, a product of Swiss Aviation Software AG, the world market leader in the field of maintenance and engineering/MRO software.

At the end of 2025, around 11,300 aircraft were connected up to the various Digital Tech Ops Ecosystem products via service contracts. Lufthansa Technik further expanded its digital services in the reporting year. The Technical Repetitives Examination application was introduced within the AVIATAR Reliability Suite. This enables customers to use artificial intelligence to analyse entries in electronic and conventional logbooks and identify repeat errors more efficiently.

Expansion of Defence business
Alongside MRO services and digital services for civil and commercial aircraft operators, Lufthansa Technik is continuing to expand its new Defence business. In the reporting year, for this purpose Lufthansa Technik signed an agreement with Sierra Nevada Corporation, a company which is globally active in the aerospace, security and defence fields. Lufthansa Technik is contributing its expertise in aircraft maintenance, repair, overhaul and modification to this partnership. The company is also gradually extending the aircraft servicing relationship it has maintained with the Special Air Mission Wing at the German Federal Ministry of Defence for more than 60 years to new fields, including the latter's "grey fleet" and additional aircraft types of the German armed forces. In this context, the German Air Force's Airbus A321LRs

modified by Lufthansa Technik completed their first MedEvac (medical evacuation) training missions in the reporting year.

Moreover, the company reached another milestone in its partnership with the German Air Force and HENSOLDT in relation to the Pegasus (Persistent German Airborne Surveillance System) programme. In December, the first Bombardier Global aircraft arrived at Lufthansa Technik for system integration and aircraft certification for Germany's next generation of signals intelligence aircraft. In addition, Lufthansa Technik signed a multi-year contract with Boeing relating to the addition of the new maritime reconnaissance aircraft P-8A Poseidon to the German Navy's fleet. This contract covers almost all product segments, from aircraft maintenance, engine support and the supply of components to operational management and technical training.

Development of sustainability-oriented products and technologies
Lufthansa Technik is developing and implementing technologies to achieve efficiency gains and reduce emissions during flight operations. The AeroSHARK fuel-saving surface technology which Lufthansa Technik developed together with BASF was further rolled out in the reporting year and the certification process initiated for A330-200 and A330-300 aircraft, within the scope of a supplemental type certificate (STC). As of the end of 2025, 30 Boeing 777, 777F, and 747 aircraft have already been fitted with AeroSHARK.

Cyclean Engine Wash solution is another product which conserves resources and is available at over 60 locations worldwide. In the reporting year, the availability of Cyclean Engine Wash in Europe was expanded to additional European locations through Lufthansa Technik's partnership with ACC Columbia Jet Service as an authorised partner.

Moreover, Lufthansa Technik received two Red Dot Design Awards in the reporting year. It picked up prizes for a hidden touch display in the category "Design Concept 2025" and for its GuideU CircularFit concept, a circular economy concept for non-electrical floor path markings in aircraft, in the "Concept:Sustainability" category.

Personnel changes on the Executive Board of Lufthansa Technik
Lufthansa Technik AG restructured its Executive Board following the departure of William Willms on 31 March 2025. Since 1 May 2025, its Executive Board has consisted of Sören Stark (Chief Executive Officer), Harald Gloy (Chief Operations Officer) as well as Janna Schumacher (Chief Human Resources Officer) and Christian Leifeld (Chief Financial Officer).

Financial performance

Revenue up by 12% on previous year
Despite the weakness of the US dollar, revenue in the MRO business segment climbed by 12% in the 2025 financial year to EUR 8,049m (previous year: EUR 7,183m). Lufthansa Technik benefited from ongoing high demand for maintenance and repair services due to the rising number of flights.

Revenue growth was driven in particular by the Engine Services and Aircraft Component Services MRO units. While revenue within the Group decreased by 12%, external revenue rose by 23%. Operating income climbed by 14% to EUR 8,705m (previous year: EUR 7,653m). Exchange rate movements reduced revenue by around EUR 260m.

Expenses 15% higher than in previous year
Operating expenses increased in the reporting year disproportionately to revenue, by 15% to EUR 8,124m (previous year: EUR 7,055m).

The cost of materials and services rose by 16% to EUR 5,221m due to higher volumes and prices (previous year: EUR 4,511m). This reflected the positive course of business, which led to an increase in material consumption and the volume of external services, as well as significant increases in materials prices due to the shortage of materials and punitive US tariffs.

Staff costs of EUR 1,609m were 8% higher than in the previous year (previous year: EUR 1,493m), due primarily to the higher average number of employees as well as pay scale and salary increases.

Depreciation and amortisation were stable year-on-year at EUR 152m (previous year: EUR 150m).

T041 Operating expenses MRO [1]

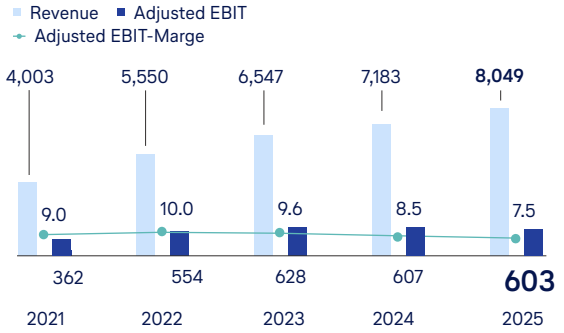
	2025 in €m	2024 in €m	Change in %
Cost of materials and services	5,221	4,511	16
of which raw materials, consumables and supplies	2,934	2,610	12
of which external services	2,287	1,901	20
Staff costs [2]	1,609	1,493	8
Depreciation [3]	152	150	1
Other operating expenses [4]	1,142	901	27
Total operating expenses	**8,124**	**7,055**	**15**

[1] Previous year's figures adjusted due to reclassification of Lufthansa Industry Solutions.
[2] Excluding past service expenses/plan settlement.
[3] Excluding impairment loss.
[4] Excluding book losses.

Adjusted EBIT of EUR 603m slightly lower than in previous year
Adjusted EBIT decreased by 1% to EUR 603m (previous year: EUR 607m) in the reporting year. The Adjusted EBIT margin dropped by 1.0 percentage points to 7.5% (previous year: 8.5%). While US tariffs docked EUR 32m from earnings, wide-ranging countermeasures averted a potentially significantly higher impact.

EBIT amounted to EUR 609m (previous year: EUR 555m). In the reporting year, the difference in relation to Adjusted EBIT mainly stems from the reversal of provisions relating to Russia, while the previous year had been impacted by write-downs on joint ventures and expenses for restructuring.

C20 MRO:
Development of Revenue, Adjusted EBIT in €m
and Adjusted EBIT Margin in %



2021 to 2023 including Lufthansa Industry Solutions

Segment capital expenditure up by 12%
Segment capital expenditure in the MRO business segment has risen by 12% to EUR 230m (previous year: EUR 206m). Capital expenditure was mainly concentrated on property, plant and equipment and financial investments. Within property, plant and equipment, it focused particularly on ongoing new building projects, technical equipment, machinery and operating materials for MRO services for various next-generation aircraft and engine models. Capital expenditure on financial investments mainly went to affiliated (not consolidated) companies and joint ventures. In addition to segment capital expenditure, in the reporting year EUR 182m of cash outflows arose in connection with the expansion of the pool of repairable spare parts (previous year: EUR 194m).

Number of employees rises by 3%
The number of employees at the end of 2025 was up by 3% year-on-year to 22,989 (previous year: 22,313). This growth in the workforce reflects recruitment activities as a result of the increased volume of business. Two thirds of this growth has occurred outside Germany and one third in Germany. However, the growth figure for Germany was influenced by the transfer of the remaining line maintenance stations to Lufthansa Airlines.

Additional Businesses and Group Functions

T042 Key figures Additional Businesses and Group Functions[1)]

		2025	2024	Change in %
Operating income	in €m	3,239	3,537	–8
Operating expenses	in €m	3,400	3,744	–9
Adjusted EBITDA	in €m	5	–34	
Adjusted EBIT	in €m	–92	–144	36
EBIT	in €m	–90	–79	–14
Segment capital expenditure	in €m	135	169	–20
Employees as of 31 Dec	number	9,816	9,963	–1
Average number of employees	number	9,849	10,497	–6

1) Previous year's figures adjusted due to reclassification of Lufthansa Industry Solutions.

Additional Businesses and Group Functions include the Group's service companies, above all Lufthansa Aviation Training and Lufthansa Systems, as well as the Group Functions for the Lufthansa Group. At the start of the 2025 financial year, Lufthansa Industry Solutions, which previously formed part of the MRO business segment, was allocated to Additional Businesses and Group Functions. The figures for the previous year have been adjusted accordingly. Lufthansa AirPlus Servicekarten GmbH was sold in July 2024.

Lufthansa Aviation Training continues to benefit from high level of demand for training

Lufthansa Aviation Training GmbH (LAT) is one of the world's leading aviation training companies, providing vocational and professional training for cockpit and cabin crew at twelve international training centres. LAT's customer portfolio includes the companies of the Lufthansa Group as well as more than 250 German and international airlines.

Following a number of years characterised by increased training requirements in the wake of the coronavirus pandemic, the level of demand for training for cockpit and cabin crews returned to normal in the 2025 financial year. Accordingly, LAT achieved a stable training volume in its Pilot Training and Safety Service Training business areas.

In 2025, the company once again allocated significant capital expenditure to new training equipment and infrastructure. At the start of the year, LAT inaugurated new simulators for long-haul aircraft types at its sites in Switzerland and Austria. At Zurich Airport, a state-of-the-art full flight simulator (FFS) and several cabin training devices for the Airbus A350 have entered into service. In Vienna, LAT added an FFS for the Boeing 787-900 "Dreamliner" to its fleet of simulators, its first latest-generation long-haul model at this site. These acquisitions align with LAT's strategy of offering optimal training in close proximity to its airline customers.

In 2025, Lufthansa Aviation Training continued to actively participate in the development of innovative digital training solutions. At the most recent European Aviation Training Summit (EATS) it presented, for the first time, the virtual reality prototype resulting from its D-CEET research project. This project concerns a Digital Cabin Emergency Evacuation Trainer which is able to simulate emergency scenarios such as a drop in cabin pressure, fire fighting or evacuations. All training sessions are fully digital and allow for variable levels of difficulty as well as customisation in line with airline-specific procedures.

LAT's prestigious European Flight Academy (EFA) has developed positively. It registered a continuously high level of demand in the reporting year. Around 300 trainee pilots began their training at LAT's training locations in Germany, Switzerland and the USA.

LAT is also expanding its business activities beyond traditional airline training. Its offering includes not only fear-of-flying seminars held by psychologists and pilots but also tailored Human Factors Academy training courses to strengthen social skills.

LAT's Adjusted EBIT amounted to EUR 19m in the 2025 financial year (previous year: EUR 21m).

Lufthansa Systems achieves further progress as a leading IT provider in the airline industry

The 2025 financial year marked not only the 30th year of Lufthansa Systems but also another important step in its successful development as a leading IT provider for the airline industry. The company further consolidated its position and achieved significant progress in a market environment which proved challenging but also promising.

It has given its international presence a lasting boost through the development of a large number of new customer relationships and by deepening existing customer relationships. The development of a new location in India was another key milestone. This will expand its global delivery structure and provide additional technological expertise.

At the same time, the launch of a comprehensive internal transformation programme provided the basis for significant profitability growth and efficiency gains in key business segments.

The company further expanded its business within the Lufthansa Group and consolidated its role as a strategic digitalisation partner. In its external market, Lufthansa Systems likewise continues to play a key role in the success of its roughly 350 customers worldwide.

Lufthansa Systems' Adjusted EBIT came to EUR 9m in the 2025 financial year (previous year: EUR 2m).

Lufthansa Industry Solutions delivers innovative value contribution to the digital transformation
Lufthansa Industry Solutions is one of the 20 largest IT consultancy firms in Germany and supports digitalisation initiatives inside and outside the Lufthansa Group. The company has more than 3,000 employees and comprises ten entities and offices in Germany, the USA, Switzerland and Albania, including the Audi joint venture amplimind GmbH and Cargo Future Communications GmbH.

Lufthansa Industry Solutions continued its growth trajectory in the reporting year and made an ongoing contribution to the Lufthansa Group's digital performance. The focus of its advisory work for the Lufthansa Group was formerly primarily on refinements to the HR and finance systems, as well as IT solutions for maintenance at Lufthansa Technik and logistics at Lufthansa Cargo. Its business with the airlines in the Lufthansa Group has since been expanded significantly. In addition to developing software solutions and strengthening cybersecurity, know-how from Lufthansa Industry Solutions on artificial intelligence and data structuring is particularly in demand. An efficiency programme to optimise costs enabled profits to be sustainably increased and delivered key earnings and synergy contributions to the Lufthansa Group's ONE IT programme.

Lufthansa Industry Solutions currently has more than 300 external customers, most of them core customers with long-term service agreements. Its sector focus extends beyond aviation and includes automotive, logistics, industry, retail and energy.

Lufthansa Industry Solution's Adjusted EBIT amounted to EUR 40m in the 2025 financial year (previous year: EUR 28m).

Group Functions result is above previous year's level
The earnings for the Additional Businesses and Group Functions business segment are largely determined by the Group Functions, whose earnings reflect the currency hedging and financing activities carried out by Deutsche Lufthansa AG on behalf of the companies in the Group. The result is therefore generally heavily exposed to exchange rate movements.

The operating income of the Group Functions rose by 9% to EUR 1,717m (previous year: EUR 1,581m) in the reporting year. This reflected higher exchange rate gains in particular. Operating expenses of EUR 1,934m were 6% higher than in the previous year (previous year: EUR 1,831m), due above all to higher variable salary components as part of staff costs. Group Functions' Adjusted EBIT improved by 13% to EUR –217m in the 2025 financial year (previous year: EUR –250m).

Result for Additional Businesses and Group Functions up on previous year
Operating income from Additional Businesses and Group Functions declined by 8% in the 2025 financial year to EUR 3,239m (previous year: EUR 3,537m). The sale of AirPlus was one factor here. Its income is still included in the previous year's figures.

At EUR 3,400m, operating expenses were 9% lower than in the previous year (previous year: EUR 3,744m), likewise on account of the sale of AirPlus.

Adjusted EBIT improved by 36% to EUR –92m in the reporting year (previous year: EUR –144m), supported by earnings improvements at Lufthansa Systems, Lufthansa Industry Solutions and the Group Functions as well as the absence of AirPlus's negative result from the previous year. EBIT came to EUR –90m (previous year: EUR –79m).

Opportunities and risk report

- The management of opportunities and risks is integrated into business processes.
- Risks are identified early and are managed and monitored proactively.
- Targeted use of opportunities.
- Continued recovery in demand for flights and stronger balance sheet combine to reduce risk.
- Geopolitical conflicts, resource and supply-chain bottlenecks and cyclical developments cause risks to increase.
- In view of its risk-mitigation measures and strong balance sheet, the Executive Board does not consider that the continued existence of the Lufthansa Group is at risk.

Opportunities and risk management

Opportunity management process
For the highly dynamic global airline industry, opportunities can arise both externally – from new customer requirements, market structures, ongoing consolidation or changes in the regulatory environment – and internally – from new products, innovations, quality improvements and further competitive differentiation.

Employees and managers in the Lufthansa Group identify opportunities by continuous market observation and in the course of ongoing reviews of existing products and processes. Opportunity management is also an integral part of the annual strategy and planning processes. Scenario analyses and accurate return calculations are used to examine opportunities in detail. Opportunities that, in an overall assessment, are considered advantageous for the development of the Lufthansa Group are pursued by means of defined steps. They are managed by established planning and forecasting processes as well as by projects. Opportunities relevant for the entire Group are incorporated into the Group strategy. ↗ Group strategy. The individual business segments also identify and follow through on their own specific opportunities. ↗ Business segments.

Objectives and strategy of the risk management system
Risk management at the Lufthansa Group aims to fully identify material risks, to present and compare them transparently and to assess and manage them. Risk owners are obliged to monitor and manage risks proactively and to include relevant information in the planning, management and control processes. The Group guidelines on risk management adopted by the Executive Board define all the binding methodological and organisational standards for dealing with opportunities and risks.

Structure of the risk management system
The scope of the Lufthansa Group's risk management system comprises all the passenger airlines in the Lufthansa Group, including the Logistics and MRO business segments, as well as Lufthansa Aviation Training, Miles & More, Lufthansa Global Business Services, the IT companies and the Delvag Group.

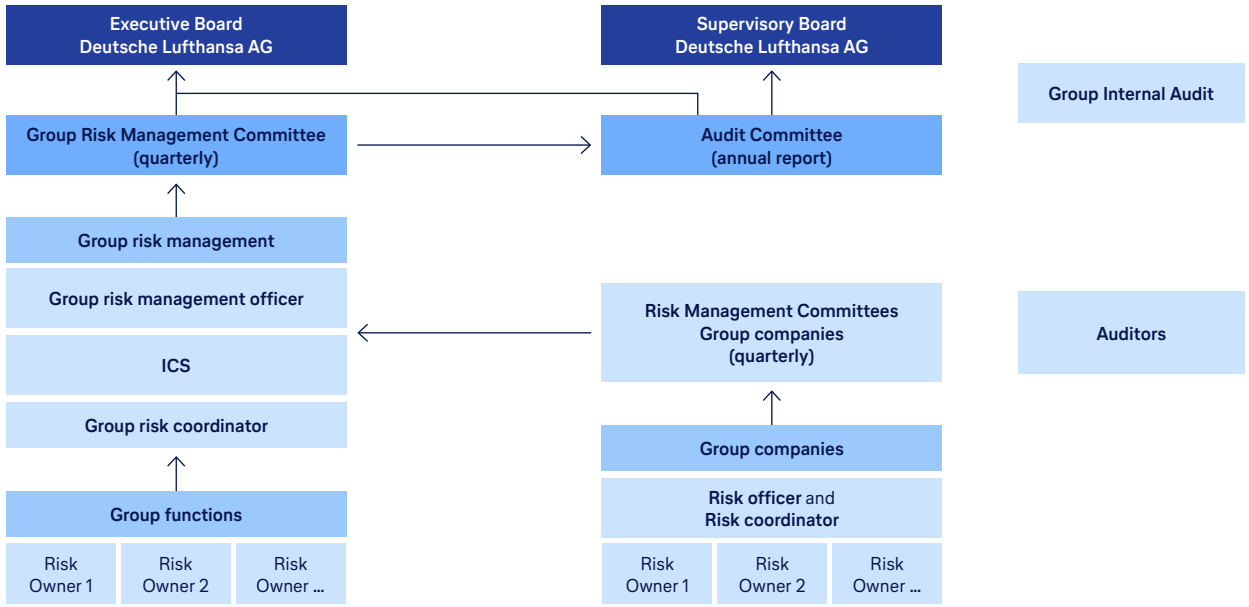
The chart ↗ C21 Risk management in the Lufthansa Group shows the different functions involved.

The Supervisory Board's Audit Committee monitors the existence and effectiveness of the Lufthansa Group's risk management. The Risk Management Committee ensures, on behalf of the Executive Board, that processes, structures and rules are established to identify, manage and assess business risks at an early stage across all functions and processes. It is also responsible for improving the effectiveness and efficiency of risk management. Appointments to and the responsibilities of the committee are defined in internal regulations.

The Corporate Controlling department has functional responsibility for ensuring that the risk management system is standardised across the Group. The responsible department head reports directly to the CFO. Group risk management is responsible for implementing uniform standards and methods, for coordinating and continuously refining the risk management process and for all risk management reporting in the Lufthansa Group.

The Board members or management boards of all the companies covered by the risk management system also appoint risk managers. They are responsible for implementing the Group guidelines within their own companies and are in close, regular dialogue with the Lufthansa Group's risk management function. In addition, they ensure that risk-relevant information is agreed with the planning and forecasting processes in their company (risk controlling).

C21 Risk Management in the Lufthansa Group



Managers with budgetary and/or disciplinary responsibility are designated as risk owners. Their role is to implement risk management for their department. The identification, evaluation, monitoring and management of risks are therefore fundamental aspects of every management role. The “Principles of risk management” stipulate that the occurrence of material predictable risks that have not been reported in the past is considered to be a serious management error.

The Internal Audit department carries out internal, independent system audits focusing on the appropriateness and effectiveness of the risk management system practised in the Lufthansa Group.

During its annual audit of the financial statements, the auditor examines the system for the early identification of risks in place at Deutsche Lufthansa AG with regard to requirements under stock corporation law. In the 2025 financial year, the audit found that the statutory requirements of Section 91 Paragraph 2 AktG were met.

Stages of the risk management process
The closed and continuous risk management process, which is supported by IT, begins with the identification of current and future risks from all material internal and external areas. The Lufthansa Group defines risks as possible negative deviations from a budget figure, a forecast or a defined objective. The risks identified are checked for plausibility by the companies’ risk coordinators and gathered together in the Group’s risk portfolio. The risk portfolio documents the systematic entirety of all individual risks and constitutes the quality-assured result of the identification phase. As the risk landscape is dynamic and subject to change, the identification of risks is a continuous task for the risk owners.

Risk owners are obliged at least once a quarter to verify that the risks for which they are responsible are complete and up to date. They also evaluate the extent to which circumstances involving risk have already been included in the forecast results and to what extent there are additional opportunities or risks of achieving a better or worse result than the one forecast. They actively manage opportunities and risks by means of risk mitigation instruments and measures.

On this basis, the Executive Board is regularly informed about the current risk situation of the Lufthansa Group and its business segments.

The Executive Board reports annually to the Audit Committee on the performance of the risk management system, the current risk situation of the Lufthansa Group and on significant individual risks and their management. In the event of significant changes to previously or recently identified top risks, mandatory ad hoc reporting processes have been defined in addition to these standard reports.

Evaluation methodology in the risk management process
Once the risks have been identified, all the individual risks are measured according to uniform measurement principles. Risks are generally evaluated on a net basis, i.e. taking implemented and effective management and monitoring instruments into account. A methodological distinction is made between qualitative and quantitative risks. Regardless of the risk type, objective criteria or figures derived from past experience are used for the evaluation wherever possible. Risk measurement thus forms the basis for aggregating similar individual risks into a consolidated risk. Suitable instruments for risk management are defined with the aim of proactively limiting the risk position. Continuous risk monitoring identifies changes in individual risks and any required adjustments

to risk management at an early stage. Steps necessary to manage and monitor risks are initiated as required. Steps, in this sense, mean clearly defined activities with a fixed duration, responsibility and time frame, which serve to develop control instruments.

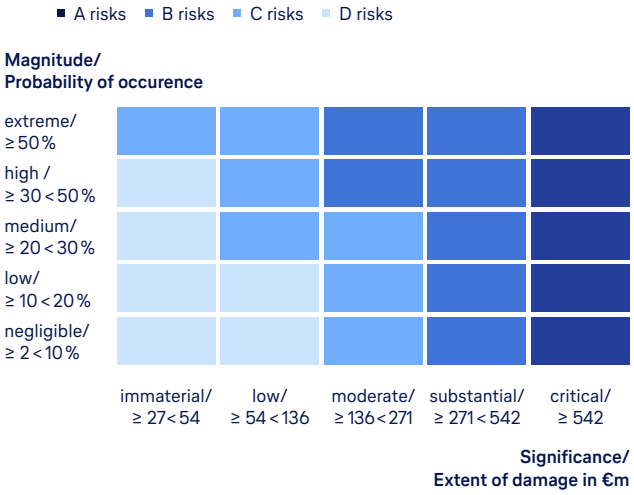
Qualitative risks are mostly long-term developments with potentially adverse consequences for the Lufthansa Group. As concrete information is often not yet available, these risks cannot or cannot yet be quantified. In the context of qualitative risks, the risk management process involves a strategic approach to uncertainty. In order to evaluate such risks as systematically as possible in spite of this, estimates are made about their significance and their magnitude. Significance describes the potential impact of the individual risk – for example, on the Group's reputation, business model or earnings. The estimate of magnitude assesses how pronounced or intense the signals are that indicate a potential risk to the Lufthansa Group or a specific company. Chart ↗ **C22 Lufthansa risk evaluation for qualitative and quantitative risks** shows the different categories used.

Quantitative risks are those whose potential effect on earnings can be estimated. A distinction is made between different probabilities of occurrence. The extent of loss is given as the potential monetary impact on adjusted EBIT. Depending on the type of risk, this may relate either to infrequent event risks, such as an IT failure following a cyberattack, or to risks arising from deviations from planned business developments, due to fuel price volatility, for instance.

Quantitative risks therefore form the basis for the overarching verification of potential deviations from plans and forecasts. The thresholds for classifying the monetary Adjusted EBIT effect are defined centrally and validated annually for the Lufthansa Group and the Group companies according to standardised criteria.

The individual qualitative and quantitative risks are divided into classes A, B, C, D and other risks to assess their materiality. In accordance with DRS 20, all quantitative A and B risks as well as all qualitative A and B risks that are at least of a "substantial" significance and a "high" magnitude count as material risks for the Lufthansa Group. ↗ **C22 Lufthansa risk evaluation for qualitative and quantitative risks**.

C22 Lufthansa Risk Evaluation for Qualitative and Quantitative Risks



Risks for the Lufthansa Group that meet this materiality criterion are presented in a table in the order of their significance for the Lufthansa Group in the section ↗ **Risks at an individual level**, and are described in detail below. In some cases, similar risks are shown here in a more aggregated form than that used for internal management purposes. Unless stated otherwise, all the business segments in the Lufthansa Group are exposed to a greater or lesser degree to the risks described.

Description of risk-bearing capacity

The Lufthansa Group's risk management system includes a concept for calculating its risk-bearing capacity. It entails comparing an indicator of risk-bearing capacity based on liquidity with the aggregated top risks per quarter in order to ensure that sufficient funds are available to cover the risk. The top quantitative risks are weighted and aggregated on the basis of the risk value. The relevant qualitative risks in each thematic risk cluster are also factored into the measurement model according to the maximum principle and assessed on an aggregate basis. This presentation is part of the quarterly reporting to the Executive Board. The concept is based on IDW PS 340 as amended.

Accounting for sustainability risks

Sustainability risks are identified in the course of the double materiality assessment. The Lufthansa Group validated its materiality assessment in the 2025 financial year and expanded its integration of ESG risks as defined in the CSRD into risk management in accordance with ESRS. ↗ **Combined non-financial declaration**.

Internal control system for monitoring the risk management process
The risk management process in the Lufthansa Group is monitored by an internal control system (ICS). This entails systematically reviewing the effectiveness of control measures for material risks as part of the Lufthansa Group's ICS. The relevant risks are selected annually. The review includes an assessment of the structure and its functionality. Reporting on the results of the review forms part of the report to the supervisory boards of the individual companies on the effectiveness of the ICS, and to the Audit Committee of the Deutsche Lufthansa AG Supervisory Board on an overall basis.

Opportunities at an individual level

For the highly dynamic global airline industry, opportunities can arise both externally – from new customer requirements, market structures, ongoing consolidation or changes in the regulatory environment – and internally – from new products, innovations, quality improvements and further competitive differentiation.

The Lufthansa Group continuously identifies opportunities through market observation and in the course of ongoing reviews of existing products and processes. Opportunity management is also an integral part of the annual strategy and planning processes. Potential opportunities are assessed in scenario analyses and if their overall impact is positive, are pursued by means of targeted measures. They are managed by established planning and forecasting processes as well as by projects.

Macroeconomic opportunities

Economic environment
The Lufthansa Group's forecast for 2026 is based on the expectation that future macroeconomic conditions and sector developments will correspond to the description given in the ↗ Forecast. Improvements in the global economic situation or a faster recovery of the global economy may lead to higher demand and therefore to higher revenue than forecast.

Opportunities beyond those specifically planned for could arise, particularly if the armed conflicts in Ukraine and the Middle East come to an end. This would probably lead to a lifting of the restrictions in international aviation, which could have a positive impact on the Lufthansa Group's costs and competitive position.

Ongoing stimulus measures and the reduction in interest rates in the main global economies could also lead to a further upswing in demand and thus to higher revenue for the Lufthansa Group.

Sector-specific opportunities

Development of markets and competition
In line with the expectations of the International Air Transport Association (IATA), the Lufthansa Group's forecasts assume that the airline industry will continue to grow as a whole, despite global challenges such as ongoing resource bottlenecks and geopolitical uncertainties. Additional opportunities could arise for the Company, leading to an improvement in earnings, if procurement markets develop better than forecast and demand, especially for business travel, is stronger. The conditions for this include stable political conditions and capacity growth in the overall market aligned with changes in demand.

Market consolidation
The consolidation trend in the fragmented European airline sector is expected to continue. The Lufthansa Group sees economic opportunities in taking an active role in this market consolidation and profiting from the greater market relevance that would result, as well as from economies of scale and synergies.

Technical innovations
The entire aviation industry is particularly dependent on developments and innovations by aircraft and engine manufacturers as well as technology partners. In view of the increasing focus on climate protection and stricter climate legislation, the development of technologies with lower or no emissions could accelerate.

Company-specific opportunities

Initiatives to increase efficiency and promote cooperation throughout the Company
The current economic situation continues to make it necessary for the Lufthansa Group to reorganise and optimise processes. A Group-wide transformation programme has been launched to manage this long-term reorganisation. It comprises several fit-for-the-future initiatives, including the turnaround programme at Lufthansa Airlines, as well as additional interdepartmental initiatives to optimise the Group-wide matrix organisation. They are intended to enable closer cooperation between the Network Airlines, faster decision-making with greater devolved responsibility and more agile responses to market changes. The aim is also to realise more synergies across the Group by pooling competences.

In addition, the Lufthansa Group has a Company-wide cultural initiative to promote cooperation across departments and hierarchies. This enables the Company to adapt faster to changes and react more flexibly.

Other opportunities arise if the planned programmes and initiatives have a faster or greater impact than expected, and additional improvement opportunities are identified and implemented. In this case, net profit for the period could develop better than currently forecast. ↗ Risk of failure to achieve cost-cutting targets.

Fleet modernisation
The Lufthansa Group benefits from strategically renewing its fleet. Modernising the fleet structure helps to increase fuel efficiency, cut emissions, increase fleet productivity and reduce maintenance and staff costs, thus directly improving earnings.

For the Lufthansa Group, additional opportunities would arise if the optimisation of the Group fleet and the positive earnings effects could be realised faster than expected as a result of favourable purchasing opportunities and the resolution of bottlenecks in the supply chain.

Partnerships and cooperation
Partnerships with other airlines are important to strengthen the market presence in key traffic regions. The Lufthansa Group's joint ventures are therefore being developed with the aim of expanding partnerships.

Connecting new markets as part of existing and new cooperation agreements creates an opportunity to reach additional customers and generate revenue.

Development of customised products and services
The further sharpening of the customer focus is a core element of the Lufthansa Group's strategy. The key aspects here are individualisation, digitalisation and sustainability. Initiatives such as Lufthansa Allegris, SWISS Senses, the Future Onboard Experience (FOX) and the introduction of Starlink internet are examples of the new and innovative ground and in-flight products and services that have been developed. They create opportunities to increase ticket revenue, and particularly additional income.

Innovation and digitalisation
It is vital to consistently exploit the potential for innovation and digitalisation in order to stay relevant in a market environment that is defined by higher customer expectations of digital services and competitive pressure to be efficient. Artificial intelligence offers additional opportunities to automate processes, improve decisions, make flight operations more efficient and ultimately to optimise the customer experience. Efficiency gains, cost savings and additional income that exceed planned amounts as a result of innovation and digitisation represent an opportunity for the Lufthansa Group.

Sustainability
Sustainability aspects are playing an increasingly important role for the Lufthansa Group. The Group therefore works continuously to improve its environmental efficiency. Technology partnerships across sectors, as in the field of sustainable aviation fuels for example, present opportunities for the Lufthansa Group to gain early economic benefits from new technologies. A strong performance in ESG ratings can also result in better financing terms.

Customer loyalty
The use of artificial intelligence is making the development and active management of customer relationships increasingly relevant. To reflect this increased importance, the Group is developing its loyalty programme, which previously focused on customer status, into a harmonised Group loyalty ecosystem, which addresses the systematic development and management of active customer relationships and focuses on the consistent commercialisation of these relationships. This development aims to significantly expand the target group for the loyalty programme and in particular to address a younger and more international clientèle. In addition, customers are to be retained within the Lufthansa Group increasingly by means of new products and additional services to realise new revenue potential in these areas.

Opportunities from the legislative framework

Political decisions at national and European level continue to exert a strong impact on the international aviation sector and thus also on the Lufthansa Group. Opportunities may arise from an improvement in the regulatory framework, from progress on the Single European Sky, for instance, from more competition-neutral legislation or state subsidies for sustainable technologies. ↗ Legal and regulatory factors.

Financial opportunities

Financial market developments also represent opportunities for the Lufthansa Group. Favourable changes in fuel prices, exchange rates, interest rates or a better credit rating than in the assumptions used for planning and forecasting may result in lower expenses, higher income, a reduction in liabilities and better financing terms.

Since changes in fuel prices, exchange rates and interest rates are also substantial risks as defined in the Lufthansa Group's risk management system, the relevant comments can be found in the chapter ↗ Financial risks.

Risks at an individual level

The following table shows the top risks for the Lufthansa Group. It encompasses all quantitative A and B risks, as well as qualitative risks with a rating of "critical" or at least "substantial" and "high" in the order of their significance. Detailed explanations can be found in the following sections.

T043 Top risks: Lufthansa Group [1]

	Significance	Magnitude	Change from previous year [7]
Quantitative risks			
↗ Fuel price movements	critical	extreme	→
↗ Revenue risks	critical	extreme	→
↗ Risk of failure to achieve cost savings targets	critical	extreme	→
↗ Human resources risks [2]	critical	extreme	↑
↗ Cyber and IT risks	critical	medium	→
↗ Breaches of compliance requirements and data protection regulations	critical	medium	→
↗ Additional tariffs on aircraft imports	critical	medium	↑
↗ Exchange rate movements	substantial	extreme	→
↗ Risk of internal and external fraudulent activities [3]	substantial	extreme	↑
↗ Emissions trading risks [4]	substantial	extreme	↑
↗ Strategic fleet sizing [5]	substantial	high	→
↗ Risks due to irregularities in flight operations (incl. reputation)	moderate	extreme	↓
Qualitative risks			
↗ Crises, wars, political unrest, terrorist attacks or natural disasters	critical	high	→
↗ Pandemic diseases	critical	medium	→
↗ Flight operations risks (with information security risks)	critical	low	→
↗ Regulatory risks resulting from climate change	substantial	extreme	→
↗ Risks in the Lufthansa Technik business segment [6]	substantial	extreme	→
↗ Human resources risks [2]	substantial	high	→
↗ Supplier risks	substantial	high	→

[1] The "Stricter noise legislation" risk is no longer among the top risks, in contrast to 2024.
[2] Different drivers result in the assessment as a quantitative and qualitative risk.
[3] Due to a higher risk assessment than the previous year, the "Risk of internal and external fraudulent activities" is categorised as a top risk.
[4] The "Emissions trading risk" now also includes CORSIA risk (Carbon Offsetting and Reduction Scheme for International Aviation).
[5] The risk of "Strategic fleet sizing" was changed from qualitative to quantitative.
[6] Risk assessment at business segment level.
[7] The change shown describes the year-on-year variation in the respective risk assessment

Macroeconomic risks

Uncertain economic environment

The Lufthansa Group's forecast for 2026 is based on the expectation that future macroeconomic conditions and sector developments will correspond to the description given in the ↗ Forecast. If the global economy performs worse than forecast, this is expected to have a negative effect on the Lufthansa Group's business.

Risks with potential effects on global economic growth, and thereby for the Lufthansa Group's sales, primarily arise from the further course of Russia's war of aggression against Ukraine, the unstable situation in the Middle East and the possible global spread of protectionist measures.

Crises, wars, political unrest and natural disasters
The security situation, the risk of terrorist attacks on air traffic and the increasing risk of hybrid threats and deliberate sabotage of aviation infrastructure, could have concrete effects on business operations and on the safety of the Lufthansa Group's flight operations, customers, employees and assets.

The tense situation in the Middle East, together with the military escalation between Israel and Iran and the conflict between India and Pakistan last year had significant impacts on global security and constituted a challenge for the Lufthansa Group.

The Russian war of aggression against Ukraine and the sanctions this has caused, including potential countermeasures, continue to affect the development of the global economy and cause further increases in the prices of important resources such as oil and gas. The destabilisation of the region and the continued tensions between Russia and the member countries of NATO and the EU could also lead to pressures and operational restrictions in the medium and long term.

Hybrid threats, i.e. the combination of conventional military means, cyberattacks, disinformation campaigns and economic pressure, are becoming increasingly important. They can impact the aviation sector directly or indirectly, with disruptions to flight operations from drones, attacks on IT systems and critical communications infrastructure, for example, or the deliberate manipulation of supply chains.

Geopolitical trends also mean there is an increasing risk of sabotage to traffic and other critical infrastructure by actors commanded or supported by states. Such attacks can cause physical damage to airports, navigation systems or fuel supplies and so disrupt flight operations significantly.

In order to analyse, track and manage these risks, the Lufthansa Group carries out comprehensive monitoring of the global security situation and current events that may affect it. The Lufthansa Group prepares comprehensive security analyses on an ongoing basis and continuously refines them in order to assess developments in advance so as to draw up preventive scenarios in the event of any disruptions. It can draw on an extensive network of national and international security services and specialised advisers to do so.

Potential financial losses could result from primary effects, such as not being able to fly to certain destinations, but also from secondary effects, including a drop in passenger numbers, higher insurance premiums, additional fuel costs due to airspace closures or a shortage of raw materials, or more stringent statutory security requirements.

Any further deterioration in the security situation, due to a further escalation in Russia's war of aggression or large-scale cyberattacks for example, could affect the insurance coverage of airlines worldwide. In particular, there is a risk of insurance coverage being cancelled immediately in the event of direct military action between Russia, USA, China, the United Kingdom and France, and in the event of incidents constituting a casus foederis under Article 5 of the NATO treaty. To address this risk and ensure continuity of flight operations, the Lufthansa Group companies are engaged in discussions with governments and aviation authorities in their respective home markets.

Because of its strong symbolic effect, civil aviation is still a potential target of terrorist attacks. Military conflicts between states are a high risk, especially if they take place in the short term and outside clearly defined borders. The threat from air-defence systems and increasing military activities mean that flights over crisis areas continue to require comprehensive risk assessment and management. The demands made of the security functions of international companies are rising continuously in view of the political environment and the continuous development of new technology. Increasing security regulations due to greater threats, as well as a tightening of entry requirements for passengers around the world, could lead to further restrictions in international air traffic and thereby to adverse effects for the air transport industry.

The Lufthansa Group's increasing engagement in the defence sector increases the risk of becoming a potential target for aggressors. The Lufthansa Group is also exposed to internal and external threats such as white-collar crime, espionage and sabotage, which can result in reputational damage, financial losses and operational disruptions.

To evaluate site-specific security-relevant events, the Lufthansa Group uses a quality management system, which helps with the continuous evaluation of local security procedures, both in existing operations and with new destinations. In order to guarantee compliance with national, European and international aviation security legislation and the Lufthansa Group's own security standards, the sites are inspected regularly in the course of risk audits for aviation security and country risks.

Pandemics and epidemics
The risk of pandemics and epidemics is increasing due to factors such as greater urbanisation, climate change and migration. Epidemics, pandemics or other causes such as bioterrorism could cause high rates of disease in various countries, regions or continents. In the short, medium and long term, this could drastically reduce demand for flights due to a fear of contagion, as was dramatically demonstrated in 2020 by the spread of the coronavirus pandemic. In addition, it is possible that staff may not be willing to fly to the countries concerned for fear of infection and that local employees may want to leave these countries. The potentially high prevalence of sickness among employees may put operations at risk. Official travel restrictions may also result in operational constraints and economic burdens due to reduced demand.

The Lufthansa Group's Medical Service reviews relevant information continuously as part of its Epidemiological Intelligence Process. Own staff with infectiological and epidemiological training evaluate information from the different early warning systems to identify any potential relevance for the Lufthansa Group. Employees receive detailed information, risk groups are given personal protective equipment as needed and preventive vaccination campaigns against influenza are run throughout the Lufthansa Group every year. Passengers and employees receive optimal protection from infection by means of safety measures adapted to the situation and based on the Lufthansa Group's pandemic planning.

Sector-specific risks

Development of markets and competition
The growth of the aviation sector is highly dependent on global political stability and macroeconomic performance. Structures on the demand side have changed permanently in some cases in the aftermath of the coronavirus pandemic, particularly due to reduced business travel. Regulatory requirements in the field of climate change mitigation may weigh on demand, and it may also be impacted by the war in Ukraine and the changes to flight routes that this necessitates. Under these circumstances, the assumption is that long-term demand growth in the markets concerned will be lower than in the past. In addition, supply-side bottlenecks such as limited infrastructure and restrictions in supply chains act as further brakes on the development of air traffic. At the same time, the European airline market is characterised by intense competition and high cost pressure. The assumption is that cost competition, which is already prevalent in many segments of the airline market, will intensify further as a result of the changed market environment.

Revenue risks
The entire Lufthansa Group is exposed to revenue risks, and uncertainty concerning future market developments remains high. Although inflation rates have declined, higher prices, modest global economic growth and ongoing geopolitical tensions are suppressing demand and making it harder to forecast revenue. Risks also arise from potential overcapacities, economic fluctuations, global competition, possible changes in customer behaviour and other unpredictable geopolitical events. In the short term, these risks can be addressed by continuous monitoring of the bookings situation and flexible capacity planning. Sales, product and cost-cutting measures are also being taken.

Risks due to irregularities in flight operations
Heavy traffic and unfavourable weather conditions may result in capacity bottlenecks among infrastructure providers and air traffic control that could impact the ability to manage flight traffic and passenger numbers. In addition, bottlenecks in the delivery of aircraft, engines and spare parts may mean that temporarily fewer aircraft are operational than planned. These bottlenecks in operational aircraft represent risks, since they may result in changes to flight timetables, delays and cancellations and lower customer satisfaction. Lost revenue and additional costs for compensation may result. Processes and flight plans are continuously optimised to minimise risks and reduce their impact.

Risks in the MRO segment
Lufthansa Technik is exposed to demanding conditions in the maintenance, repair and overhaul (MRO) market. In a market environment characterised by high demand for MRO services, political crises, military conflicts and high inflation rates are putting pressure on earnings in a way that is hard to forecast and cannot always be offset. Political crises, military conflicts and high inflation rates also have a negative impact on market developments, making them volatile and difficult to predict.

Despite countermeasures and the exemptions announced for aircraft components, US tariffs continue to weigh heavily on the MRO business, since the exemptions are only partially applied in practice.

Supplies of materials for various latest-generation engine types remain scarce, and the resulting higher costs and increased throughput times ultimately lead to exceptionally high demand for MRO services. The expectation is that this situation will return to normal by the end of the decade. Significant risk factors, however, arise from macroeconomic conditions on the one hand and operational challenges within production systems on the other.

Increasing use of digital platforms for planning and controlling MRO processes has a fundamental impact on customer relationships. Established market participants and new competitors are trying to transform the MRO market with data-based services and digital competences. In this context, the increasing digitalisation and networking of MRO processes creates a significant cybersecurity risk for Lufthansa Technik. Vulnerability to cyberattacks and system manipulation is growing as sensitive data and business processes are increasingly digitised and processed across various platforms.

Company-specific risks

Risk of failure to achieve cost savings targets
The Lufthansa Group strives continuously to improve its cost base, productivity and efficiency. The identified improvement goals are part of the plan for the business segments and are discussed in detail during the Group planning process. There is a risk that the expected improvements are not achieved in full, or are only achieved later than planned. This applies to the agreements being negotiated with works councils, trade unions, system partners and suppliers, for instance. There is also a risk that delayed aircraft deliveries defer the planned efficiency gains. It also cannot be ruled out that insufficient additional potential is identified over the course of the year to meet the targets. Developments in total costs are reviewed regularly with the business entities and by the Executive Board to enable early countermeasures.

Additional tariffs on aircraft imports
The Lufthansa Group is exposed to a potential risk from the reintroduction of additional tariffs on aircraft imports. The additional EU tariffs on aircraft imports from the USA have currently been suspended, but any change in the trade policies of the US administration could lead to these being reimposed at any time. The EU countermeasures in this context are known and have been temporarily suspended. Such reciprocal measures would increase procurement costs and thus affect the Lufthansa Group's financial and investment planning. In view of the political unpredictability, the Company is monitoring developments in the USA and the EU closely, in order to respond quickly and flexibly.

Human resources
Labour disputes
There is a general risk of labour disputes as a result of pending collective bargaining agreements with various groups of employees within the Lufthansa Group. These can lead to reputational damage and tangible economic impacts for the Lufthansa Group. Conversely, if the trade unions are successful in their demands, this may result in higher staff costs.

Of particular note are the flight operations of Deutsche Lufthansa AG and Lufthansa Cargo AG. The no-strike period for the collective bargaining agreements on retirement benefits for cockpit staff and the framework agreement for cabin staff expired on 31 December 2024. Negotiations on benefits for cockpit staff were deemed to have failed and a strike ballot was called. A majority of trade union members voted in favour of industrial action.

There are also strike risks in other flight operations in the Lufthansa Group. For example, Lufthansa Cityline has been faced with demands from the two trade unions Vereinigung Cockpit e.V. (VC) and Unabhängige Flugbegleiter Organisation e.V. (UFO) to begin negotiations about a redundancy plan. In addition, the wage agreement for cockpit staff and the framework collective bargaining agreement for cabin staff have both been terminated at Lufthansa Cityline. There is also a strike risk concerning company retirement benefits at Eurowings. The possibility of these wage disputes spreading to other companies also cannot be ruled out.

After difficult negotiations at Austrian Airlines, the strike risk has diminished significantly since the collective agreement for in-flight personnel was signed in 2024. It runs until 2026.
↗ Employees.

Cooperation with works councils and labour unions
Effective, trust-based collaboration with the labour union partners is a prerequisite for the success of structural measures and so forms the basis for the Company's long-term success. The labour market is tight and, in combination with demographic developments, this requires a strategy that addresses both the increasing need for qualified staff and the implementation of efficiency measures. These parallel imperatives make high demands of people's flexibility and willingness to change, as well as of co-determination processes. A far-sighted, solutions-focused working relationship makes it possible to overcome challenges and use the momentum for further growth. Measures to increase productivity and flexibility are also a focus for the Lufthansa Group in 2026 and include redundancies.

Continuous dialogue with the labour union partners, particularly when times are challenging, creates a stable foundation for developing creative, practicable solutions that support both economic success and employee satisfaction. The aim of continuously developing the working relationship is to create a common basis for taking decisions quickly and making change processes efficient.

Attractiveness as an employer
Being a highly attractive employer is a key success factor for ensuring the Company's lasting competitiveness and performance. It has a significant impact on the ability to attract, retain and develop qualified specialists and managers. The Lufthansa Group has revised its working conditions in cooperation with the labour union partners to increase its attractiveness as an employer and strengthen employee engagement. At the same time, the Company is refining its employer branding and HR marketing activities by means of a consistent brand presence. Recruiting processes and key career experiences, during onboarding, for example, are optimised on an ongoing basis. This includes offering various apprenticeships, student and trainee programmes, as well as professional training and development programmes. Talented individuals in a variety of professional groups were supported nationally and internationally and systematically networked.

Staff structure

Discrepancies between strategic HR requirements, the existing skill sets of employees and how they are distributed across the companies in the Lufthansa Group constitute a structural HR risk. The Lufthansa Group will again recruit a large number of new employees in 2026. Both the recruitment activities and the professional integration of new employees pose great challenges for the organisation. There is a risk of frustration at long recruitment processes and inefficient onboarding. The Lufthansa Group addresses this risk with a Group-wide steering body for recruitment and talent support measures, strategic human resources planning and the continuation of increased employer branding and recruitment activities.

Supplier risks

The economic effects of the current geopolitical situation and disruptions in supply chains also affect suppliers to the Lufthansa Group. To this extent there is a risk of disruptions in the supply of goods and services, which in turn jeopardise business continuity. Another risk is that of significant price increases.

Procurement at the Lufthansa Group works with the departments concerned to identify providers that are critical for business continuity and assesses the relevant risk. In order to address the risk of interruptions to supplies or a price increase in time, there is a regular process of dialogue with relevant suppliers. Identified risks are documented as part of the annual procurement strategy process and suitable actions are defined. Furthermore, suitable instruments are used, such as changing the terms of payment, reviewing contracts regularly, identifying alternative suppliers and implementing a system to visualise and manage the risks of any supply chain disruptions.

Risks from strategic fleet sizing

The strategic sizing of the Group fleet determines the available capacity and therefore also a large part of the fixed costs and future capital expenditure. Risks such as fluctuations in demand, cost increases and delayed deliveries can lead to deviations from the plan and reduce earnings for the Lufthansa Group. The Lufthansa Group reviews and adjusts the development of its fleet annually and more frequently if required. Aircraft can then be sold or parked, orders cancelled, deliveries postponed or leases terminated or signed at short notice.

Flight operations risks

The airlines in the Lufthansa Group are exposed to potential flight and technical operating risks. One of these is the risk of not being able to carry out regular flight operations for technical or external reasons. Another is the risk of an accident, with the possibility of personal injuries and damage to property. This is divided into environmental factors, technical factors, organisational factors and the human factor.

The systematic identification and analysis of risks enables suitable countermeasures to be developed to continuously improve the level of flight safety. For example, every single flight made by an airline in the Lufthansa Group is routinely analysed using recorded telemetric data. Any peculiarities are therefore identified at an early stage and action on them taken, in the context of training courses, for example. Other sources of information, such as prior reports and accident reports are reviewed and the findings integrated into countermeasures as appropriate. The established safety management systems are continuously improved and refined with the aim of reducing the risk exposure of the airlines in the Lufthansa Group. Ongoing dialogue between the airlines in the Lufthansa Group provides an opportunity to consolidate the information gained in an operational setting and factor it into the development of the corresponding standards.

Risks in connection with information security in flight operations are also taken into account. This concerns the IT systems on board and on the ground and relevant data exchange processes. Information security requirements for civil aviation are described in new regulations that take effect in 2026 and will be satisfied in full by the Lufthansa Group companies.

Cyber and IT risks

Cyber risks are all risks to which computer and information networks, ground and in-flight IT infrastructure as well as all IT-enabled commercial and production processes are exposed as a result of sabotage, espionage or other criminal acts. The business processes in the Lufthansa Group are supported by IT components in virtually all areas. The use of IT inevitably entails risks for the stability of business processes and for the availability, confidentiality and integrity of information and data.

Cyberattacks are increasing worldwide and becoming more professional. At the same time, the digitalisation of business processes in the Lufthansa Group is increasing, meaning that the potential effects of cyberattacks and the corresponding risk potential may also continue to escalate. If established security measures fail, the Lufthansa Group may suffer reputational damage and be obliged to make payment on the basis of contractual and statutory claims by customers, other contract partners and public authorities. A loss of income is also conceivable if operating systems should fail.

The Lufthansa Group monitors the IT security situation across the Group, the industry and worldwide on an ongoing basis. On this basis, it takes various measures to strengthen its IT security. Technological tools designed to prevent cyberattacks and to respond quickly to them are being developed further, processes are being adapted to respond to changing risk scenarios and the new hybrid working practices, and employees participate in awareness training every year to strengthen cyber resilience within the Lufthansa Group. This

also includes the mitigation of new risks arising from the digitalisation of aircraft. In line with the current risk assessment, measures are defined across the Group that also include partners and providers of the Lufthansa Group when they are implemented in the IT systems and processes, and which are already making a positive contribution to risk mitigation. The Lufthansa Group also monitors its own cybersecurity performance as well as that of key service providers using an external, neutral cybersecurity rating. This makes it possible to compare the Group's security level with that of other industry participants and sectors.

IT risk and IT security processes are organised across segments. The status of IT risks and IT security is compiled annually, consolidated at Group level and discussed by the Risk Management Committee of the Lufthansa Group. The Lufthansa Group's information security management system (ISMS) for core processes (including passenger check-in, frequent flyer programme, Logistics, MRO and IT) is certified in accordance with ISO 27001.

The Lufthansa Group sources most of its IT infrastructure from external service providers. The operational and commercial risks involved in this kind of outsourcing by nature are assessed and managed on a continuous basis.

Risks of breaching data protection regulations
With a view to meeting the requirements of the General Data Protection Regulation (GDPR), all Group companies within the scope of the GDPR have put in place appropriate governance structures and processes to identify and manage potential risks from breaches of the extensive legal requirements. Risks arising from international regulations are also taken into account.

Compliance risks
Compliance refers to the observance of legally binding requirements, and is intended to ensure that the Company, its executive bodies and its employees act in accordance with the law. The effectiveness of the Compliance Management System (CMS) is therefore vital to the Lufthansa Group. https://investor-relations.lufthansagroup.com/en/corporate-governance.html.

The Lufthansa Group is active worldwide and is therefore subject to various legal norms and jurisdictions with different legal frameworks, including for criminal law on corruption. All activities not only have to comply with the respective legislation, but also with cultural practices and social conventions. Any infringements are investigated rigorously and may result in criminal prosecution for the individuals involved. For the Lufthansa Group, any such infringements represent a substantial risk of financial penalties. There would also be significant reputational damage and distinct disadvantages when competing for public tenders. For this reason, the Lufthansa Group has implemented processes to identify and prevent compliance risks, particularly relating to corruption. Specifically, these include rules on transparent dealings with business partners and office holders, as well as actions to avoid conflicts of interest.

The Lufthansa Group is also exposed to risks arising from competition and antitrust law. They stem in particular from the fact that it operates in oligopolistic markets and has a strong position in some of these markets. Furthermore, the Lufthansa Group cooperates with competitors by means of alliances. Some of these partnerships have to be approved by competition authorities. In some business units in the Lufthansa Group, the same individuals are employees of suppliers and competitors as well as customers. The Lufthansa Group's Competition Compliance function addresses the risks of collusive behaviour and provides executive bodies and employees with extensive training.

As a listed company, the companies in the Lufthansa Group are subject to strict requirements under capital markets legislation, including a ban on insider trading and market manipulation, obligations to publish ad hoc information under the EU Market Abuse Regulation (MAR) and other national and European regulations. The Lufthansa Group takes many organisational precautions to comply with the provisions of the MAR. They include the use of special software to compile insider lists, to publish any ad hoc announcements, and to provide the corresponding policies, information letters and process descriptions. The Corporate Compliance Office also provides a web-based training course. It is intended for employees particularly affected by insider and market abuse legislation. Matters relating to the law on ad hoc announcements are also discussed with the Ad Hoc Committee in consultation with external experts.

The Corporate Compliance Office has also introduced a Group-wide digital compliance risk analysis. This digital solution helps the operating companies in the Lufthansa Group to identify compliance risks systematically by means of an annual self-assessment, to evaluate them and to document suitable risk-mitigation actions, including implementation.

The Lufthansa Group CMS comprises risk-mitigation actions intended to rule out infringements as far as possible. Despite this, individual breaches and related investigations by public authorities and penalties cannot be ruled out completely, particularly in the fields of integrity, competition and capital market compliance. Regular communication of compliance requirements and risk-based training promote an appropriate awareness of risk in the Lufthansa Group. A whistleblower system enables suspicions of white-collar crime or breaches of compliance rules to be reported via an electronic system and ombudspersons.

Litigation, administrative proceedings and arbitration
The Lufthansa Group is exposed to risks from legal, administrative and arbitration proceedings Due to the adverse effect this may have on the proceedings and in accordance with DRS 20 No. 154, these risks have not been quantified. It cannot be ruled out that the outcome of these proceedings may cause significant damage to the business of the Lufthansa Group or to its net assets, financial and earnings position. Appropriate provisions have been made for any financial losses that may be incurred as a result of legal disputes. More information on provisions for litigation risks and contingent liabilities can be found in ↗ Notes 36 and 46 to the consolidated financial statements.

Furthermore, the Lufthansa Group has taken out liability insurance for an amount that the management considers appropriate and reasonable for the industry in order to defend itself against unjustified private third-party claims and to settle such claims it considers justified. Even in such cases, however, this insurance cover does not protect the Lufthansa Group against possible damage to its reputation. Such legal disputes and proceedings may also give rise to expenses in excess of the insured amount, expenses not covered by the insurance or those which exceed any provisions previously recognised. Finally – and depending on the type and extent of future losses – it cannot be guaranteed that the Lufthansa Group will continue to obtain adequate insurance cover on commercially acceptable terms in the future.

Ryanair has appealed to the General Court (of the European Court of Justice) against the decision by the European Commission approving stabilisation measures for companies in the Lufthansa Group. In May 2023, the European General Court upheld the action for annulment with regard to the stabilisation measure in the amount of EUR 6bn granted to Deutsche Lufthansa AG by the Economic Stabilisation Fund (ESF) of the Federal Republic of Germany and annulled the corresponding state aid decision of the European Commission on the grounds of substantive errors of law. Deutsche Lufthansa AG appealed to the European Court of Justice against the court ruling. In July 2024, the European Commission initiated a formal examination procedure, as it has done in similar cases. There is no further repayment risk as the stabilisation measures have already been completed and Deutsche Lufthansa AG has repaid the stabilisation funds it received in full. Potential indirect consequences include the demand for clawback interest for the period between the allocation and the repayment of the stabilisation funds, as well as the imposition of conditions attached to a new state aid decision.

In the reporting year, Luxair and Condor filed lawsuits with the General Court (of the European Union) to determine that specific decisions are (partially) null and void. At issue are the decisions by the European Commission to approve the Lufthansa Group's potential acquisition of control over ITA Airways as well as the package of conditions ("remedies") and the choice of the "remedy taker". If the lawsuits are successful, there is the possibility of lodging an appeal before the European Court of Justice. Moreover, in this eventuality it must be assumed that, following a formal review process, the European Union will once again issue its approval, possibly subject to revised conditions.

The Lufthansa Group is subject to tax legislation in many countries. Changes in tax laws and case law, as well as different interpretations as part of tax audits/external wage tax audits can result in risks and opportunities affecting tax expenses, income, claims and liabilities. The Corporate Taxation department identifies, evaluates and monitors tax risks and opportunities systematically and at the earliest stage possible, and initiates steps to mitigate the risks as necessary.

Regulatory risks

Political decisions at national, European and international level have a strong influence on the entire aviation sector. The large number of rules and regulations (e.g. on sustainability targets, taxes, fees and charges or tariffs) results in a fragmented framework and can lead to competitive distortions and disadvantages for particular locations. The Lufthansa Group campaigns actively to influence political decision-making processes, also in cooperation with other companies, industry associations and trade unions. Particularly important aims at the moment are to reduce the state-imposed costs of doing business in Germany and to make European climate change mitigation policy competition-neutral.

Regulatory risks in connection with climate change
The Fit for 55 package imposes wide-ranging obligations on the European aviation sector to reduce CO_2 emissions. This leads to a rising cost of doing business here and entails significant risks for competitiveness. Particularly important are the proposal to introduce a quota for blending sustainable aviation fuels (SAF), the revision of the Emissions Trading System (ETS), CO_2 offset obligations as part of the CORSIA (Carbon Offsetting and Reduction Scheme for International Aviation) and the possible introduction of a uniform minimum tax for aviation fuel (EU kerosene tax).

The ReFuelEU Aviation Regulation in effect in the EU since the beginning of the year mandates a quota for SAF, which will increase gradually until 2050. A subquota for synthetic fuels (power-to-liquid, PtL) will apply from 2030. SAF are significantly more expensive than conventional aviation fuel. In addition, PtL fuels are currently only available in small quantities. There is currently no sign that production will be ramped up quickly, which means there is a risk of shortages. Altogether, this will increase fuel costs for the Lufthansa Group. Since the SAF quotas only apply to flights from EU

airports, they cause a further distortion of competition in intercontinental traffic to the detriment of European Network Airlines. Airlines from outside Europe with transfer airports close to Europe only have to meet the SAF quota on the flight segment from Europe to their hubs. Traffic and emissions will move to hubs outside Europe as a result – an effect known as carbon leakage.

Air traffic within the EU is already part of the EU ETS. The revision of the ETS threatens to entail additional stipulations, which will lead to higher costs for the Lufthansa Group. This applies particularly to the reduced cap on emissions and the abolition of the previously free distribution of emission allowances. Tightening the ETS severely distorts competition. Prospectively, the European Commission is planning to include the non-CO_2 effects of aviation, such as contrails and nitrogen emissions, for example. Operational measures may also reduce the climate impact. Research in this area has only just begun. As a result, the focus of regulation will remain on CO_2 emissions for the time being.

The introduction of an EU minimum tax on kerosene is currently the subject of political debate. The EU Council recently extended the tax exemption for kerosene until 2035. The introduction of a minimum tax, which requires a unanimous resolution by the EU Council, would massively increase the existing global competitive disadvantage.

In addition to wide-ranging measures to limit CO_2 emissions, such as the continuous renewal of its fleet, the use of sustainable aircraft fuels and the expansion of voluntary CO_2 offset options for passengers, the Lufthansa Group participates in the public debate – also together with other European airlines, airports and industry associations – and campaigns actively in this context for competition-neutral regulations.

Furthermore, the Lufthansa Group is faced with ever-higher bureaucratic hurdles to meet environmental obligations.
↗ Combined non-financial declaration.

Financial risks

Financial market developments represent opportunities and risks for the Lufthansa Group. Negative changes in fuel prices, exchange rates and interest rates can result in higher expenses and/or lower income compared with the assumptions used for planning and forecasting.

System of financial risk management for fuel prices, exchange rates and interest rates
Financial and commodity risks are systematically and centrally managed for the entire Group on the basis of internal guidelines. The derivative financial instruments used serve to hedge underlying transactions. In this respect, the Lufthansa Group works with partners that have at least an investment grade rating equal to Standard & Poor's BBB rating or a similar long-term rating. All hedged items and hedging transactions are tracked in treasury systems so that they can be valued and monitored at any time. The functions of trading, settlement and controlling of financial risk are strictly separated at an organisational level. The executive departments and Financial Risk Controlling ensure compliance with these guidelines. The current hedging policies are also discussed regularly in management bodies across the business areas.
↗ Notes to the consolidated financial statements, Note 45.

Fuel price movements
At around EUR 7.3bn, fuel expenses constituted a major item of expense for the Lufthansa Group in 2025. Severe fluctuations in fuel prices can have a significant effect on earnings. A change in the price of kerosene of +10% (–10%) compared to year-end 2025 would increase (reduce) fuel costs for the Lufthansa Group in the 2026 financial year by an estimated EUR 409m (EUR 283m) after hedging.

The Lufthansa Group uses rules-based fuel hedging with a time horizon of up to 24 months. The target hedging level for fuel hedging was 85% as of 31 December 2025 for the Passenger Airlines. The aim is to reduce fluctuations in fuel prices. The Lufthansa Group uses standard financial market instruments in fuel hedging. Hedges are mainly in gas oil and crude oil with option combinations for reasons of market liquidity. Incomplete protection against higher prices is accepted in exchange for maximising the benefits derived from any fall in prices. Using gas oil hedges in combination with crude oil-based hedges addresses the price difference risk to kerosene to a greater extent than in the past. The instruments used will be settled by payments and will not result in physical deliveries. As of 31 December 2025, crude oil, gas oil and kerosene hedges covered circa 76% of the forecast Group fuel requirement for 2026 in the form of futures and unconditional forward transactions. Around 29% of the forecast fuel requirement for 2027 was hedged at that time. As fuel is priced in US dollars, fluctuations in the euro/US dollar exchange rate can also have an additional positive or a negative effect on reported fuel prices. US dollar exposure from planned fuel requirements is included in currency hedging.

Exchange rate changes
Foreign exchange risks for the Lufthansa Group arise in particular from international ticket sales and the purchasing of fuel, aircraft and spare parts. All subsidiaries report their planned currency exposure over a timeframe of at least 24 months. At Group level, a net position is aggregated for each currency to take advantage of "natural hedging". Of the foreign currencies that are hedged, the US dollar is the only one for

which there is a net requirement. Of this net operating requirement for 2026 of USD 4.3bn, 57% was hedged as of 31 December 2025. ↗ Notes to the consolidated financial statements, Note 45.

Overall statement on opportunities and risks

The Lufthansa Group reported a continued increase in demand for air travel in the 2025 financial year. The Lufthansa Group Passenger Airlines was able to increase its capacity and revenue further as a result. Implementing measures to improve operating stability also reduced risks from irregularities in flight operations and contributed to revenue improvements. Against this backdrop, the results of the Lufthansa Group performed well compared with the previous year.

By contrast, geopolitical conflicts, trade policy tensions, raw material and supply bottlenecks, lower yields in individual markets and delays in the delivery of new aircraft had an adverse effect on the Lufthansa Group's results.

Even in this challenging environment the Lufthansa Group's liquidity remained above the target range as of the reporting date. As a rule, the continuous reporting of risk-bearing capacity is a relevant instrument for forward-looking identification and management of liquidity risks.

Capacity expansion of 4% and a significant increase in Adjusted EBIT are expected for 2026. Performance will depend largely on further developments in demand, changes in the fuel price, the effectiveness of the initiated measures and earnings improvement programmes, especially at Lufthansa Airlines.

In this challenging environment, the Lufthansa Group continues to rely on its ability to adjust its capacities and resources flexibly to changing market conditions and to use this flexibility to seize opportunities for the Company's long-term development.

The Executive Board of Deutsche Lufthansa AG is not aware of any material or systemic matters that are inconsistent with the suitability and effectiveness of risk management as a whole. However, it must be remembered that, irrespective of the design, risk management cannot provide absolute assurance. The Executive Board continues to strive for a balance between opportunities and risks.

Description of the internal control system

The Lufthansa Group's internal control system (ICS) covers all the principles, procedures and steps intended to ensure effective, economical and accurate key processes and compliance with the relevant legal regulations. It is based on the COSO framework (Committee of the Sponsoring Organizations of the Treadway Commission). The framework defines the elements of a control system and sets the standards for measuring the appropriateness and effectiveness of the ICS. The ICS aims to ensure the reliability of operating information, compliance with internal and external requirements and the avoidance of financial losses.

The Lufthansa Group has an overarching, integrated ICS and risk management methodology with standardised processes to define the necessary controls, document them according to uniform rules and test them regularly to ensure that they are effective and appropriate.

Overall responsibility for the ICS required to manage risk lies with the Executive Board of the Lufthansa Group, which defines the scope and the format of the systems in place based on the specific requirements of the Lufthansa Group.

A central Group ICS unit is responsible for ongoing methodological development and implementation in the Lufthansa Group and so makes it possible to obtain a realistic opinion of the effectiveness of the internal control system at Group level. The central ICS unit is led by the Head of Corporate Controlling. It is also responsible for monitoring and coordinating the entire process so as to guarantee an appropriate and effective ICS within the Lufthansa Group. The results of the monitoring activities are reported annually in the Executive Board meetings to evaluate the Company's overall risk situation. The Head of Corporate Controlling supports the Executive Board with the operation and monitoring of the ICS and with reporting to the Audit Committee of the Supervisory Board.

The central ICS unit prepares a report on the effectiveness of the ICS in the first quarter of the following year to comply with the legal requirements of Section 107 Paragraph 3 AktG. The report provides information to the Supervisory Board's Audit Committee about the results of the effectiveness testing and the activities still to be completed from the previous reporting period. The company ICS officer is responsible for internal reporting within the respective companies. Ideally this takes place in the first quarter of the following year, but may vary from one company to another.

The ICS of the Lufthansa Group and its constitutive elements are covered by regular audits by the Internal Audit function. The Executive Board of Deutsche Lufthansa AG is not aware of any material or systemic matters that are inconsistent with the suitability and effectiveness of the ICS as a whole. However, it must be remembered that, irrespective of the design, an ICS cannot provide absolute assurance.

Description of the accounting-related internal control and risk management system in accordance with Section 289 Paragraph 4 and Section 315 Paragraph 4 HGB

The objective of the ICS for accounting processes is, by implementing checks, to provide a reasonable degree of certainty that the annual financial statements and the consolidated financial statements of Deutsche Lufthansa AG comply with the rules, despite the risks identified.

The following preventative and investigative checks are embedded in the accounting process:

- IT-supported and manual cross-checks,
- functional separation,
- dual signatures and
- monitoring checks.

Corporate Accounting is functionally responsible for preparing the consolidated financial statements and draws up binding regulations for the Group companies that pertain to form, content and deadlines. The Lufthansa Group's accounting guidelines are updated regularly and define uniform accounting policies for the domestic and foreign companies included in the consolidated financial statements of the Lufthansa Group in accordance with the International Financial Reporting Standards (IFRS) applicable in the European Union. For Deutsche Lufthansa AG and other German companies in the Group, a guideline defines rules for drawing up individual financial statements in line with the German Commercial Code (HGB). This ensures that standardised Group accounting practices are applied to the recognition, measurement and presentation of balance sheet items, with as little room for discretion as possible. The formal requirements relate to the mandatory use of a standardised and complete set of reporting forms and a uniform chart of accounts for the Group. When they submit the reporting package, the responsible managers at the Group companies must confirm to the Executive Board of Deutsche Lufthansa AG that they comply with these policies.

Individual financial statements that contain errors are selected and restated at company or Group level on the basis of control mechanisms already defined in the SAP SEM-BCS consolidation software and/or by system-based plausibility checks. The consolidation system dictates the different deadlines for various elements of the reporting package and verifies centrally that they are adhered to during the preparation process.

Operational accounting processes are carried out locally at the Group companies and also using the Group's own and external shared service centres. Expert opinions for determining the amount of pension provisions are prepared by external consultants.

The IT systems used for accounting are protected against unauthorised access by special security precautions.

The Group Internal Audit department of Deutsche Lufthansa AG is embedded in the internal monitoring system of the Lufthansa Group and acts independently of business processes when performing its audit activities. In addition, the effectiveness of those areas of the ICS relevant to financial reporting are reviewed by the auditors as part of a risk-oriented approach to their audit. The Audit Committee of the Deutsche Lufthansa AG Supervisory Board monitors the effectiveness of the internal control system and risk management system on the basis of Section 107 Paragraph 3 of the German Stock Corporation Act (AktG).

By means of the organisational, control and monitoring structures defined for the Lufthansa Group, the internal control system and risk management system as it relates to accounting ensures that all matters affecting the Company are captured, processed and evaluated, and are presented adequately in the Group's financial reporting. In particular, the use of individual discretion, faulty checks, criminal acts by those involved and other circumstances may compromise the effectiveness and reliability of the internal control system and risk management system in place. This means that even the Group-wide application of these systems cannot guarantee with complete certainty that facts are presented correctly, fully and promptly in the consolidated financial statements. These statements only relate to Deutsche Lufthansa AG and the major subsidiaries included in the consolidated financial statements of Deutsche Lufthansa AG.

Forecast

- Europe and Germany below global economic growth rate.
- Robust performance for inflation and exchange rates.
- Oil prices expected to remain low.
- Growth expected in all the market segments relevant to the Lufthansa Group.
- Passenger Airlines plan further capacity expansion in view of expected demand growth.
- Lufthansa Group forecasts clear increase in revenue and a significant increase in Adjusted EBIT.

Macroeconomic outlook

Economic and sector-specific developments can have a significant influence on the operating and financial performance of the Lufthansa Group. The following forecast for the course of business is therefore based on assumptions about the development of the wider economy and the sector. These assumptions are described below. The Lufthansa Group continually monitors the development of this operating environment so that it can respond as quickly and comprehensively as possible to any changes.

The European and German economies again failed to keep pace with the world economy
According to data from S&P Global, global economic growth of 2.7% is forecast for 2026, which is a lower rate than in the previous year (previous year: 2.9%). The European economy is predicted to grow by 1.4% (previous year: 1.7%). This means that the European economy will again grow more slowly than the world economy. The expected growth rate for Germany is even lower at 0.8%, but the trend is stabilising at a low level (previous year: 0.3%).

Further economic performance in 2026 will largely be determined by the external political environment. This particularly includes the further course of the Russian war of aggression against Ukraine. In addition, foreign policy and trade decisions by the United States of America, along with any countermeasures taken by other geopolitical actors, may have a significant impact on the performance of the world economy. Germany's performance will also depend on the economic, financial and social policy decisions taken by the German government.

T044 GDP development [1]

	Forecast 2025 to 2029 compared with the previous year				
in %	2025	2026	2027	2028	2029
World	2.9	2.7	2.7	2.7	2.7
Europe	1.7	1.4	1.8	1.8	1.8
Germany	0.3	0.8	1.7	1.7	1.7
North America	2.1	2.3	1.9	1.7	1.9
South America [2]	2.3	2.2	2.6	2.8	2.8
Asia/Pacific	4.4	4.0	4.0	3.9	3.9
China	5.0	4.6	4.5	4.4	4.4
Middle East	3.6	4.3	3.1	3.3	2.9
Africa	4.1	4.2	4.2	4.2	4.1

Source: S&P Global as of 15 January 2026
[1] Forecast.
[2] Excluding Venezuela.

Stable trend expected for inflation and exchange rates
Although inflation has subsided, it will remain a key topic for the monetary policy of the European Central Bank and the US Fed in 2026. The European Central Bank considers its inflation target of 2% to have been met. Accordingly, the capital markets do not expect interest rates to be cut or raised in 2026. By contrast, the market is expecting two more interest rate cuts from the US Fed.

Foreign exchange markets remain susceptible to geopolitical tensions, protectionist tendencies in trade policies and global uncertainty. Analysts expect the euro to strengthen slightly against the US dollar and to decline slightly against the Canadian dollar on average in 2026. A sideways trend is predicted against the other main currencies.

Futures markets suggest that oil prices will remain low
A supply overhang on oil markets meant that the crude oil price was lower at year-end 2025 than at the same point in the previous year. Futures prices for the years ahead point to a relatively stable price level, with a slight upward trend. As of 31 December 2025, futures contracts for delivery in December 2026 were trading at USD 60.22/barrel, and those for delivery in December 2027 at USD 61.30/barrel. The geopolitical risk factors described above may result in higher volatility on energy markets, however, and imply correspondingly high uncertainty in the forecast in terms of future price developments.

Sector outlook

Passenger traffic expected to see further growth in financial year 2026
The International Air Transport Association (IATA) predicts that global passenger traffic – measured by global revenue passenger-kilometres – will grow year-on-year by 5% in 2026 (previous year: 5%) despite geopolitical crises and significant delivery bottlenecks for new aircraft.

The fastest growth of 7% is expected for the Asia/Pacific and Latin America regions, followed by the Middle East and Africa, both at 6%. Growth of 4% is predicted for Europe and 2% for North America.

Financial analysts are anticipating robust demand for European airlines in 2026, driven in long-haul traffic by ongoing strong premium leisure travel. In inner-European traffic, however, the assumption is that strong competition among airlines will cause fares to be more stable year-on-year. Overall, it seems that consumers' willingness to spend on travel will also remain remarkably high. Demand for travel should therefore perform better than the general state of the European economy would currently suggest.

In addition to solid developments in demand, the assumption is that supply will remain limited – for example, due to a lack of staff at airports, in air traffic control and at airlines, as well as delays in the delivery of new aircraft. Capacity growth will therefore again be limited by external factors, and is expected to be similarly moderate in 2026 as in the previous year. Even if the faults affecting the Pratt & Whitney GTF engine family are largely overcome, inner-European traffic will not grow to the same extent as intercontinental traffic, where capacity is expected to expand by at least 5%. Yields for European airlines in the North Atlantic region will likely only increase slightly due to the currently weak US dollar and ongoing political volatility, even though capacity is severely reduced at present. For South Atlantic traffic, by contrast, capital markets are expecting the demand boom to continue and customers' willingness to pay to remain strong.

The picture has increasingly stabilised in Asia and particularly in China in recent years. Macroeconomic challenges and capacity growth far above the sector average have caused European airlines to cut their capacities accordingly and focus on the most profitable routes. By contrast, other regions in Asia, such as India, Thailand and Japan, are playing an increasingly important role for European airlines.

In terms of yields in the passenger business, IATA is expecting a year-on-year decline of 0.1% in 2026 (previous year: decline of 0.9%).

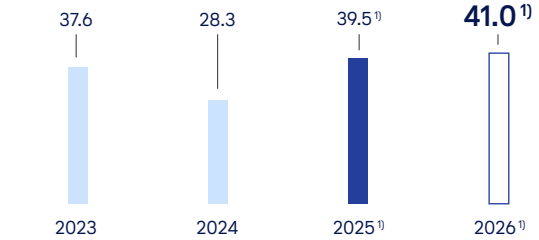
Airfreight set to increase again in 2026
As in the previous year, IATA forecasts around 3% growth in revenue cargo tonne-kilometres in 2026 for global airfreight traffic (previous year: growth of 3%).

Yields in the cargo business are again forecast to decline slightly by 0.5% in 2026 (previous year: decline of 0.5%).

Net profit of USD 41bn forecast for the industry
The industry is expected to report a net profit of USD 41.0bn (previous year: USD 39.5bn).

C23 Development of Sector Net Result

in USD billion



1) Forecast.
Source: IATA Industry Statistics (12/2025).

Further growth expected in MRO market
The aviation industry is in a period of transition from conventional aircraft models to new, more efficient technologies. However, supply chain problems are preventing the leading aircraft manufacturers from reaching their original plans for production rates. This affects both the major aircraft manufacturers, Boeing and Airbus, equally.

The new engine technologies, such as the Pratt & Whitney GTF engine family and the LEAP engine family from CFM International, also have to be retrofitted with upgrades and modifications at the request of the authorities. The consequence is that these next-generation engines have to be integrated into the still-developing repair networks earlier than originally anticipated. At the same time, demand remains high for maintenance services for legacy-generation engine models, because the airlines are obliged to use them for longer. Demand for maintenance and repair services is also growing due to the ongoing strong demand for air travel.

The consultancy firm ICF predicts average growth for the MRO market (not including embargoed countries) of 6% in 2026 compared with the previous year. Growth rates in the individual regions are forecast to be 11% for the Americas, 7% for Asia/Pacific and 2% for Europe, Middle East and Africa. However, this growth can still be affected significantly by external influences such as geopolitical factors, tariffs, inflation or supply chain instability.

Changes in business and organisation

The Lufthansa Group regularly reviews its organisational structure and adapts it to any changes in the business environment. Opportunities to increase efficiency are seized in all of the Lufthansa Group's segments and are reflected in the planning.

Lufthansa Group airlines moving ever closer together
The Lufthansa Group is reorganising collaboration across the Group. These changes not only affect the organisational structure, but even more so the processes, the financial steering framework and collaboration across the Group. This means the Network Airlines in the Group in particular are moving closer together and will operate in even more integrated manner in future. The aim is to strengthen and expand their market position, particularly for the Network Airlines Lufthansa Airlines, SWISS, Austrian Airlines and Brussels Airlines. Efficiency and profitability should likewise improve at the same time.

The airlines will continue to take their own decisions regarding their passengers' customer experience. This concerns the in-flight product, catering, lounges in home markets and passenger service, for example. The Network Airlines will also stay responsible for managing their individual flight operations.

Cooperation between the Network Airlines in the Group will become more integrated and connected in areas that are less visible to the customer, as is currently the case in the loyalty segment with the Group programme Miles & More or the ongoing development of the award-winning customer app. The app was developed centrally by the Group, but the design and functions are tailored to the individual airlines.

Network management for short and medium-haul routes will be carried out by the Group for all Network Airlines in future. This will take place in close coordination with the airlines. The model has been successfully established for ten years for long-haul routes. As a result, the steering of all commercial capacities will now be pooled and managed by the Group. Passengers, who predominantly already use more than one Group company for their travel, will have an even more coordinated range of services to choose from. This move will also boost efficiency and enable decisions to be taken faster.

Cooperation across the Group will be managed primarily by means of Group Functional Boards in future. The airlines are represented on these boards, as are the Group Functions. They will be chaired by the relevant Group Executive Board member, and discuss and decide on all the topics relevant to their area. All the boards will also have a Functional Financial Controller to manage the financial aspects. There will be a total of four Group Functional Boards: Hub Steering, Technology, HR and Finance.

IT functions will be merged under the leadership of CTO Grazia Vittadini in order to further strengthen digitalisation and innovation. In addition, the digital entities and competences from the Digital Hangar will be pooled with the Innovation & Tech Factory in a new centralised role in order to drive technological progress in the Lufthansa Group. This further development will create a Group-wide central digital competence across the areas of Operations, Customer, Commercial and Corporate.

Transformation to an airline group is advancing
Concerning the Lufthansa Group's strategic direction as an airline group, ITA Airways will be further integrated into the Lufthansa Group following the purchase of 41% of its shares.

The Lufthansa Group is still seeking to play an active role in the consolidation of the airline industry. Potential equity investments in other companies are always judged on the basis of their contribution to value creation. As part of its portfolio management, the Group still regularly reviews its non-airline activities for synergies with its core business and long-term growth prospects.

Changes to reporting

Segment reporting to be modified from financial year 2026
In view of the strategic reorganisation described above, financial reporting from the 2026 financial year onwards will be changed to reflect a division of Passenger Airlines segment of the Lufthansa Group into two business segments: Network Airlines and Point-to-Point Airlines.

The Network Airlines business segment will comprise the network airlines Lufthansa Airlines, SWISS, Austrian Airlines and Brussels Airlines. Lufthansa Airlines also includes the regional airlines Lufthansa CityLine, Lufthansa City Airlines and Air Dolomiti as well as Discover Airlines, the Lufthansa Group's German holiday airline. Edelweiss, the leading Swiss holiday airline, is part of SWISS. Revenue generated by the Network Airlines segment came to EUR 27,600m and Adjusted EBIT to EUR 949m in the 2025 financial year.

The Point-to-Point Airlines business segment includes Eurowings and the equity investment in SunExpress, a joint venture with Turkish Airlines. Point-to-Point Airlines generated revenue of EUR 3,077m and Adjusted EBIT of EUR 132m in the 2025 financial year.

The following forecast already incorporates the planned changes.

Outlook for the Lufthansa Group

Lufthansa Group anticipates positive course of business and tangible progress with the transformation in the 2026 financial year
Based on the forecasts provided for the performance of the economy as a whole and of the sectors in which it operates, the Lufthansa Group anticipates the course of business in 2026 to be positive. This expectation is based in particular on the balance between intact demand and limited capacity in passenger traffic. The demand reflects the ongoing strong interest in travelling, especially in the leisure travel segment. The order situation in the MRO business segment is also an indication that demand remains strong.

While 2025 was a year of transition for the Lufthansa Group, in particular for Lufthansa Airlines, the transformation is set to accelerate in 2026. Now that flight operations have been successfully stabilised, their further optimisation is planned to start in the 2026 financial year. The ongoing fleet modernisation is set to culminate in 2026 and 2027 and will make a key contribution to this objective. By the end of 2026 around 29% of the aircraft in the Lufthansa Group are expected to be from the latest generation. The activities in the turnaround programme at Lufthansa Airlines, which already delivered an earnings contribution of more than EUR 500m in the 2025 financial year, will have an even greater impact in the 2026 financial year. A gross earnings contribution of around EUR 1.5bn in total is expected by year-end.

Outlook subject to uncertainties
Short-term booking cycles in the passenger business, the fact that the cargo business is largely driven by the spot market, uncertainty about the exact delivery dates of new aircraft, and the uncertainties in the geopolitical and macroeconomic environment mean that the financial outlook for the Lufthansa Group is subject to forecasting risk. Operating and financial performance is affected by the further course of Russia's war of aggression against Ukraine and the unstable situation in the Middle East. Uncertainty in the macroeconomic outlook, particularly trade policy tensions, scarce resources and supply bottlenecks, along with the effects of anti-inflationary measures by the major central banks, may significantly impact customer demand.

Further capacity expansion planned
Subject to the uncertainties mentioned, the Lufthansa Group expects demand for air travel to continue to increase in 2026 compared with the previous year. Flight capacity will therefore be further expanded. The Lufthansa Group expects available capacity at the Network and Point-to-Point Airlines to increase by around 4% year-on-year in the 2026 financial year. Growth will be almost exclusively on long-haul routes, whereas capacity on short-haul routes should remain stable.

Revenue and result for the Lufthansa Group expected to increase
A clear year-on-year increase in revenue is expected for the Lufthansa Group in the 2026 financial year. The Lufthansa Group expects Adjusted EBIT to be significantly higher in the 2026 financial year than in the previous year. Further capacity expansion at the Passenger Airlines, progress with the turnaround programme at Lufthansa Airlines, the expected development of fuel prices and expected growth in the Logistics and MRO business segments are likely to be main drivers in this regard.

Network Airlines, Logistics and MRO business segments expect positive earnings performance
The Lufthansa Group is expecting a clear increase in revenue for the Network Airlines business segment, based on ongoing

strong demand and the planned capacity expansion in 2026. A significant year-on-year increase in Adjusted EBIT is expected.

A significant increase in revenue is expected for the Point-to-Point Airlines business segment. Adjusted EBIT is forecast to be between EUR 120m and EUR 140m. The uncertainty in the forecast is higher due to various factors, including the difficulty of predicting earnings contributions from the short-haul private travel segment, which is characterised by bookings at short notice.

The Lufthansa Group anticipates a clear increase in revenue for the Logistics business segment and a clear year-on-year increase in Adjusted EBIT. This is due to increasing business activity in relevant growth markets, such as Asia.

For the MRO business segment, a clear increase in revenue as well as a significant increase in Adjusted EBIT are expected. This anticipated development in revenue and earnings performance is driven by sustained strong demand for maintenance and repair services.

Adjusted free cash flow of around EUR 0.9bn expected
Net capital expenditure by the Lufthansa Group is expected to amount to around EUR 2.9bn in the 2026 financial year. Investments will largely be in aircraft. Higher gross capital expenditure will be partly offset by inflows from sale-and-lease-back agreements.

On the basis of the forecast earnings development, Adjusted free cash flow of around EUR 0.9bn is expected for the 2026 financial year.

The unpredictability of precise delivery dates for new aircraft is one of the main factors of uncertainty.

Slight reduction in CO_2 emissions per passenger-kilometre expected
In 2026 the Lufthansa Group aims to continue its progress in reducing its environmental footprint. The ongoing fleet modernisation in particular is expected to have a positive effect on the specific CO_2 emissions per passenger-kilometre. For this reason the Lufthansa Group expects specific CO_2 emissions to decline slightly year-on-year.

T045 Forecast for significant KPIs[1)]

		Result 2025	Forecast for 2026
Revenue	in €m	39,597	clear increase
Adjusted EBIT	in €m	1,960	significantly above previous year
Net capital expenditure	in €m	2,460	around EUR 2.9bn
Adjusted free cash flow	in €m	1,188	around EUR 0.9bn
Specific CO_2 emissions	grammes	85.4	slight decline

1) Adjusted ROCE is a derivative metric and therefore not explicitly part of the annual outlook.

Overall statement by the Executive Board on the development of the Lufthansa Group

The macroeconomic environment will remain challenging in 2026. Global economic growth is expected to be subdued. In addition, trade policy tensions, scarce resources and supply bottlenecks will continue to have an adverse effect. Despite this, people still have a great desire to travel. We are therefore expecting continued high demand for flights in 2026, which will support our operating and financial performance.

We have adapted well to the structural changes in the market environment. We have initiated extensive measures to increase efficiency and profitability. 2026 will thus be a year of accelerated transformation. The turnaround programme at Lufthansa Airlines will realise its potential to a much greater degree. The ongoing fleet modernisation is set to culminate in 2026 and 2027 and the stability of flight operations will be further optimised. We therefore expect the course of business in the 2026 financial year to be positive and anticipate a significant year-on-year improvement in Adjusted EBIT.

The outlook for the Company nonetheless remains subject to uncertainties, particularly in the geopolitical and macroeconomic environment, which represent a risk for the Lufthansa Group's course of business.

Based on the forecast developments for 2026, the Executive Board is convinced that the Lufthansa Group's liquidity at year-end 2025 and the ongoing measures to increase efficiency and profitability will secure the Lufthansa Group's existence beyond the forecast period, even if its actual performance falls short of the forecasts presented in this report.

Corporate governance

Supervisory Board and Executive Board

Supervisory Board

Karl-Ludwig Kley
Former Chairman of the Executive Board of Merck KGaA
Chairman

Christine Behle
Deputy Chairwoman of the trade union ver.di
Employee representative [1]
Deputy Chairwoman

Tim Busse
Flight captain
Employee representative

Erich Clementi
Chairman of the Supervisory Board of E.ON SE

Thomas Enders (until 6 May 2025)
Former CEO of Airbus SE

Karl Gernandt
President of the Board of Directors of Kühne Holding AG

Sara Grubisic
Purser
Employee representative

Sara Hennicken
CFO of Fresenius Management SE

Christian Hirsch
Information management consultant/ Works Council member on leave of absence
Employee representative

Alexis von Hoensbroech (since 6 May 2025)
CEO of WestJet Airlines

Jamila Jadran
Senior project manager/ Works Council member on leave of absence
Employee representative

Arne Christian Karstens
First officer
Employee representative [1]

Carsten Knobel
Chairman of the Executive Board of Henkel AG & Co. KGaA

Holger Benjamin Koch
Senior Director Airport/ Industry Charges
Employee representative

Harald Krüger
Managing shareholder of KC&C GmbH and former Chairman of the Executive Board of BMW AG

Marvin Reschinsky
Trade union secretary of ver.di
Employee representative [1]

Birgit Rohleder
Teamlead IT Application Management Airport Services/ Works Council member on leave of absence
Employee representative

Britta Seeger
Member of the Executive Board & Labour Director of Mercedes-Benz Group AG

Astrid Stange
Former Group COO, Member of the Management Committee of AXA SA

Angela Titzrath
Former Chairwoman of the Executive Board of Hamburger Hafen und Logistik AG

Klaus Winkler
Engine mechanic
Employee representative

Honorary Chairman
Dipl.-Ing. Jürgen Weber († 12 May 2025)
Former Chairman of the Supervisory Board Deutsche Lufthansa AG

[1] Trade union representative in accordance with Section 7 Paragraph 2 Co-determination Act (MitbestG.)

Executive Board

Carsten Spohr
Chairman of the Executive Board

Michael Niggemann
Member of the Executive Board
Human Resources & Legal, Labour Director

Till Streichert
Member of the Executive Board
Finances

Grazia Vittadini
Member of the Executive Board
MRO and IT

Dieter Vranckx
Member of the Executive Board
Global Markets & Commercial Management Hubs

Mandates

Other mandates of the Supervisory Board members of Deutsche Lufthansa AG

(As of 31 December 2025)

Christine Behle
a) BREMER LAGERHAUS GESELLSCHAFT – Aktiengesellschaft von 1877 – (Deputy Chairwoman) [3)]

Erich Clementi
a) E.ON SE (Chairman) [3)]
b) KnowCE SpA, Italy
Quant, Inc., USA (since 15 April 2025)

Thomas Enders (until 6 May 2025)
b) GE Aerospace, USA [3)],
Linde plc, Republic of Ireland [3)]
Helsing GmbH (Advisory Committee, Co-Chairman)

Karl Gernandt
a) Hapag-Lloyd AG [3)]
b) Kühne + Nagel International AG, Switzerland (Deputy Chairman) [2), 3)]
Kühne Holding AG, Switzerland (Chairman) [2)]
Kühne Logistics University gGmbH [2)]
HGK Hochgebirgsklinik Davos AG, Switzerland (until 19 June 2025)
Medizin Campus Davos AG, Switzerland

Sara Hennicken
a) Fresenius Kabi AG (Deputy Chairwoman) [1)]
Fresenius Medical Care AG [3)]
b) VIACAMA AG, Austria (Deputy Chairwoman) [2)]

Carsten Knobel
b) Kühne Holding AG, Switzerland

Harald Krüger
a) Deutsche Telekom AG [3)]

Marvin Reschinsky
a) Eurowings GmbH (Deputy Chairman)
Lufthansa Technik (Deputy Chairman, since 2 July 2025)

Britta Seeger
a) Mercedes-AMG GmbH [1)]
Mercedes-Benz Mobility AG [1)] (until 31 December 2025)
b) Mercedes-Benz U.S. International Inc., USA [2)] (since 1 May 2025)
Beijing Mercedes-Benz Sales Service Co., Ltd., China (until 1 March 2025)
Mercedes-Benz (China) Ltd., China (Deputy Chairwoman) [2)] (until 1 March 2025)
smart Automobile Co. Ltd., China [2)] (until 1 April 2025)
smart Mobility Pte. Ltd., Singapore (until 1 April 2025)
smart Mobility International Pte. Ltd., Singapore (until 1 April 2025)

Astrid Stange
b) Atos SE, France [3)] (until 31 January 2025)
Sampo plc, Finland [3)]
Moody's Investor Service Ltd., United Kingdom

Angela Titzrath
a) Evonik Industries AG [3)]
Talanx AG [3)]
HDI V.a.G.
b) Metrans a.s., Czech Republic [2)] (until 30 September 2025)

a) Membership of supervisory boards required by German law.
b) Membership of comparable supervisory bodies at companies in Germany and abroad.
1) Group mandate in accordance with Section 100 Paragraph 2 Sentence 2 AktG.
2) Other group mandate.
3) Publicly listed company.

Mandates of the Executive Board members of Deutsche Lufthansa AG

(As of 31 December 2025)

Carsten Spohr
a) Münchener Rückversicherungs-Gesellschaft Aktiengesellschaft [3)]

Michael Niggemann
a) Lufthansa Cargo AG (Chairman) [1)]
Eurowings GmbH (Chairman) [1)]
Fraport AG [3)] (since 27 May 2025)
b) Günes Ekspres Havacilik A.S. (SunExpress), Turkey (since 19 March 2025)

Till Streichert
a) Lufthansa Technik AG [1)]
b) Austrian Airlines AG, Austria (Chairman) [2)]

Grazia Vittadini
a) Lufthansa Technik AG (Chairwoman) [1)]
Siemens AG [3)]
b) The Exploration Company GmbH

Dieter Vranckx
b) SN Airholding SA/NV, Belgium (Chairman) [2)]
Swiss International Air Lines AG, Switzerland (Deputy Chair) [2)]

a) Membership of supervisory boards required by German law.
b) Membership of comparable supervisory bodies at companies in Germany and abroad.
1) Group mandate in accordance with Section 100 Paragraph 2 Sentence 2 AktG.
2) Other group mandate.
3) Publicly listed company.

Disclosures in accordance with Section 289a Paragraph 1 HGB and Section 315a Paragraph 1 HGB

Composition of issued capital, types of shares, rights and duties
Deutsche Lufthansa AG's issued capital amounts to EUR 3,070,164,211.20 and is divided into 1,199,282,895 registered shares. Each share corresponds to EUR 2.56 of the issued capital. The transfer of shares requires the Company's authorisation (restriction of transferability). The Company may only withhold authorisation if registering the new shareholder in the shareholders' register could jeopardise the maintenance of air traffic rights. This did not occur in the 2025 financial year. Shareholders exercise their rights and cast their votes at the Annual General Meeting in accordance with statutory regulations and the Company's Articles of Association. Each share is entitled to one vote.

Voting and share transfer restrictions
To preserve international air traffic rights and air traffic rights to fly to various international destinations, the proportion of German/European shareholders must be at least 50% of the Company's issued capital. If the proportion of foreign shareholders reaches 40%, Deutsche Lufthansa AG is granted special permission under Section 4 Paragraph 1 of the German Aviation Compliance Documentation Act (LuftNaSiG) together with Section 71 Paragraph 1 No. 1 of the German Stock Corporation Act (AktG) to buy back its treasury shares. If the proportion of foreign shareholders in the shareholders' register reaches 45%, the Company is authorised, subject to Supervisory Board approval, to increase issued capital by up to 10% by issuing new shares for payment in cash without subscription rights for existing shareholders (Section 4 Paragraphs 2 and 3 LuftNaSiG together with Section 4 Paragraph 3 of the Articles of Association). If the proportion of foreign shareholders approaches the 50% threshold, the Company is entitled to withhold authorisation to register new foreign shareholders in the shareholders' register (Section 5 Paragraph 1 of the Articles of Association). Furthermore, the Company is authorised, according to Section 5 Paragraph 2 LuftNaSiG and subject to the approval of the Supervisory Board, to require the most recently registered shareholders to sell their shares. From the fourth day after this requirement has been published, the shareholders concerned can no longer exercise the rights conferred by the shares concerned. If they do not comply with the requirement within four weeks, the Company is entitled after a further notice period of three weeks to declare the shares to be forfeited and to compensate the shareholders accordingly. On 31 December 2025, foreign shareholders held 27.3% of the shares in the shareholders' register of the Company. No steps were taken in financial year 2025 to limit the percentage of foreign shareholders. Detailed information on LuftNaSiG and the quarterly update on our shareholder structure can be found at www.lufthansagroup.com/investor-relations.

The annual share investment programmes for employees and managers have time-based restrictions on trading in shares, particularly lock-up periods of up to two years.

Direct or indirect shareholdings with more than 10% of voting rights
As of 31 December 2025, the Company had received the following notification of direct or indirect shareholdings with more than 10% of voting rights:

- Kühne Aviation GmbH, Hamburg, Germany: 15.01% (notified on 6 July 2022)

Holders of shares with special controlling rights
The Company has no shares that confer special controlling rights.

Control of voting rights for employee shares when control rights are exercised indirectly
Where the Company issues shares to its staff as part of its employee programmes, these shares are transferred to the employees directly. The staff beneficiaries can exercise the controlling rights that accrue to them from the employee shares directly in the same way as other shareholders, in accordance with statutory regulations and the provisions of the Articles of Association.

Statutory regulations and provisions of the Company's Articles of Association on the appointment and dismissal of members of the Executive Board and amendments to the Company's Articles of Association
The Supervisory Board appoints the members of the Executive Board and decides how many members there should be. The Supervisory Board can revoke appointments for membership and to the position of Chairman of the Executive Board for good reason. All amendments to the Articles of Association must be approved by resolution of an Annual General Meeting, with a simple majority of the issued capital present, unless the Articles of Association or binding provisions of the Stock Corporation Act determine otherwise (Section 18 Paragraph 1 of the Articles of Association). The Supervisory Board is authorised to adopt changes to the Articles of Association that only relate to wording (Section 11 Paragraph 4 of the Articles of Association). Furthermore, the Supervisory Board is entitled to amend Section 4 of the Articles of Association if authorised capital is exercised or expires.

Rights of the Executive Board to issue or repurchase shares
As of 31 December 2025, Deutsche Lufthansa AG had Authorised Capital A amounting to EUR 1,000,000,000.00 and Authorised Capital B amounting to EUR 90,279,037.44.

A resolution passed at the Annual General Meeting on 7 May 2024 authorised the Executive Board until 6 May 2029, subject to approval by the Supervisory Board, to increase the Company's issued capital by up to EUR 1,000,000,000.00 by issuing new registered shares on one or more occasions for payment in cash or in kind (Authorised Capital A). No use was made of this authorisation in the reporting period.

A resolution passed by the Annual General Meeting on 9 May 2023 authorised the Executive Board until 8 May 2028, subject to approval by the Supervisory Board, to increase the Company's issued capital on one or more occasions by up to EUR 100,000,000.00 by issuing new registered shares to employees (Authorised Capital B) for payment in cash. Existing shareholders' subscription rights are excluded. In the reporting period, the Company used EUR 2,473,528.32 of this authorised amount to issue 966,222 new shares to employees.

As of 31 December 2025, Deutsche Lufthansa AG had contingent capital from 2022 amounting to EUR 306,044,326.40.

At the same time, the Annual General Meeting determined on 10 May 2022 to authorise the Executive Board, subject to approval by the Supervisory Board and until 9 May 2027, to issue registered bonds for a total nominal value of up to EUR 1,750,000,000.00 and to grant conversion and/or option rights to new registered Company shares to the holders or creditors of the bonds mentioned above with a pro-rata amount of issued capital of up to EUR 306,044,326.40. Issued capital was increased accordingly by resolution of the Annual General Meeting on 10 May 2022 by up to EUR 306,044,326.40 by issuing up to 119,548,565 new registered shares. In September 2025, the Executive Board with the approval of the Supervisory Board made partial use of the authorisation granted by issuing convertible bonds with a total nominal amount of EUR 600,000,000.00. No conversion rights under the issued convertible bonds have yet been exercised; the contingent capital of EUR 306,044,326.40 adopted by the Annual General Meeting on 10 May 2022 therefore continues to exist unchanged.

The contingent capital increase serves to provide shares to the holders or creditors of conversion and/or option rights from convertible bonds that may be issued by the Company or its Group companies until 9 May 2027. The new shares are issued at the conversion or strike price set in each case. The contingent capital increase is only to be carried out to the extent that conversion rights or options are exercised or holders or creditors of bonds with a conversion obligation meet their conversion obligation, or to the extent that the Company exercises an option, to settle all or part of the amount due in Company shares instead of in cash, and to the extent that a cash compensation is not paid or the Company's treasury shares are not used for settling the obligation. To the extent that they are issued by the timeous exercise of the rights before the start of the Company's Annual General Meeting, the new shares are entitled to share in profits from the beginning of the previous financial year, otherwise from the beginning of the financial year in which they are issued by the exercise of conversion or option rights, by meeting a conversion obligation, or by the exercise of rights to sell shares. The Executive Board is authorised to determine the further details of the way in which the contingent capital increase is to be carried out.

No use was made of this authorisation in the reporting period.

Further information on authorised capital, contingent capital and share buy-backs ↗ Consolidated financial statements, note 33.

Important Company agreements subject to a change-of-control clause in the event of a takeover offer
The Euro Medium-Term Note (EMTN) programme operated by the Company to issue bonds includes a change-of-control clause, according to which holders of bonds issued thereunder can demand early redemption of the bond in the event of a change of control. The change of control is tied to the concepts of control, which are defined in detail in the EMTN programme, and of a rating downgrade resulting from the change of control within a change-of-control period. The following bonds are outstanding under this programme as of 31 December 2025.

- EUR 1,000m bond maturing on 29 May 2026
- EUR 900m bond maturing on 16 May 2027
- EUR 850m bond maturing on 11 February 2028
- EUR 500m bond maturing on 3 September 2028
- EUR 500m bond maturing on 14 July 2029
- EUR 750m bond maturing on 21 May 2030
- EUR 500m bond maturing on 3 September 2032

The bond maturing on 29 May 2026 was repaid in full ahead of schedule on 2 March 2026. In August 2015, Deutsche Lufthansa AG issued a hybrid bond for EUR 500m, due on 12 August 2075, which also includes the change-of-control clause described above. The hybrid bond was terminated in good time on 19 December 2025 and was repaid early on 12 February 2026. In January 2025, Deutsche Lufthansa AG issued another hybrid bond for EUR 500m, due on 15 January 2055. This hybrid bond also includes the change-of-control clause described above. Furthermore, Deutsche Lufthansa AG has signed a loan agreement for EUR 2.5bn and issued other borrower's note loans that include similar change-of-control clauses. As of 31 December 2025, a total of EUR 429m was still outstanding. In September 2025, Deutsche Lufthansa AG issued a convertible bond for EUR 600m, due on 10 September 2032. The terms of the bond include a change-of-control clause that adjusts the conversion price and entitles the creditors to early repayment of the loan in the event of a change of control. A change of control occurs if one or more persons acquire control of Deutsche Lufthansa AG or if, in the event of a mandatory offer for ordinary shares, a situation occurs in which ordinary shares collectively hold more than 50% of the voting rights in Deutsche Lufthansa AG.

Compensation agreements with Executive Board members or employees in the event of a takeover offer
In the event of a change of control at Deutsche Lufthansa AG defined more precisely in the employment contract, the Executive Board members and the Company are entitled to terminate the contract within six months of this change of control.

If the contract ends because the special termination right is exercised or the contract is revoked amicably within six months of and in connection with the change of control, the Executive Board member is entitled to compensation for remuneration outstanding for the remainder of the contract. The termination payment may not exceed 100% of the contractually agreed cap on severance pay of two years' remuneration. ↗ Remuneration report.

Declaration on corporate governance in accordance with Section 289f HGB and Section 315d HGB

The declaration on corporate governance required for listed companies in accordance with Section 289f HGB and Section 315d HGB has been issued and made publicly available on the Company's website at www.lufthansagroup.com/corporate_governance_declaration.

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Sustainability is an integral part of the Lufthansa Group's corporate strategy

Sustainability is a key element of the Lufthansa Group's corporate responsibility and strategic alignment. Even in an environment characterised by increasing regulatory momentum and uncertainty, the Lufthansa Group remains committed to its fundamental principles. In its mission statement, the Lufthansa Group states that it connects people, cultures and economies in a sustainable way. This aspiration guides its actions – even in times of continuously changing conditions.

As a leading company in an emissions-intensive sector, the Lufthansa Group is aware of its responsibility to drive the transformation towards a more sustainable future. The aviation industry faces major challenges: high energy requirements, the insufficient availability of sustainable technologies, complex global supply chains amid growing pressure to decarbonise, as well as social challenges such as attracting and retaining talent, addressing demographic change and promoting long-term employability. At the same time, geopolitical uncertainties, new regulatory requirements and the transformation towards sustainable business models are shaping the strategic agenda.

The Lufthansa Group aims to play an active role in shaping the transition towards a more sustainable aviation sector and to set new standards. Innovation and digitalisation are key levers in developing more sustainable solutions and establishing them over the long term. In addition, the Lufthansa Group promotes social aspects and a culture of appreciation in order to create attractive and safe working conditions. Continuous dialogue with stakeholders and compliance with Group-wide standards are equally essential in order to reconcile economic success with social responsibility.

Since the 2024 financial year, the Lufthansa Group has been reporting in accordance with the requirements of the European Sustainability Reporting Standards (ESRS) in order to create transparency for investors and other stakeholders and to support the comparability of its sustainability performance.

The Lufthansa Group sets itself demanding sustainability targets

The Lufthansa Group pursues ambitious targets in the areas of environmental, social and governance matters and underpins these with concrete actions.

In the environmental area, the focus is on reducing CO_2 emissions and aircraft noise, promoting carbon-neutral business operations on the ground, developing innovative technical solutions and expanding lower-emission technologies and the use of circular, renewable materials, by replacing disposable with reusable materials, for example.

The responsible treatment of employees and those along the value chain is of particular importance to the Lufthansa Group as an employer and business partner in order to strengthen the loyalty of existing employees and attract talent from outside the Company. The Lufthansa Group therefore fosters fair and safe working conditions and enhances diversity and equal opportunities. Stringent sustainability standards for suppliers ensure that environmental, social and governance criteria are met. They include compliance with human rights standards, promoting the use of sustainable materials and screening working conditions and environmental practices throughout the value chain.

In addition, by fostering an inclusive corporate culture and the highest corporate governance standards the Lufthansa Group aims to anchor lawful behaviour and integrity into its corporate structures.

Responsible conduct is strengthened by strategic partnerships and sustainability initiatives

The Lufthansa Group has committed to the ten principles of the UN Global Compact for sustainable and responsible corporate governance since 2002, thus setting an example for long-term engagement, responsible corporate governance and sustainable development. The Company has also been committed to the implementation of the United Nations Agenda 2030 and its Sustainable Development Goals (SDGs) since 2015. As a contribution to achieving these goals, the Lufthansa Group concentrates on ten SDGs, where it can mitigate its negative impact or increase its positive impact. A detailed overview of the specific contributions to the SDGs can be found in the annex to the management report. ↗ T221 SDG Index.

The Lufthansa Group is also a long-standing member of the International Air Transport Association (IATA), the international airline industry association, and within this global organisation is actively involved in promoting safety, efficiency and sustainability in the aviation sector. It works closely with other members to develop and implement joint standards and methods, to drive innovation and actively shape the transition of the airline industry towards lower emissions.

C24 Relevant Sustainable Development Goals (SDG) of Lufthansa Group

- **SDG 3:** Good Health and Well-Being
- **SDG 4:** Quality Education
- **SDG 7:** Affordable and Clean Energy
- **SDG 8:** Decent Work and Economic Growth
- **SDG 9:** Industry, Innovation and Infrastructure
- **SDG 10:** Reduced Inequalities
- **SDG 12:** Responsible Consumption and Production
- **SDG 13:** Climate Action
- **SDG 16:** Peace, Justice and strong Institutions
- **SDG 17:** Partnerships for the Goals

External ratings

The Lufthansa Group's sustainability management is rated above-average

The Lufthansa Group's sustainability management again received a positive rating in the reporting year and is above the industry average in many categories:

C25 ESG Ratings and indices

as of 31 Dec 2025

MSCI ESG RATINGS	A		
SUSTAINALYTICS	22,9 Medium Risk (12/2025)	FTSE4Good	
CDP Discloser 2025	B	ECPI Sense in sustainability	
ISS ESG	C+ Prime Rating	S&P Global	43 CSA Score on 100

About this non-financial declaration

Deutsche Lufthansa AG prepares and publishes the combined non-financial declaration in accordance with Sections 315b and 315c German Commercial Code (HGB) in conjunction with Sections 289c to 289e HGB and Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 on the establishment of a framework to facilitate sustainable investment and Art. 8 of Delegated Regulation (EU) 2020/852 (EU Taxonomy Regulation).

CSRD and ESRS are the new European framework for sustainability reporting

The Corporate Sustainability Reporting Directive (CSRD) represents a significant expansion of existing EU directives on non-financial reporting. It took effect at the EU level on 5 January 2023 and must be transposed into national law by the EU member states. Among other things, the intention is to oblige large, capital market-orientated undertakings in the EU to report in their sustainability reporting on all the impacts of their business activities on sustainability matters and on how sustainability matters affect the undertaking's development, performance and economic situation. Reporting is based on the European Sustainability Reporting Standards (ESRS), which apply directly in all EU member states as a delegated regulation. The national CSRD Transposition Act (CSRD-UmSG) is currently still in the parliamentary process. The German federal government is aiming for a 1:1 implementation of the updated CSRD draft as well as of the supplementary "Stop-the-Clock" Directive (EU) 2025/794, which postpones certain reporting obligations. The law had not yet come into effect in Germany as of 31 December 2025, so the existing legal requirements of the current reporting framework continue to apply for the Lufthansa Group.

The combined non-financial declaration of Deutsche Lufthansa AG has once again been prepared fully in line with the ESRS

The Lufthansa Group is reporting for the second time on a voluntary basis in accordance with the requirements of the CSRD and the ESRS. The transition from the internationally recognised GRI standard to the European framework was already completed in the 2024 financial year. For the 2025 financial year, reporting is likewise based on the ESRS and, in part, on the application of the delegated act amending Delegated Regulation (EU) 2023/2772 (“Quick Fix”). The aim is to prepare early for the national implementation of the CSRD into German law and to ensure structured and comparable sustainability reporting.

Structure and methodology of the combined non-financial declaration

As in the previous year, Deutsche Lufthansa AG publishes a non-financial declaration at Company level and a non-financial Group declaration together as a combined non-financial declaration. The Lufthansa Group’s combined non-financial declaration is an integral part of the management report. In line with the ESRS requirements, the material topics were selected on the basis of their impacts, relevance and assessment of their potential financial impacts. Material matters and facts relating to environmental concerns, customer concerns, employee concerns, social concerns, business ethics and compliance, including anti-corruption and bribery as well as respect for human rights and sustainability in the supply chain, are organised by subject matter and divided into four sections in accordance with ESRS: General Disclosures, Environment, Social and Governance.

The individual sections of the combined non-financial declaration are also based on the structure of ESRS standards. All ESRS requirements include direct references to the relevant sections and paragraphs of ESRS standards.

The first section gives an overview of the basic procedure for sustainability reporting, including a presentation of the value chain, engagement with stakeholders and the materiality assessment and methodology applied. Disclosures about the Lufthansa Group strategy, its business model and corporate governance from the overarching standard ESRS 2 are also included in the general disclosures.

The Environment section provides comprehensive information about environmental actions and takes into account the requirements of the reporting obligations within the meaning of the applicable EU Taxonomy regulations. This section also covers climate change, pollution, resource use and circular economy and the EU Taxonomy. In addition to the ESRS and EU Taxonomy requirements, the Lufthansa Group also provides further Company-specific information on the topics of noise pollution and the replacement of disposable plastic and aluminium articles.

The Social section includes disclosures on the Lufthansa Group’s own workforce, the working conditions within the value chain and actions affecting customers.

The Governance section is dedicated to actions relating to responsible corporate governance. They include the compliance and risk management systems, as well as actions to promote ethical business conduct.

Reconciliation of sustainability matters between HGB requirements and the ESRS framework and contextualisation of the matters

T046 Sustainability matters of the Lufthansa Group in 2025 I Sections 289c and 315c HGB

HGB sustainability matters	Topic chapter in report
Environmental concerns	E1 Climate change
	E2 Pollution
	E5 Resource use and circular economy
	EU Taxonomy
Employee concerns	S1 Own workforce
Social concerns	S1 Own workforce
	S2 Workers in the value chain
	S4 Consumers and end-users
Respect for human rights	S1 Own workforce
	S2 Workers in the value chain
	S4 Consumers and end-users
Fighting corruption and bribery	G1 Business conduct

In addition to the statutory audit of the consolidated financial statements and the Group management report, which is combined with the management report, the Supervisory Board of Deutsche Lufthansa AG has voluntarily engaged an external auditing firm to carry out a limited assurance review of the combined non-financial declaration.

Most significant non-financial performance indicators for Deutsche Lufthansa AG

Deutsche Lufthansa AG is the parent of the Lufthansa Group and is therefore obliged to make additional non-financial disclosures. This particularly concerns reporting on the most significant non-financial performance indicators, which also became mandatory for Deutsche Lufthansa AG as the parent when the German CSR Directive Transposition Act came into effect in 2017.

The integrated presentation in the management report was chosen for the non-financial declaration to be made in the reporting year in accordance with Section 289b to e HGB. For the above statements in the management report, all disclosures, rules, processes and performance indicators always apply to the Lufthansa Group, including Deutsche Lufthansa AG. No additional matters within the meaning of the German CSR Directive Transposition Act were identified that only apply to Deutsche Lufthansa AG.

T047 Most significant non-financial performance indicators for Deutsche Lufthansa AG in 2025 I Sections 289b to e HGB

Non-financial performance indicators		2025	2024
Total number of employees	Headcount	38,007	37,903
Ground	Headcount	13,933	13,439
Cabin	Headcount	19,271	19,590
Cockpit	Headcount	4,803	4,874
Employees by gender			
Male	%	41.6	40.4
Female	%	58.4	59.6
Proportion of women in upper management ("leadership circle[1]")	%	27.4	26.3
Recordable work-related accident rate	Per 1 million working hours	9.7	11.0
Engagement index	Index	3.8	3.7
Grammes CO_2 per revenue tonne-kilometre (RTK)	gCO_2 per RTK	836	861
Scope 1 Greenhouse gas emissions from flight operations	CO_2e in thousand tonnes	14,193	14,256

[1] "Leadership Circle" comprises the Group Executive Board and the three subordinate management levels.

ESRS2 – General disclosures

Basis for preparing this statement

BP-1 – General basis for the preparation of sustainability statements

The 2025 combined non-financial declaration for Deutsche Lufthansa AG has been prepared for all consolidated legal entities with operating activities. As such, the consolidated quantitative and qualitative data on the topics of environment, social matters and corporate governance include the parent company Deutsche Lufthansa AG and the subsidiaries controlled by the Lufthansa Group. Associated companies and joint ventures are considered part of the value chain.

Generally speaking, the scope of reporting fulfils the same requirements as for financial reporting. However, there are two differences: firstly, the reporting scope of the EU's Corporate Sustainability Reporting Directive (CSRD) is limited to all subsidiaries with operating activities because these are the relevant legal entities for reporting on material impacts, risks and opportunities. Secondly, the Lufthansa Group has reviewed whether financially non-consolidated subsidiaries contribute to the material impacts, risks and opportunities. This was not the case for the 2025 financial year.

At the start of the 2025 financial year, Lufthansa Industry Solutions, which previously formed part of the MRO business segment, was allocated to Additional Businesses and Group Functions. Lufthansa AirPlus Servicekarten GmbH was sold in July 2024. For reasons of materiality, the figures for the previous year have not been adjusted.

C26 The Lufthansa Group Value Chain

Business segments: Passenger Airlines, Freight and Logistics, MRO – aircraft maintenance, repair and overhaul
Additional Businesses and Group Functions: IT services, Flight training, Administration

Business relationships::	Private and business travellers, business partners, corporate customers, employees, trainees at flight schools, external airlines, suppliers, airport services/system partners, shipping companies, MRO service providers, waste disposal companies and resellers		
Business activities:	**Upstream**	**Own business activities**	**Downstream**
	→ **Procurement of aircraft/ aircraft parts, fuel** → **Materials and services at airports** → **Cargo delivery**	**Passenger and cargo flights short-, medium- and long-haul routes** **MRO – aircraft maintenance, repair and overhaul** **Administration** **IT services** **Flight Training**	→ **Additional travel services in the flight segment** → **Cargo delivery** → **Retirement, disposal and recycling of aircraft and other materials**
Geography:	→ Global	→ Head office: Frankfurt am Main, Germany → Airport hubs: Frankfurt am Main, Munich, Zurich, Vienna, Brussels → Flights to Europe, North, Central and South America, Africa, Asia-Pacific and the Middle East; point-to-point traffic in Europe → Global cargo and logistics services → Aircraft overhaul and MRO workshops: Asia-Pacific, Europe, Middle East, Africa, North, Central and South America	→ Global

The operating segments of the Lufthansa Group conduct different business activities, which lead to differences in their value chains. The value chains for the three business segments of the Lufthansa Group are described below, as well as for Additional Businesses and Group Functions.

Passenger Airlines and Logistics business segments
Upstream value chain:
- Procurement and leasing of aircraft, fuel and other goods and services for ground and in-flight service, freight transport and logistics services

Downstream value chain:
- Use of products and services, aircraft sales
- Disposal of materials, such as waste on board, and their feeding into external recycling systems
- Transport, handling and delivery of products

Business segment MRO – aircraft maintenance, repair and overhaul
Upstream value chain:
- Procurement of components, engines, replacement parts, consumables and tools
- Procurement of used components, such as from the disassembly of aircraft, for obtaining replacement parts, unusable material for overhauls for reuse, procurement of MRO services (Maintenance, Repair & Overhaul)

Downstream value chain:
- Use of other products and services, such as commercial, government and special operations, e.g. VIP aircraft
- Contribution of non-repairable aircraft components and materials, including rare-earth elements, to external recycling systems; disposal of hazardous substances, chemicals, industrial waste and wastewater

Additional Businesses and Group Functions
Digital business and IT solutions
Upstream value chain:
- Procurement of hardware and supplies
- Procurement of IT infrastructure and software (for example servers, databases and standard software)
- Strategic IT consulting and system design
- Development and integration of customised software solutions

Downstream value chain:
- Use and operation of IT solutions, including managed services
- Training and support for users
- Optimisation of existing systems and processes
- Disposal or recycling of decommissioned hardware and resources

Flight schools
Upstream value chain:
- Procurement of hardware, simulators and supplies
- Purchase of computer programs and IT infrastructure services
- Procurement and leasing of aircraft, fuel and other goods and services for training purposes

Downstream value chain:
- Use of digital solutions and various devices and training
- Disposal or resale of decommissioned hardware, simulators, training aircraft, waste and water

Business relationships
Upstream value chain:
- Suppliers
- MRO service providers for aircraft maintenance, repair and overhaul; shipping companies
- Airport services/system partners

Downstream value chain:
- Private and business travellers
- Business partners and corporate customers
- External airlines
- Airport services/system partners
- Waste disposal services and resellers

The Lufthansa Group exercises the option to omit from its reports specific information that relates to intellectual property, expertise or the results of innovations. The Company also invokes the relevant exemption and exercises the option not to provide any information about upcoming developments or matters that are the subject of ongoing negotiations.

BP-2 – Disclosures in relation to specific circumstances

Time horizons are based on the Lufthansa Group's risk management
The time horizons for the management of material impacts, risks and opportunities are based on the Lufthansa Group's risk management. The short-term time horizon corresponds to one calendar year. The medium-term horizon deviates from the definition in the European Sustainability Reporting Standards (ESRS) and comprises more than one year, but less than four years. Time horizons beyond four years are defined as long-term horizons. The Lufthansa Group uses its own definitions of time horizons in order to ensure consistency across the Group in all risk assessments – regardless of the type of risk.

Estimates and sources relating to the value chain vary for some metrics
For some metrics, the Lufthansa Group uses indirect sources in order to estimate data relating to the value chain. A list of all data points where estimates are used to approximate information relating to the value chain can be found in the calculation methods. No data points with a high measurement or outcome uncertainty for the reporting year were identified in the course of the data collection and calculation processes. The methods and corresponding degree of accuracy are described in the topic-specific chapters under the relevant calculation methods as are details about the sources of valuation and measurement uncertainty, as well as assumptions, approximations and discretionary decisions.

Changes in the preparation or presentation of sustainability information
Corporate Accounting is responsible for any changes to the financial data of the Lufthansa Group. Any changes to these figures are not described separately in the combined non-financial declaration. Whether or not figures relating to sustainability data need to be adjusted is decided on a case-by-case basis. The decisions are based on the cost/benefit analysis between low comparability with previous periods and higher accuracy with more information. If figures have been adjusted, this is stated in the report at the relevant point. Revised comparative figures and the relevant differences between earlier and current figures, or the explanation that the preparation of comparative figures is not feasible, are described in the topic-specific chapters.

Reporting errors in prior periods
Should the Lufthansa Group determine that there are measurement or calculation errors in its reporting, such cases are mentioned in the subsequent report. As part of the ongoing reporting and audit processes, no errors from the prior period were identified for the current period. The comparative information therefore remains unchanged.

Corporate governance

GOV-1 – The role of the administrative, management and supervisory bodies

Tasks and responsibilities of the members of the management and supervisory bodies of Deutsche Lufthansa AG
Deutsche Lufthansa AG has the management and supervisory structures required for listed companies in Germany. The Executive Board is responsible for managing the Company and defining its strategic direction.

The Supervisory Board appoints the Executive Board, advises it on the management of the Company and monitors its activities. Furthermore, it decides on the remuneration system and amounts of salary for the Executive Board. The internal regulations for the Executive Board contain a catalogue of transactions for which the Executive Board requires the prior approval of the Supervisory Board. Every year, the Supervisory Board also approves the Company strategy, the key figures for the following year's budget and the Group's medium-term financial planning.

The Executive Board reports regularly to the Supervisory Board. The Executive Board informs the Supervisory Board regarding business developments in the Lufthansa Group at Supervisory Board meetings and, as a rule, on a monthly basis between meetings. In addition, the Supervisory Board and the Audit Committee of the Supervisory Board each receive reports at least once a year, in particular on compliance, risk management, internal control systems and IT security.

The Executive Board and Supervisory Board are responsible for and monitor the sustainability performance of the Lufthansa Group
The Executive Board of Deutsche Lufthansa AG is responsible for preparing the sustainability report in accordance with CSRD, and ensures the integration of sustainability-related topics with regard to the environment, social matters and governance into the Company strategy and guarantees that sustainability-related targets are defined within the Company. This also includes impacts, risks and opportunities, as well as monitoring progress.

The Supervisory Board is responsible for monitoring governance, including sustainable corporate governance. The Executive Board informs the Supervisory Board in the Supervisory Board meetings at least four times a year on the business developments within the Lufthansa Group, including those associated with material impacts, risks and opportunities with regard to sustainability-related topics and issues. The Sustainability division is represented by the Chief Technology Officer on the Executive Board.

The Supervisory Board sets annual targets for the one-year variable remuneration (short-term incentive, STI) and the long-term variable remuneration (long-term incentive, LTI) of the Executive Board. When determining the goals for the STI and LTI, sustainability targets are set with a weighting of 20%. The achievement of the sustainability targets is established on the basis of the methodology defined by the Supervisory Board at the beginning of each performance period as part of determining target values and is confirmed by the Supervisory Board at the end of the performance period. In the event of material changes to the remuneration system, but at least every four years, the remuneration system is presented at the Annual General Meeting for approval.

The Executive Board also provides updates to the Supervisory Board's Audit Committee regarding the reporting on sustainability matters at least once a year. The Audit Committee monitors the efficacy of internal control and risk management systems, among other things. The Audit Committee is also informed about the content of the audit subject to mandatory reporting, including sustainability reporting.

ESG Committee advises Executive Board and Supervisory Board
The Supervisory Board has set up an ESG Committee (Environmental, Social, Governance: ESG), in addition to further measures. This Committee advises the Supervisory Board, its committees and the Executive Board on environmental, social and governance issues that are material for the sustainable economic development of the Company. This includes, in particular, risks and opportunities in the areas of ESG. The ESG Committee consists of four equal members. In the 2025 financial year, these were Supervisory Board members Erich Clementi (Chairman), Sara Grubisic, Marvin Reschinsky and Angela Titzrath.

Responsibilities for impacts, risks and opportunities are defined throughout the Group
The responsibilities for impacts, risks and opportunities at the Lufthansa Group are clearly defined in the Executive Board's division of duties plan, the internal regulations of the Supervisory Board and its committees and the relevant company guidelines. As such, the Chief Technology Officer is explicitly entrusted with monitoring environmental, climate and social impacts. The Corporate Responsibility department is primarily responsible for sustainability strategy, sustainability reporting and sustainability ratings, emissions management and sustainability communication in cooperation with the respective departments of the Lufthansa Group and reports directly to the Chief Technology Officer. The Corporate Controlling department reports directly to the Chief Financial Officer and is responsible for managing financial and sustainability risks. At the top management level, regulations to this effect are enshrined in the Executive Board's internal regulations.

The Supervisory Board also addresses sustainability-related topics at least once a year, particularly during the annual discussion and approval of the corporate strategy, and incorporates ESG aspects into its decision-making. The ESG Committee that is rooted in the Supervisory Board meets at least twice a year and advises on sustainable governance

and sustainability-related impacts, risks and opportunities, reflecting these responsibilities in the Company's governance processes.

Specific controls and processes were used to manage impacts, risks and opportunities. Together with the Corporate Responsibility department and in consultation with the general risk management of the Company, the Executive Board is responsible for monitoring and managing sustainability matters. The Supervisory Board, in particular the ESG Committee, advises and supervises the Executive Board. This interplay helps to ensure the consistent monitoring and management of financial and non-financial impacts, risks and opportunities.

Sustainability-related risks are part of the Lufthansa Group's risk management

Group risk management is responsible for implementing uniform standards and methods, for coordinating and continuously refining the risk management process and for all risk management reporting in the Lufthansa Group. The Corporate Controlling department has functional responsibility for ensuring that the risk management system is standardised across the Group.

The Lufthansa Group Risk Management Committee is intended to ensure that processes, structures and rules are established to identify, assess, manage and monitor business risks at an early stage across all functions and processes. This includes risks related to sustainability issues. Sustainability-related risks are monitored through the Lufthansa Group's risk management system, which is coordinated by Group Risk Management. The risk assessment is carried out at least once a year. The risks are then reported to the Executive Board quarterly and discussed annually in the Supervisory Board's Audit Committee. The Risk Management Committee acts on behalf of the Executive Board and reports to it. Furthermore, the responsible Head of Corporate Controlling reports risks directly to the Chief Financial Officer.

The managing directors or management boards of all the companies covered by the risk management system also appoint risk managers. They are in dialogue with the Lufthansa Group's Group risk management function several times a year. In addition, as part of risk controlling, they ensure that risk-relevant information is agreed with the planning and forecasting processes in their company.

Managers with budgetary and/or disciplinary responsibility are designated as risk owners. The identification, evaluation, management and monitoring of risks are therefore fundamental aspects of every management role. The Group guidelines for risk management stipulate that the occurrence of material predictable risks that have not been reported in the past is considered to be a serious management error.

Composition and diversity of the members of the management and supervisory bodies

Appointment of Executive Board members is partly based on the diversity policy

The Executive Board of Deutsche Lufthansa AG had five members at the end of the 2025 financial year:

- Carsten Spohr, Chairman of the Executive Board
- Michael Niggemann, responsible for Human Resources & Legal, Labour Director
- Till Streichert, responsible for Finance
- Grazia Vittadini, responsible for MRO and IT
- Dieter Vranckx, responsible for Global Markets & Commercial Management Hubs

The Supervisory Board takes the view that the fundamental suitability criteria for Executive Board candidates are, in particular, good character, integrity, outstanding leadership qualities, professional qualifications relevant to the division concerned, and the ability to gear business models and processes towards the needs of a changing world. The Supervisory Board also takes diversity into consideration during the selection process. As a decision-making criterion, the Supervisory Board particularly considers diversity as being displayed by profiles and professional backgrounds that differ yet complement each other, including on an international level, an appropriate representation of both genders and a suitable mix of ages. According to legal requirements, at least one woman and one man should serve on the Executive Board. To this end, the Supervisory Board has adopted a diversity policy for the composition of the Executive Board. This policy is published on the Lufthansa Group website. Filling a particular position on the Executive Board is mainly dependent on the Company's interests, taking into account all the specific circumstances of the individual case.

As of 31 December 2025, the Supervisory Board is of the opinion that the composition of the five-person Executive Board fulfils the targets set out in the diversity policy. Alongside many years of experience within the Lufthansa Group, the members of the Executive Board contribute extensive knowledge and experience from various roles, including international roles outside the Lufthansa Group. The various career, educational and life experiences of the members of the Executive Board complement one another. The following information provides more details.

T048 ESRS2 GOV-1 I Qualification matrix for the Executive Board of Deutsche Lufthansa AG in 2025

		Carsten Spohr	Michael Niggemann	Till Streichert	Grazia Vittadini	Dieter Vranckx	Implementation status of the diversity policy 2025
Personal suitability	Divisional responsibility on the Executive Board	Chairman of the Executive Board	Human Resources & Legal, Labour Director	Finances	Chief Technology Officer	Chief Commercial Officer	
	International experience	Europe, North America, Asia	Europe	Europe, Africa	Europe	Europe, North America, Asia	Many years of international leadership experience overall
Diversity	Date of birth	16 Dec 1966	2 Apr 1974	16 Oct 1973	23 Sep 1969	6 Mar 1973	Ave. 54 years Range 51–59 years
	Gender	Male	Male	Male	Female	Male	20% F/80% M
	Nationality	German	German	German	Italian, German	Belgian, Swiss	
	Executive Board member since	1 Jan 2011, Chair since 1 May 2014	1 Jan 2020	15 Sep 2024	1 Jul 2024	1 Jul 2024	
Technical suitability	Aviation	√	√	√	√	√	
	Marketing/distribution clients/brand management	√				√	
	Politics/industry associations	√	√			√	
	Accounting/ annual audit		√	√			
	Internal control processes/ capital market	√	√	√	√		
	Digitalisation/IT			√	√	√	
	Human resources/ organisation	√	√	√	√	√	
	Sustainability/ESG	√	√	√	√	√	
	Legal/compliance		√				

Composition of the Supervisory Board is based on an extensive profile of requirements

The Supervisory Board of Deutsche Lufthansa AG comprises 20 people and its members consist of ten shareholder representatives and ten employee representatives, as per the German Co-determination Act.

The Supervisory Board has adopted an extensive profile of requirements for its composition. This profile covers the skills required by the German Corporate Governance Code (GCGC) and the diversity policy set out in Section 289f of the German Commercial Code (HGB). As of 31 December 2025, the Supervisory Board is of the opinion that the composition of the Supervisory Board fulfils the relevant targets. As a whole, the Supervisory Board is particularly knowledgeable about the aviation sector. As a whole, its members contribute a broad range of specialist knowledge to the Supervisory Board's work and possess international experience or specialist knowledge of one or more of the Company's key markets outside Germany. The status of the implementation of the profile of requirements can be found in detail in the qualification matrix below.

T049 ESRS2 GOV-1 | 23 Qualification matrix for the Supervisory Board of Deutsche Lufthansa AG in 2025

		Karl-Ludwig Kley	Christine Behle[1]	Tim Busse[1]	Erich Clementi	Karl Gernandt	Sara Grubisic[1]	Sara Hennicken
Personal suitability	Independence[2]	√	√	√	√	√	√	√
	No overboarding[3]	√	√	√	√	√	√	√
	International experience	Europe, North America, Asia	Europe		Europe, North America	Europe		Europe
Diversity	Date of birth	11 Jun 1951	12 Jul 1968	6 Nov 1973	5 Dec 1958	21 Jul 1960	27 Aug 1971	15 Jul 1980
	Gender	Male	Female	Male	Male	Male	Female	Female
	Nationality	German	German	German	Italian/US	German	German/Croatian	German
	Member since	7 May 2013	7 May 2013	29 Jul 2023	5 May 2020	9 May 2023	29 Jul 2023	7 May 2024
	Max. 72 years at last election	√	√	√	√	√	√	√
Technical suitability	Aviation	√	√	√			√	
	Marketing/distribution clients/brand management				√		√	
	Politics/industry associations	√	√		√	√	√	
	Leadership/CEO experience	√	√		√	√		√
	Supervision of companies	√	√		√	√		√
	Finance expert							
	Accounting	√				√		√
	Annual audit	√				√		√
	Internal control processes/capital market	√				√		√
	Digitalisation/IT				√			√
	Human resources/organisation	√	√	√	√	√		√
	Sustainability/ESG				√			√
	Legal/compliance	√				√	√	

T049 ESRS2 GOV-1 | 23 Qualification matrix for the Supervisory Board of Deutsche Lufthansa AG (continued)

		Christian Hirsch [1]	Alexis von Hoensbroech	Jamila Jadran [1]	Arne Christian Karstens [1]	Carsten Knobel	Holger Benjamin Koch [1]	Harald Krüger
Personal suitability	Independence [2]	√	√	√	√	√	√	√
	No overboarding [3]	√	√	√	√	√	√	√
	International experience		Europe, North America			Europe		Europe, North America
Diversity	Date of birth	21 Dec 1959	3 Oct 1970	19 Jun 1983	18 Sep 1983	11 Jan 1969	8 Oct 1976	13 Oct 1965
	Gender	Male	Male	Female	Male	Male	Male	Male
	Nationality	German	German	German	German	German	German	German
	Member since	29 Jul 2023	6 May 2025	29 Jul 2023	29 Jul 2023	9 Jan 2018	8 May 2018	5 May 2020
	Max. 72 years at last election	√	√	√	√	√	√	√
Technical suitability	Aviation	√	√	√	√		√	
	Marketing/distribution clients/brand management		√	√		√		√
	Politics/industry associations	√	√		√	√		√
	Leadership/CEO experience		√			√		√
	Supervision of companies					√		√
	Finance expert							
	Accounting		√			√	√	√
	Annual audit		√			√		√
	Internal control processes/capital market		√			√	√	√
	Digitalisation/IT			√		√		√
	Human resources/organisation	√	√		√	√	√	√
	Sustainability/ESG					√		√
	Legal/compliance							

T049 ESRS2 GOV-1 | 23 Qualification matrix for the Supervisory Board of Deutsche Lufthansa AG (continued)

		Marvin Reschinsky[1]	Birgit Rohleder[1]	Britta Seeger	Astrid Stange	Angela Titzrath	Klaus Winkler[1]	Implementation status
Personal suitability	Independence[2]	√	√	√	√	√	√	100% shareholder representatives and 100% employee representatives
	No overboarding[3]	√	√	√	√	√	√	√
	International experience			Europe, Asia	Europe	Europe, North America		
Diversity	Date of birth	27 Oct 1992	21 Sep 1960	25 Sep 1969	27 Dec 1965	30 Apr 1966	29 Dec 1973	Ave. 56 years Range 33–74 years
	Gender	Male	Female	Female	Female	Female	Male	40% F/60% M
	Nationality	German	German	German	German	German	German	
	Member since	29 Jul 2023	8 May 2018	4 May 2021	5 May 2020	2 Sep 2020	8 May 2018	
	Max. 72 years at last election	√	√	√	√	√	√	√
Technical suitability	Aviation	√	√				√	Overall
	Marketing/distribution clients/brand management			√	√	√		9
	Politics/industry associations	√	√		√	√	√	15
	Leadership/CEO experience			√	√	√		11
	Supervision of companies	√	√	√	√	√		12
	Finance expert							
	Accounting					√		8
	Annual audit							6
	Internal control processes/capital market				√	√		9
	Digitalisation/IT		√	√	√	√		9
	Human resources/organisation		√	√	√	√		16
	Sustainability/ESG				√	√		6
	Legal/compliance					√		4

[1] Employee representatives.
[2] It is the assessment of the Supervisory Board that none of the shareholder representatives or employee representatives currently show any indication of relevant circumstances or relationships that could give rise to a significant and lasting conflict of interest.
[3] As per Section 100 Paragraph 5 German Stock Corporation Act (AktG) and the recommendations of the German Corporate Governance Code (GCGC).

Skills and expertise for overseeing sustainability matters are available

Sustainability is firmly entrenched in Lufthansa Group's strategic planning. The responsibility for sustainability matters is directly attributed to a member of the Executive Board in the division of duties plan. The Executive Board can consult external experts at any time and may engage in training.

The professional expertise of the Supervisory Board, which also includes sustainability-related expertise, is summarised in the qualification matrix for the Supervisory Board. As such, the members of the Supervisory Board's ESG Committee on the shareholder side, as well as the Chairman of the Audit Committee, have particular skills and expertise in those ESG topics relevant to the Lufthansa Group. Supervisory Board members are able to take part in training. The Company offers Supervisory Board members the opportunity to take part in further education and training events, particularly in the run-up to Supervisory Board meetings. The events on offer in the 2025 financial year included, in particular, a visit to the new Lufthansa Cargo Center in Frankfurt, which is currently under construction, and a guided tour of selected departments at Lufthansa Technik. The Supervisory Board was also provided with a detailed presentation on the subject of the Lufthansa Group's financing options.

The sustainability expertise in the Lufthansa Group's Executive Board and Supervisory Board is directly linked to the management of the Company's material impacts, risks and opportunities. The Executive Board addresses sustainability matters and takes these into account in its strategic and operational decision-making. The Supervisory Board discusses the Lufthansa Group's sustainability strategy with the Executive Board as part of its strategy discussions. The Supervisory Board's ESG Committee advises the Executive Board on matters relating to sustainable corporate governance. Furthermore, training for Supervisory Board members, including on ESG topics, strengthens their expertise and helps to ensure that key sustainability matters are reconciled with the strategic goals and risk management strategy of the Lufthansa Group.

GOV-2 – Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies

The Company's administrative, management and supervisory bodies are informed about sustainability matters several times a year

The management and supervisory bodies of the Lufthansa Group, including the responsible committees, are informed several times a year about material impacts, risks and opportunities relating to ESG topics, as well as about sustainability reporting. As part of the steering board for the sustainability reporting project, the relevant managers for reporting at the first management level were informed about progress six times in 2025 and made decisions in this context.

Two meetings of the ESG Committee were held during the reporting year. The meetings covered, among other topics, the further development of the ESG strategy, the ESG framework and ESG performance, as well as the ESG HR strategy, including the help alliance initiative. In addition, regulatory developments and their implications for the Lufthansa Group were addressed, in particular the non-financial reporting process in accordance with the CSRD in 2025, with regard to organisation, implementation and content requirements, as well as a CSRD benchmark with derived recommendations for action. In the context of the materiality assessment, ESG focus topics such as the decarbonisation pathway, the status and cost effects of sustainable aviation fuel (SAF), as well as Green Fares and strategic approaches to stronger customer engagement were discussed. The Chief Technology Officer also presented the results of the materiality assessment to the Executive Board members for their information. The basis for reporting was the validated double materiality assessment within the reporting year, which summarises the results on the identified risks, opportunities and impacts. Over the course of the year, reporting covered the implementation of sustainability-related due diligence requirements and as a review of the efficacy of the relevant guidelines, actions, metrics and targets.

In monitoring the corporate strategy, the Lufthansa Group's administrative, management and supervisory bodies take into account key transactions, and systematically address the impacts, risks and opportunities related to ESG topics as part of the risk management process. Continual measurement of these factors is conducted through committee work in order to ensure that they are considered in the Company's strategic decision-making processes. In doing so, potential trade-offs or conflicts of objectives between impacts, risks and opportunities are carefully weighed. These evaluations help to identify risks at an early stage, leverage opportunities and strengthen the long-term resilience of the Company.

As part of the strategic monitoring, the respective expert committees evaluate the impacts and risks relating to environment, social and governance issues and strive to integrate sustainability targets such as decarbonisation and compliance with regulatory requirements into the Company's corporate strategy. The monitoring process for the individual topics is via risk assessments and information sharing by working groups, which then notify the committees if any impacts, risks or opportunities are identified. The committees then perform an evaluation based on the risk factors and empirical values in order to derive the relevant measures.

Material transactions involving the Lufthansa Group are submitted to an extensive evaluation to analyse the risks and opportunities with regard to sustainability-related aspects. In doing so, potential conflicts of objective between financial interests and ESG criteria are explicitly discussed to ensure that long-term value creation and sustainability requirements do not contradict one another. One example of this is that reducing the use of non-renewable raw materials in aircraft manufacturing and in the Company's own operations contributes to the conservation of natural resources and to securing their availability for local communities, but may be associated with higher costs and technical challenges in the short term. The Lufthansa Group risk management system integrates ESG risks, including climate-related and compliance risks, into the overarching Group risk management. Risk assessments are carried out at least once a year on the basis of the methods, processes and structures defined by the Group risk management function and reported to the Supervisory Board committees in order to facilitate informed decision-making based on the risk assessments and derived recommendations for action.

During the reporting year, the Lufthansa Group's administrative, management and supervisory bodies carefully analysed the material ESG impacts, risks and opportunities. These were presented in the meetings of the Executive Board and Group Executive Committee, the Group Policy Committee (GPC) and the ESG Committee and Audit Committee of the Supervisory Board. Strategically relevant core topics that are of vital importance for the Company's sustainable development were addressed in particular: climate change and its impact on business activities, compliance with social standards within the supply chain, and issues relating to good corporate governance and compliance. On the topic of climate change, the decarbonisation pathway was once again the focus of attention this year. The procurement strategy for the still-limited availability of sustainable aviation fuel (SAF) was a particular topic of discussion. Further topics included the continuation of the holistic ESG target system aligned with the double materiality assessment and the continuous review of targets through a dedicated "Strategic Performance Dialogue" chaired by the Chief Technology Officer. These areas of focus were systematically integrated into the Company's strategic decision-making processes to leverage long-term opportunities and promptly identify and manage risks.

GOV-3 – Integration of sustainability-related performance in incentive schemes

Sustainability targets are anchored in Executive Board remuneration

The remuneration of Executive Board members is made up of a performance-related component and a fixed component. The fixed component takes the form of an annual basic salary. It reflects the responsibility assumed by the members of the Executive Board and the scope of their work. Additionally, the fixed component also includes benefits and an adequate, guaranteed pension. The performance-related remuneration comprises a one-year variable remuneration component and a long-term variable remuneration component.

20% of the one-year variable remuneration is based on overall and individual business and sustainability targets, for which the Supervisory Board sets annual areas of focus. In prior years, the Supervisory Board defined targets in the areas of "Customers" and "Employees" as focal points for the business and sustainability targets and thus took the interests of key stakeholders into consideration. As of the 2023 financial year, the "Customers" and "Employees" targets each account for 10% of the one-year variable remuneration. For the sustainability parameter "Customers", the flight schedule stability rate of the Lufthansa Group's Network Airlines was used in the 2025 financial year. This measures the proportion of flights operated as planned, based on flight cancellations within 90 days prior to departure. Cancellations due to strikes or geopolitical events are excluded from this assessment in order to eliminate external effects. The Engagement Index is used for the parameter "Employees". It measures the extent to which employees identify with the Company, as well as their commitment and willingness to recommend the Company to others. ↗ **S1-2 – Processes for engaging with own workforce and workers' representatives about impacts**.

The long-term variable remuneration is designed to promote the long-term, sustainable development of the Company. It is subject to a four-year assessment period and is made up of 20% strategic and sustainability targets. For these targets the Supervisory Board specifies core areas of focus each year. Within the scope of the long-term variable remuneration of the Executive Board, the Supervisory Board has defined an environmental target as one of the strategic and sustainability targets since 2019. The reduction of specific CO_2 emissions has been defined as a core focus for the long-term variable remuneration since 2022. This was derived from the current corporate strategy, according to which the reduction targets are based on the indicator grammes CO_2 per tonne-kilometre transported, in line with the target system for the validated SBTi targets. The indicator grammes of CO_2 per revenue tonne-kilometre shows the CO_2 intensity – i.e. the CO_2 emissions per transported tonne-kilometre.

The Supervisory Board as a whole is responsible for the structure of the remuneration system for Executive Board members and for defining the individual remuneration. The Steering and Remuneration Committee of the Deutsche Lufthansa AG Supervisory Board supports the Supervisory Board, monitors the appropriateness of the remuneration system and prepares the Supervisory Board's resolutions. If so required, the Steering and Remuneration Committee recommends any changes to the Supervisory Board. In the event of material changes to the remuneration system, but at least every four years, the remuneration system is presented at the Annual General Meeting for approval.

The remuneration of Supervisory Board members is designed as a fixed remuneration system, as per the regulation adopted by the Annual General Meeting on 9 May 2023. Members do not receive attendance fees or variable remuneration.

GOV-4 – Statement on due diligence

T050 ESRS 2 GOV-4 | 30 & 32 Statement on due diligence in 2025

Core elements of due diligence	Reference within the sustainability report	Disclosure refers to people and/or the environment
a) Enshrining due diligence in corporate governance, strategy and business model	ESRS 2 GOV-2, ↗ ESRS 2 General disclosures – The Company's administrative, management and supervisory bodies are informed about sustainability matters several times a year	People and the environment
	ESRS 2 GOV-3, ↗ ESRS 2 General disclosures – Integration of sustainability-related performance in incentive schemes	People and the environment
	ESRS 2 SBM-3, ↗ ESRS 2 General disclosures – Material impacts, risks and opportunities and their interaction with strategy and business model	People and the environment
	ESRS 2 SBM-3 E1, ↗ ESRS E1 Climate change – Resilience analysis has been updated and resistance to climate change has been analysed	Environment
	ESRS 2 SBM-3 S1, ↗ ESRS S1 Own workforce – Material impacts, risks and opportunities and their interaction with strategy and business model	People
	ESRS 2 SBM-3 S2, ↗ ESRS S2 Workers in the value chain – Material impacts, risks and opportunities and their interaction with strategy and business model	People
	ESRS 2 SBM-3 S4, ↗ ESRS S4 Consumers and end-users – Material impacts, risks and opportunities and their interaction with strategy and business model	People
b) Integration of affected stakeholders	ESRS 2 GOV-2, ↗ ESRS 2 General disclosures – The Company's administrative, management and supervisory bodies are informed about sustainability matters several times a year	People and the environment
	ESRS 2 SBM-2, ↗ ESRS 2 General disclosures – Interests and views of stakeholders	People and the environment
	ESRS 2 IRO-1, ↗ ESRS 2 General disclosures – Material impacts, risks and opportunities of the Lufthansa Group were reviewed and ↗ ESRS 2 General disclosures – The connection with risk management was further developed	People and the environment
	E1-2, ↗ ESRS E1 Climate change – Policies related to climate change mitigation and adaptation	Environment
	E2-1, ↗ ESRS E2 Pollution – Five-pillar strategy for active noise abatement aims to reduce noise pollution	Environment
	E5-1, ↗ ESRS E5 Resource use and circular economy – Policies related to resource use and circular economy	Environment
	S1-1, ↗ ESRS S1 Own workforce – Policies related to own workforce	People
	S1-2, ↗ ESRS S1 Own workforce – Processes for engaging with own workforce and workers' representatives about impacts	People
	S2-1, ↗ ESRS S2 Workers in the value chain – Policies related to value chain workers	People
	S2-2, ↗ ESRS S2 Workers in the value chain – Processes for engaging with value chain workers about impacts	People
	S4-1, ↗ ESRS S4 Consumers and end-users – Policies related to consumers and end-users	People
	S4-2, ↗ ESRS S4 Consumers and end-users – Processes for engaging with consumers and end-users about impacts	People
	G1-1, ↗ ESRS G1 Business conduct – Business conduct policies and corporate culture	People and the environment
	G1-2, ↗ ESRS G1 Business conduct – Management of relationships with suppliers	People and the environment
c) Identification and assessment of negative impacts	ESRS 2 IRO-1, ↗ ESRS 2 General disclosures – Material impacts, risks and opportunities of the Lufthansa Group were reviewed and ↗ ESRS 2 General disclosures – The connection with risk management was further developed	People and the environment
	ESRS 2 SBM-3, ↗ ESRS 2 General disclosures – Material impacts, risks and opportunities and their interaction with strategy and business model	People and the environment
	ESRS 2 SBM-3 E1, ↗ ESRS E1 Climate change – Resilience analysis has been updated and resistance to climate change has been analysed	Environment
	ESRS 2 SBM-3 S1, ↗ ESRS S1 Own workforce – Material impacts, risks and opportunities and their interaction with strategy and business model	People
	ESRS 2 SBM-3 S2, ↗ ESRS S2 Workers in the value chain – Material impacts, risks and opportunities and their interaction with strategy and business model	People
	ESRS 2 SBM-3 S4, ↗ ESRS S4 Consumers and end-users – Material impacts, risks and opportunities and their interaction with strategy and business model	People

T050 ESRS 2 GOV-4 | 30 & 32 Statement on due diligence in 2025 (continued)

Core elements of due diligence	Reference within the sustainability report	Disclosure refers to people and/or the environment
d) Adopting measures to mitigate these negative impacts	E1-1, ↗ ESRS E1 Climate change – Transition plan for climate change mitigation	Environment
	E1-3, ↗ ESRS E1 Climate change – Actions and resources in relation to climate policies	Environment
	E2-2, ↗ ESRS E2 Pollution – Actions and resources related to pollution	Environment
	E5-2, ↗ ESRS E5 Resource use and circular economy – Actions and resources related to resource use and circular economy	Environment
	S1-4, ↗ ESRS S1 Own workforce – Comprehensive measures implemented under the Human Resources strategy	People
	S2-4, ↗ ESRS S2 Workers in the value chain – Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	People
	S4-4, ↗ ESRS S4 Consumers and end-users – Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	People
	G1-1 ↗ ESRS G1 Business conduct – Business conduct policies and corporate culture	People and the environment
	G1-2 ↗ ESRS G1 Business conduct – Management of relationships with suppliers	People and the environment
	G1-3, ↗ ESRS G1 Business conduct – Prevention and detection of corruption and bribery	People and the environment
	G1-4, ↗ ESRS G1 Business conduct – Incidents of corruption or bribery	People and the environment
e) Tracking the efficacy of these efforts and reporting to	E1-4, ↗ ESRS E1 Climate change – Targets related to climate change mitigation and adaptation	Environment
	E1-5, ↗ ESRS E1 Climate change – Energy consumption and mix	Environment
	E1-6, ↗ ESRS E1 Climate change – Gross Scopes 1, 2, 3 and total GHG emissions	Environment
	E1-7, ↗ ESRS E1 Climate change – GHG removals and GHG mitigation projects financed through carbon credits	Environment
	E1-9, ↗ ESRS E1 Climate change – Anticipated financial effects	Environment
	E2-3, ↗ ESRS E2 Pollution – Targets related to pollution	Environment
	E2-4, ↗ ESRS E2 Pollution – Pollution of air, water and soil	Environment
	E5-3, ↗ ESRS E5 Resource use and circular economy – Targets related to resource use and circular economy	Environment
	E5-4, ↗ ESRS E5 Resource use and circular economy – Resource inflows	Environment
	S1-5, ↗ ESRS S1 Own workforce – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	People
	S1-9, ↗ ESRS S1 Own workforce – Diversity metrics	People
	S1-14, ↗ ESRS S1 Own workforce – Health and safety metrics	People
	S1-16, ↗ ESRS S1 Own workforce – Remuneration metrics	People
	S1-17, ↗ ESRS S1 Own workforce – Incidents, complaints and severe human rights impacts	People
	S4-5, ↗ ESRS S4 Consumers and end-users – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	People
	G1-4, ↗ ESRS G1 Business conduct – Incidents of corruption or bribery	People
	G1-5, ↗ ESRS G1 Business conduct – Political influence and lobbying activities	People
	G1-6, ↗ ESRS G1 Business conduct – Payment practices	People

GOV-5 – Risk management and internal controls over sustainability reporting

Risk management and internal control system monitor sustainability reporting processes
The Lufthansa Group is continuing the Group-wide implementation of a non-financial internal control system (N-ICS) as well as a uniform risk management methodology. The N-ICS comprises processes for defining, documenting and reviewing the effectiveness and appropriateness of controls. These processes are currently being standardised.

The Lufthansa Group's N-ICS contains principles and processes from the framework of the Committee of the Sponsoring Organizations of the Treadway Commission (COSO). This framework defines the central elements of a control system and sets the standards for measuring the appropriateness and effectiveness of the N-ICS. The aim is to ensure that the information processed in the relevant processes is complete and reliable and complies with the requirements of the CSRD.

The N-ICS framework is intended to cover the organisational units involved in sustainability reporting, the relevant IT systems and the key processes for data collection and reporting. This also includes disclosures relating to data collection and reporting under the EU Taxonomy.

In the 2025 reporting year, the scope of the N-ICS remained largely unchanged compared with the previous year. Structural progress in implementation was achieved in particular through the further development of the policy for defining the audit scope for relevant data points and the systematic inclusion of additional IT systems in the N-ICS. The existing framework is being gradually expanded in order to meet future legal requirements.

Adapted methods for ESG risks in accordance with CSRD applied in order to facilitate integration into risk management
As part of the validation of the double materiality assessment in 2025, ESG risks were assessed in accordance with the CSRD by the Corporate Responsibility department in collaboration with the departments and in accordance with ESRS requirements. As in the previous year, the underlying risk methodology was derived from the Group-wide risk management methodology, including the risk scales and risk types, for example.

Since the first implementation of the double materiality assessment in 2024, an integration process has been in place to integrate the risks identified through the double materiality assessment into the Lufthansa Group's risk management and regular risk management process. The standard methodology and processes are adapted as required with CSRD-relevant specifics, as described below.

Impacts and opportunities are included in separate processes that are managed and coordinated by the Corporate Responsibility and Corporate Strategy departments. The Corporate Controlling department is responsible for the Group-wide harmonisation of the risk management system. The responsible unit head reports directly to the Chief Financial Officer. Group Risk Management implements consistent standards and methods, coordinates and continually develops the risk management process, and takes care of risk management reporting within the Lufthansa Group. The Supervisory Board's Audit Committee monitors the existence and effectiveness of the Lufthansa Group's risk management. The Group Risk Management Committee ensures, on behalf of the Executive Board, that processes, structures and rules are established to identify, manage and assess business risks at an early stage across all functions and processes. In addition, the committee has multiple objectives, including the continuous development of the Lufthansa Group's risk management system, monitoring its implementation and ensuring compliance with the risk policy. The composition and responsibilities of the committee are set out in the internal guidelines. The Internal Audit department carries out independent system audits focusing on the appropriateness and effectiveness of the risk management system implemented in the Lufthansa Group.

The Lufthansa Group's risk management addresses ESG risks in accordance with the CSRD at the Group level. Managers with budgetary and/or disciplinary responsibilities are named as risk managers. It is their task to implement risk management within their areas. This responsibility was initially assumed by interim topic managers. Since the 2025 financial year, responsibility has been transferred to the designated risk managers.

The Lufthansa Group's risk management process consists of continual risk identification, evaluation and management. Risks are systematically recorded, monitored and assessed either qualitatively or quantitatively using the defined process. As a rule, the assessment is carried out on a net basis, taking into account existing risk mitigation measures. As part of the annual double materiality assessment, ESG risks are initially identified and recorded as gross risks, meaning without taking risk mitigation actions into account. Since the beginning of the current reporting year, ESG risks assessed as material have been transferred into the Lufthansa Group's established risk management process. In this context, existing effective risk mitigation actions for ESG risks are documented and taken into account in the assessment. On this basis, the probability of occurrence and the scale of ESG risks are determined in line with the assessment periods and thresholds applicable in risk management, enabling ESG net risks to be integrated into the regular risk management reporting process.

Methodology for prioritising, managing and integrating the N-ICS consistently further developed

The Lufthansa Group has established internal control processes in order to enable transparency and compliance in the recording and processing of relevant data as part of its sustainability reporting. The preparation of the content is done in an iterative process where the texts and accuracy of the disclosures are reviewed for accuracy. The control processes include agreements with the departments where topic-specific content is developed and coordinated. The content is then consolidated, evaluated and checked for accuracy and compliance. After various agreements between the committees, unit heads and iterative adjustment processes, the final sustainability report is accepted by the Executive Board and Supervisory Board. This multi-stage process aims to ensure that the report is complete and meets the Lufthansa Group's requirements when it is published.

The concept for the N-ICS is based on the existing financial ICS and generally follows a life cycle. It comprises the following steps, which are carried out either in sequence or in parallel: definition of scope and limits, determining the target requirements, planning phase, maintenance phase, efficacy review, quality assurance of self-assessments, activity monitoring and N-ICS reporting. The Lufthansa Group's N-ICS life cycle is intended to begin with an annual risk-oriented analysis to determine the scope and content of the N-ICS. Within this concept, the focus of the annual analysis is on risks in data collection and reporting processes, as well as in relevant Group companies, IT systems and data points. The analysis is based on the criteria of materiality, process complexity and probability of error. Each organisational unit covered by the N-ICS is obliged to take part in the N-ICS life cycle. The full implementation of this conceptual approach is being carried out step by step and is being further advanced as part of the ongoing development and implementation of the N-ICS. The entirety of the N-ICS life cycle is mapped in a governance risk compliance IT system.

To determine the scope of relevant Group companies, the criteria of CO_2 emissions and the number of employees are applied. IT systems that provide material data for non-financial reporting are included within the scope of the N-ICS. The selection of relevant data points in the 2025 financial year was based on clearly defined criteria that take into account both regulatory requirements and the Group's strategic priorities. Only quantitative data points were considered that are either already part of non-financial reporting or intended for future disclosure. In addition, data points subject to statutory reporting requirements and classified as material as part of the double materiality assessment were included. Particular attention was paid to information of high relevance to the Group's ESG strategy as well as to data points that attract strong interest from the capital markets. The selection is limited to Group-relevant data points in order to ensure consistent and meaningful reporting.

A risk control matrix maps the identified material risks across the data collection and reporting process and serves as a tool for managing and monitoring these risks. Material risks in the reporting relate to incompleteness or inaccuracies in the report, as well as approvals that have not yet been obtained. In terms of data collection, the material risks relate to incomplete or erroneous collection or aggregation of data. Review and approval controls were designed to mitigate these risks. The documentation of these controls in the central internal control system (ICS) is currently being established and is being expanded and implemented step by step. Material IT systems were included in the N-ICS in the 2025 financial year and were reviewed in selected areas through an internal ICS audit. A risk control matrix was also prepared for the IT systems, and general controls to mitigate risks were defined.

In line with other risks recorded within the risk management process, ESG risks are transferred to the ICS where defined thresholds are exceeded in order to mitigate them through continuous monitoring and by identifying appropriate controls. The insights gained during the establishment of the N-ICS will be taken into account in the future development and adjustment of the N-ICS.

In the target vision, all components of the N-ICS framework are subject to supervisory checks in the form of an internal ICS audit. An annual audit plan is established that takes into account the priority and critical nature of the processes, data points and IT systems following an annual relevance analysis. Any instances of limited efficacy are documented as to-dos with defined responsibilities and deadlines. The companies are responsible for putting this into practice. These activities are monitored at the level of the company and the Group. For the 2025 financial year, the regular report on the effectiveness of the ICS was prepared, focusing on the financial ICS. ↗ Description of the internal control system. Taking the legal requirements into account, the Corporate Internal Control System department plans to prepare an integrated report in the future covering both the financial ICS and the non-financial ICS. The conceptual design of this integrated reporting approach is currently being prepared.

The ICS effectiveness report provides information to the Executive Board and the Supervisory Board's Audit Committee about the results of the effectiveness testing and the activities still to be completed from the previous reporting period. At a local level, the company's ICS Officer is responsible for internal reporting within the relevant company. The internal reporting provides information to the legal representatives and the local Supervisory Board about the effectiveness of the N-ICS and the activities still to be completed from the previous reporting period.

Strategy

SBM-1 – Strategy, business model and value chain

Core elements of the general corporate strategy have an impact on sustainability matters

The Lufthansa Group offers its customers short-haul, medium-haul and long-haul flights worldwide. These are primarily provided by its five biggest Passenger Airlines: Lufthansa Airlines, SWISS, Austrian Airlines, Brussels Airlines and Eurowings. Additional services are provided by the tourist airlines Discover Airlines and Edelweiss. The Lufthansa Group also expanded its portfolio of Passenger Airlines by acquiring a stake in ITA Airways. Customers can also use the services of Lufthansa Cargo to transport goods around the world. Finally, the Lufthansa Group portfolio includes the technical maintenance of aircraft by Lufthansa Technik, IT services delivered by Lufthansa Systems, and vocational and professional training for flight and technical personnel through Lufthansa Aviation Training. The Lufthansa Group continuously expands its product portfolio in order to address strategic topics. In 2023, it introduced the "Green Fares" product, which enables customers to contribute to reducing the climate impact of future flights by using SAF and supporting climate change mitigation projects to offset their estimated individual flight-related CO_2 emissions. This product underlines the Lufthansa Group's commitment to greater energy and resource efficiency.

The Lufthansa Group offers its products and services to both private and corporate customers and is active around the globe. Its multi-hub strategy offers customers of its Passenger Airlines an extensive route network with the corresponding flexibility in travel. The Eurowings business, by contrast, is focused exclusively on point-to-point traffic on European short-haul and medium-haul routes.

Moreover, commercial joint ventures with leading international airlines extend the Passenger Airlines route network. Commercial joint ventures exist with United Airlines and Air Canada on routes between Europe and North America, and with All Nippon Airways (ANA), Singapore Airlines and Air China on routes between Europe and Japan as well as Singapore and China respectively. In addition, the Lufthansa Group maintains so-called code-share agreements, under which a flight is operated by one airline while several partner airlines market the same flight under their own flight numbers. The Lufthansa Group is also driving the expansion of its offering in the dynamically growing markets of Asia in order to strengthen its presence and leverage additional growth opportunities through expanded route networks and strategic partnerships.

The Lufthansa Group is a global company based in Europe, operating flights to Europe, North, Central and South America, the Asia/Pacific region, the Middle East and Africa from its five main hubs (Frankfurt, Munich, Zurich, Vienna, Brussels). Lufthansa Technik also provides MRO repair shops and carries out aircraft overhauls in the Asia/Pacific region, Europe, the Middle East, Africa and North, Central and South America.

T051 ESRS 2 SBM-1 | 40a Distribution of employees by region [1] as of the reporting date 31 Dec 2025

Region		2025	2024
Germany	Headcount	67,091	66,290
North/Central America	Headcount	2,723	2,616
South America	Headcount	226	222
Europe, other	Headcount	27,690	26,470
Asia/Pacific	Headcount	4,760	5,061
Middle East/Africa	Headcount	765	763
Total number	**Headcount**	**103,255**	**101,422**

[1] Based on regions of deployment.

In certain circumstances, such as armed conflicts, the Lufthansa Group may decide to or may be obligated to temporarily halt flights to specific countries. For example, the airlines of the Lufthansa Group did not have access to Russian airspace during the reporting year.

In 2025, the Lufthansa Group was active in the following ESRS sectors and generated the following revenue:

T052 ESRS 2 SBM-1 I 40b Revenue by ESRS sector in 2025

Business segment	ESRS sector	Activity	Revenue in the ESRS sector in 2025 in €m	Revenue in the ESRS sector in 2024 in €m
Passenger Airlines	Other transport services (TTR)	Activity H.51.10 Passenger air traffic for the Passenger Airlines	29,760	28,905
Logistics	Other transport services (TTR)	Activity H.51.21 Air cargo for Lufthansa Cargo	3,355	3,213
MRO [1]	Defence (MDE)	Activity C.33.16 Repair and maintenance of aircraft and spacecraft for Lufthansa Technik	6,044	4,898

[1] Previous year's figures adjusted due to reclassification of Lufthansa Industry Solutions.

The ESRS sectors listed were also taken into account in the Lufthansa Group's double materiality assessment. Guided by this materiality assessment, the Lufthansa Group identified the most important topics on which to base its strategy.

In the area of the environment, the Lufthansa Group pursues the aim of minimising greenhouse gas emissions and waste on board. By 2030, the Company aims to achieve a net reduction in CO_2 of 50% in comparison with 2019. This target applies to air operations worldwide and includes both passengers and cargo clients. Furthermore, the Lufthansa Group also plans to phase out single-use plastic and aluminium on board – an aim that covers global air passenger operations.

With regard to social topics, the Lufthansa Group pursues targets for boosting customer satisfaction and diversity. Customer satisfaction is a central aim for the Lufthansa Group and applies to all products and services globally, as well as to all customer groups for the Company's individual segments. In the area of diversity, a target was set to achieve a 25% share of women in management positions by the end of 2025. To assess the attractiveness of its working conditions, the Lufthansa Group set itself the target of achieving an employee engagement index of 3.6 in 2025. Finally, in terms of governance, the Lufthansa Group strives to ensure ethical conduct in all of its business relationships and compliance with all legal and regulatory requirements.

The companies in the Lufthansa Group carry on their business activities from Europe, in particular from Germany, Austria, Switzerland and Belgium. As a result, most of the site-specific impacts, risks and opportunities can be attributed to one of these countries. Because flights are the main source of greenhouse emissions in flight operations, the climate change impacts cannot be limited to a specific place or market.

The biggest challenge is achieving the climate target by 2050. The Lufthansa Group is therefore investing in aircraft featuring new technologies with increased fuel efficiency along with other environmental projects, and is adapting to stricter environmental requirements.

The Lufthansa Group business model extends across several value creation stages

The Lufthansa Group business model includes passenger and cargo flights, MRO services as well as IT and logistics services in particular.

Some of the biggest production factors are fuel, aircraft, replacement parts, infrastructure services from third parties (for example, airport services and air traffic control) and qualified staff. These advance expenses are guaranteed through long-term agreements with reliable suppliers and investments in training programmes for the Company's own staff.

The core activities (outputs) extend across the following areas:

- Procurement and operation of aircraft: purchase or leasing of aircraft, goods and services for their maintenance and operation, as well as the operation of flights
- Flight services: passenger and cargo services, including distribution, logistics services, flight planning, airport handling, flight operations, customer support and catering
- Additional services: maintenance, repair and overhaul of aircraft, including defence, provision of IT and digital transformation solutions and consultancy services, flight training and advanced training for cockpit crews, cabin crew and other airlines.

In 2025, the Lufthansa Group generated revenue by providing passenger and cargo flight services, MRO services and logistics and IT solutions. The current and expected benefits to customers include improved travel experiences, better punctuality and reduced CO_2 emissions. Investors benefit from increased financial performance; other stakeholders benefit from the strong market position and sustainable business practices of the Lufthansa Group.

SBM-2 – Interests and views of stakeholders

The Lufthansa Group identified the following groups as their most important stakeholders:

C27 Stakeholders of the Lufthansa Group



Customers and end-users

Consumers including business customers



Capital market stakeholders

Investors, shareholders, lenders and other creditors



Politics, authorities, governments and legislation



Science, research and education



Society

General public, residents, vulnerable groups, social networks, NGOs/ associations



Nature



Analysts and rating agencies



Employees and representatives



Suppliers and contracting partners

The Lufthansa Group places great emphasis on open, continuous and trusting dialogue with its internal and external stakeholder groups and engages with them through a range of different formats. In 2023, a comprehensive stakeholder survey was conducted in order to obtain more in-depth findings. By involving more than 10,000 external individuals, external perspectives were incorporated. The Company communicates with its investors via roadshows, investor conferences and direct dialogue, as well as, in the reporting year, as part of a Lufthansa Group Capital Markets Day. Customer engagement is supported through panels and customer surveys, as well as through an event held several times a year entitled “Customer Touch”, at which customers can share their experiences directly with a Lufthansa Group management panel. Interaction with employees takes place via established formats. These include “frankly speaking”, where the Chief Executive Officer and other members of the senior management answer questions from employees, and the “involve me!” annual employee survey. Residents in airport regions are integrated into the process through dialogue formats with local representatives at the Company’s key airports, as is the case with the ongoing dialogue in the Airport/Region forum in Frankfurt. Furthermore, the Lufthansa Group reports on its activities and progress in various formats, such as in the progress report on the UN Global Compact. In the annex to the management report, the Company also provides a TCFD (Task Force on Climate-related Financial Disclosures) Index that is relevant to the capital market in order to ensure transparency and the continuous involvement of stakeholders. ↗ T222 TCFD Index.

T053 ESRS 2 SBM-2 | Stakeholder dialogue formats of the Lufthansa Group

Stakeholder group	Stakeholder dialogue formats
Employees and employee representatives	• Dialogue formats between the Executive Board and employees • Employee survey • Works council conference • Social partner dialogue within the Company • Complaint channels • Intranet
Customers (B2B, B2C)	• Dialogue and exchange formats and events with selected top customers • Passenger surveys, for example after the flight or during the flight • Customer surveys • “Co-creation hub” for the submission of customer feedback and suggestions • Customer involvement in product development, for example through workshops • Complaint channels
Investors Capital market stakeholders Analysts	• Capital Markets Day • Bilateral dialogues • Investor roadshow • Conferences • Publications and reports on websites
Politics & authorities	• Meetings and dialogue formats • Publications on websites • Position papers and public briefs, e.g. Policy Brief • Participation in industry initiatives
Public/civil society	• Social media channels • Publications on websites • Participation in committees and expert working groups, for example in local aircraft noise committees • Media formats, for example interviews • Complaint channels
Science & research	• Participation in committees and expert working groups
Suppliers Business partners	• Surveys • Direct dialogues • Supplier portal • Trade fairs • Participation in working groups • Participation in industry initiatives • Cross-industry dialogues • Complaint channels

The Lufthansa Group organises its stakeholder involvement via a coordinated structure that combines both centralised and decentralised efforts. The centralised coordination is managed by the relevant departments, such as Investor Relations and Corporate Communications, while the HR department manages the employee involvement initiatives, including employee surveys. The decentralised involvement is organised by the relevant local sites in order to ensure that the communication is tailored to the requirements of the communities and other local stakeholder groups.

Responsible corporate governance benefits from dialogue with the Company’s stakeholders. This continuous exchange aims to help the Lufthansa Group better understand its different interest groups’ needs, expectations and wishes, which permits their inclusion in business practices. Topics that can potentially impact long-term opportunities for creating value can thus be better identified. The materiality assessment conducted as part of the CSRD-compliant reporting also included the dialogue with various stakeholder groups and internal representatives.

The results of the stakeholder involvement were used in the Lufthansa Group’s materiality assessment and its validation in the 2025 reporting year. This serves as the basis for the strategic development of its corporate responsibility management and the selection of the aspects and issues addressed in the combined non-financial declaration. Beyond the materiality assessment itself, these results are also used for product development in order to ensure that the Company’s offering meets the expectations and requirements of its stakeholders.

The Lufthansa Group regards the interests and perspectives of its stakeholders as a contribution towards helping to shape its strategy and business model. These findings are collected systematically via various dialogue formats and through the materiality assessment. The stakeholder survey covered all ESRS topics and other relevant sustainability-related topics, such as social commitment. Internal experts also represented and incorporated the perspectives of stakeholders as part of the validation of the materiality assessment in 2025. All sustainability-related topics deemed material are integrated into the strategic initiatives and the Company’s business practices.

Some examples of how the business model is adapted to the interests and perspectives of stakeholders include the expansion of holiday routes as a response to customer demand and the introduction of products designed to contribute to future reductions in climate impact. The Company is also continuously improving intermodal travel options by reducing the dependence on short-haul flights by integrating

train and bus connections, thus helping to achieve other sustainability targets. The route network is adapted while taking into account political and safety-relevant factors in order to guarantee passenger safety.

Furthermore, the Lufthansa Group continued to expand its offering for more sustainable flying. Green Fares were expanded from inner-European to intercontinental routes in December 2024, for instance. Green Fares combine the use of sustainable aviation fuels (SAF) with contributions to certified climate change mitigation projects at a ratio of 20% CO_2 savings through SAF/80% CO_2 emissions avoided or removed through climate change mitigation projects in Europe and 10% CO_2 savings through SAF/90% CO_2 emissions avoided or removed through climate change mitigation projects on intercontinental routes. Further incentives were also introduced in the reporting year to make more sustainable flying more attractive. Particularly noteworthy is the extension of Miles & More: as of September 2025, its members collect miles and points for voluntary contributions to SAF and climate change mitigation projects. Other options are available to customers through various digital services, in-flight media and post-flight contributions to climate change mitigation projects. Overall, the share of bookings with a more sustainable flying option rose in the reporting year from 4% to around 5%, which represents relative growth of 25%. The ongoing development of these offers is an explorative process with no fixed timetable. However, the Lufthansa Group does expect the expansion of more sustainable flying options to raise customer awareness of climate change mitigation and have a positive long-term impact on important stakeholder relationships. At the same time, it represents an incremental adaptation of the existing strategies and elements of the business model. Further information on Green Fares can be found at ↗ **S4-4 – Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions**.

The Lufthansa Group wishes to ensure that the perspectives and interests of relevant stakeholders are communicated effectively to the relevant decision-making bodies with regard to sustainability-related impacts of the Company. The results of the materiality assessment, which is also based on stakeholder assessments, are validated by the management and then presented to both the Executive Board and the Supervisory Board. Updates and more in-depth treatments of specific sustainability topics are also presented by the ESG Committee twice a year.

SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model

T054 ESRS2 SBM-3 | 48 Material impacts, risks and opportunities in 2025

Aggregated aspects	IRO	Allocation of value chain	Time horizon	Impacts on people and the environment/ financial risks and opportunities	Influence of material IROs on the business model, supply chain, strategy and decision-making of the Lufthansa Group	How the Company responded to this influence or intends to respond to it	Current financial effects	Material changes in comparison with 2024[1]
E1 – Climate change								
Extreme weather events	Negative impact	Upstream, own, downstream	Long-term	Adjusting to extreme weather events may require disruptive changes to processes or sites, which may have a negative impact on customers, suppliers, business partners or communities. This will affect flight routes or airport infrastructure (runways), among other areas, which could lead to an increase in fuel consumption and greenhouse gas emissions, as well as higher prices for customers.	Influences and expenses caused by climate change adaptation are considered by the climate risk analysis. See also ↗ **ESRS E1 Climate change – Climate-related risks and opportunities for the Lufthansa Group have been identified** and ↗ **ESRS E1 Climate change – Resilience analysis** has been updated and resistance to climate change has been analysed.	Adaptation measures, particularly for heatwaves, are described in ↗ **ESRS E1 Climate change – Measures to mitigate climate-related physical and transition risks are being continued**.	No current financial effects	
	Risks	Upstream, own, downstream	Medium- to long-term	Physical climate risks and changing customer preferences can lead to higher operational and maintenance costs, delay flights and cargo, place pressure on fuel procurement and reduce service reliability. This could potentially jeopardise the stability, brand and financial performance of the Lufthansa Group.				
	Opportunity	Own, downstream	Medium-term	Use of the en-route weather display may improve climate and weather forecasts, allowing the Lufthansa Group to protect itself against higher insurance premiums and improve its reputation.				
Regulatory and market risks	Risk	Upstream, own, downstream	Medium- to long-term	Political/regulatory climate change mitigation measures in aviation, such as a CO_2 tax or quotas for sustainable aviation fuel (SAF), could influence the adjustment of the Company's own operating processes (increasing costs and refinancing requirements). Non-compliance could result in fines, reputational damage or the loss of operating licences. In addition, declining sales volumes are to be expected, as travel becomes less affordable and the Lufthansa Group faces higher fuel and emissions costs due to stricter emissions limits and a reduced allocation of free emissions certificates. Stricter EU climate change mitigation requirements may move long-haul connections to hubs outside the EU and thus distort the competition with airlines from the Middle East.	Physical and transition risks are analysed in particular through the climate risk analysis. See also ↗ **ESRS E1 Climate change – Climate-related risks and opportunities for the Lufthansa Group have been identified** and ↗ **ESRS E1 Climate change – Measures to mitigate climate-related physical and transition risks are being continued** and ↗ **ESRS E1 Climate change – Four-pillar climate change mitigation strategy addresses four areas for action**.	Various measures to manage transition risks are planned and listed under ↗ **ESRS E1 Climate change – Economic instruments represent the fourth pillar of the climate change mitigation strategy**.	Higher costs due to expected price trend for ETS certificates. ↗ **Financial position**	
	Negative impact	Own, downstream	Medium-term	Both the reduction of certificates under the Emissions Trading Scheme (ETS) and the potential adoption of new trading schemes could increase ticket prices, which would affect customers in Europe and beyond.				

T054 ESRS2 SBM-3 | 48 Material impacts, risks and opportunities in 2025 (continued)

Aggregated aspects	IRO	Allocation of value chain	Time horizon	Impacts on people and the environment/ financial risks and opportunities	Influence of material IROs on the business model, supply chain, strategy and decision-making of the Lufthansa Group	How the Company responded to this influence or intends to respond to it	Current financial effects	Material changes in comparison with 2024[1]
Impacts of CO_2 emissions on climate change	Negative impact	Upstream, own, downstream	Medium- to long-term	Direct CO_2 emissions from energy-intensive and polluting processes in ground and flight operations, as well as in the training of flight crews, have a negative impact on the climate. Emissions in the upstream and downstream value chain, such as those caused by airport services, the manufacture of kerosene, engine manufacturing and aircraft disposal, also contribute to climate change.	The four-pillar strategy details how climate change mitigation is enshrined in the corporate strategy and decision-making process. Additional information is available in chapter ↗ **ESRS E1 Climate change – Four-pillar climate change mitigation strategy addresses four areas for action.**	Various measures to reduce CO_2 emissions and fuel consumption are described in detail in chapter ↗ **ESRS E1 Climate change – Actions and resources in relation to climate change policies**.	Higher costs due to expected price trend for ETS certificates. ↗ **Financial position**	
	Opportunity	Upstream, own, downstream	Medium- to long-term	Climate change mitigation measures such as fleet modernisation, investments in fuel-efficient aircraft, the use of SAF and the expansion of intermodal transport reduce fuel consumption as well as operating and procurement costs. They also encourage innovation, strengthen the brand value and increase attractiveness for customers and investors. In addition, higher revenues and business growth can be achieved through the development of new markets, the expansion of the customer base and the development of internal climate change mitigation solutions. The Lufthansa Group's AeroSHARK technology reduces fuel consumption and CO_2 emissions across the long-haul fleet and for cargo customers, lowering operating costs and increasing sales volumes at Lufthansa Technik. Reducing specific CO_2 emissions is a key sustainability target and is firmly embedded in remuneration targets. This supports cost savings, brand value, customer loyalty and investor confidence through improved access to capital, and strengthens the competitiveness of the Lufthansa Group. In addition, operating costs can be reduced through digital training, solutions and projects such as Volar (route optimisation) and STAM (reduction of traffic peaks). Investments in digital initiatives, for example Lufthansa Aviation Training, reduce resource consumption and increase revenues.				
Impacts of contrails on climate change	Negative impact	Own, downstream	Medium-term	Contrails from flights contribute to climate change by trapping the Earth's heat, warming the air below, and reflecting incident sunlight back into space. This affects both the local climate in the regions involved and the global climate.	Various research projects are currently investigating what the impacts of contrails on climate change are. These are described in the resilience analysis. See ↗ **ESRS E1 – Climate change – Resilience analysis has been updated and resistance to climate change has been analysed.** The impact of contrails is not currently considered in the Lufthansa Group strategy or in its decision-making.	Initial measures relating to contrails are described in detail in chapter ↗ **ESRS E1 Climate change – Measures to mitigate climate-related physical and transition risks are being continued**.	No current financial effects	x
	Risk	Own, downstream	Long-term	Public criticism of the climate impact of contrails by communities, governments, scientists and non-governmental organisations harbours the risk of lowering sales volumes.				

T054 ESRS2 SBM-3 | 48 Material impacts, risks and opportunities in 2025 (continued)

Aggregated aspects	IRO	Allocation of value chain	Time horizon	Impacts on people and the environment/ financial risks and opportunities	Influence of material IROs on the business model, supply chain, strategy and decision-making of the Lufthansa Group	How the Company responded to this influence or intends to respond to it	Current financial effects	Material changes in comparison with 2024[1]
Energy efficiency	Negative impact	Upstream, own	Medium-term	In order to provide flights, operate offices, process raw materials, ensure product deliveries and other services all over the world, energy is required. Inefficient use of this energy leads to the excessive depletion of natural resources and contributes to climate change.	The four-pillar strategy, which is described in chapter ↗ **ESRS E1 Climate change – Ground operations energy management focuses on energy efficiency and renewable energy sources** addresses how climate change is enshrined in the corporate strategy and decision-making process.	Various measures to increase energy efficiency are described in detail in the chapter ↗ **ESRS E1 Climate change – Ground operations energy management focuses on energy efficiency and renewable energy**.	Higher costs due to expected price trend for ETS certificates. ↗ **Financial position**	
	Positive impact	Own, downstream	Medium-term	Supporting customers in reducing their energy consumption with energy-efficient fuels, alternative and sustainable fuels and adapting infrastructure, ground processes and offsetting measures helps to create a more diverse energy mix, improve energy supply security and reduce global emissions.				
	Risk	Upstream, own, downstream	Medium- to long-term	New or amended government regulations on energy consumption may require the Company to adapt its operational processes, such as new routes or limiting the use of resources, which could significantly increase operating costs. Inefficient energy use, such as improper isolation of buildings and poor operational planning, may also lead to additional costs. Furthermore, there is the risk of disruption to the supply chain, particularly in regions at risk of energy shortages that could potentially have negative impacts on the Lufthansa Group's operations.				
	Opportunity	Upstream, own, downstream	Medium- to long-term	Efficiency gains achieved by decoupling transport performance from fuel consumption, for example through the continuous modernisation of the fleet with more fuel-efficient aircraft, lead to lower fuel costs, reduced CO_2 compliance costs under the EU ETS and the global CORSIA system, as well as savings in procurement costs. Global government initiatives and subsidies could accelerate business activities in the areas of energy efficiency and renewable energy sources, as well as innovative technologies in emerging industries such as hydrogen. These include tax reforms, research and development incentives and the expansion of digital projects, such as those implemented by Lufthansa Aviation Training.				

T054 ESRS2 SBM-3 | 48 Material impacts, risks and opportunities in 2025 (continued)

Aggregated aspects	IRO	Allocation of value chain	Time horizon	Impacts on people and the environment/ financial risks and opportunities	Influence of material IROs on the business model, supply chain, strategy and decision-making of the Lufthansa Group	How the Company responded to this influence or intends to respond to it	Current financial effects	Material changes in comparison with 2024[1)]
E2 – Pollution								
Noise pollution	Negative impact	Own	Medium-term	Lufthansa Group Airlines air traffic leads to noise pollution that affects habitats, ecosystems and biodiversity, as well as local communities.	The five-pillar strategy, which is described in chapter ↗ **ESRS E2 Pollution – Five-pillar strategy for active noise abatement aims to reduce noise pollution**, explains how impacts, risks and opportunities associated with the topic of aircraft noise are enshrined in the corporate strategy and decision-making process.	Various measures relating to noise abatement are described in detail in chapter ↗ **ESRS E2 Pollution – Actions and resources related to pollution**.	No current financial effects	
	Risk	Own	Medium-term	Amendments or new regulations on noise abatement and environmental requirements, such as restoring depleted resources in certain regions, may result in significant financial strain for the Lufthansa Group. In the event of non-compliance with noise pollution and other pollution guidelines, residents and nature conservation organisations may also threaten legal action, with financial and reputational consequences for the Company.				
	Opportunity	Own	Medium-term	By investing in quieter aircraft, using noise-abatement technologies, taking part in noise research, optimising flight processes and routes, and engaging in dialogue with stakeholders, the Lufthansa Group may achieve a competitive and reputational advantage, and become more attractive for customers and investors.				

T054 ESRS2 SBM-3 | 48 Material impacts, risks and opportunities in 2025 (continued)

Aggregated aspects	IRO	Allocation of value chain	Time horizon	Impacts on people and the environment/ financial risks and opportunities	Influence of material IROs on the business model, supply chain, strategy and decision-making of the Lufthansa Group	How the Company responded to this influence or intends to respond to it	Current financial effects	Material changes in comparison with 2024[1)]
E5 – Resource use and circular economy								
Resource inflows, including resource use	Negative impact	Upstream, own, downstream	Long-term	The use of non-renewable raw materials (such as metals and rare materials) by suppliers in aircraft manufacturing contributes to the global depletion of natural resources and reduces their availability for local communities. The use of non-renewable raw materials in the Lufthansa Group's own operations (such as fossil fuels, single-use plastic and packaging materials) in conjunction with business models that create incentives for consumption also impacts global resource depletion and may affect local communities.	The policies outlined in chapter ↗ **ESRS E5 Resource use and circular economy – Policies related to resource use and circular economy** describe how the use of raw materials and other resources is included in the strategy and decision-making process of the Passenger Airlines, Lufthansa Cargo and Lufthansa Technik.	There are various measures for implementing the R strategies within the Passenger Airlines, Lufthansa Cargo and Lufthansa Technik. These are described in detail in chapter ↗ **ESRS E5 Resource use and circular economy – Actions and resources related to resource use and circular economy**.	No current financial effects	x
	Risks	Own, downstream	Medium-term	A shifting regulatory landscape, such as EU directives on single-use plastics, electronic waste and extended producer responsibility, could tighten restrictions on non-renewable resources and certain packaging materials. A significant rise in current and production costs may occur due to new or amended global government regulations. Non-compliance with these regulations by the Lufthansa Group, suppliers and business partners may result in additional costs in the form of liabilities, penalties, fees, reputational damage or the loss of licences and approvals.				
	Opportunity	Upstream, own, downstream	Medium-term	Investments in research and development for innovative technologies, processes and the circular economy may lead to new sources of income and price advantages. Global demand for solutions based on a circular economy is increasing, which may boost market and brand potential, as well as the Company's reputation. Potential government initiatives and subsidies to reduce resource use or promote the circular economy, such as tax reforms, digital funding programmes and incentives for research and development, may support activities within the circular economy.				

T054 ESRS2 SBM-3 | 48 Material impacts, risks and opportunities in 2025 (continued)

Aggregated aspects	IRO	Allocation of value chain	Time horizon	Impacts on people and the environment/ financial risks and opportunities	Influence of material IROs on the business model, supply chain, strategy and decision-making of the Lufthansa Group	How the Company responded to this influence or intends to respond to it	Current financial effects	Material changes in comparison with 2024[1]
S1 – Own workforce								
Secure and attractive employment	Negative impact	Own	Medium-term	A lack of job security and social protection can lead to financial instability, mental health issues and a widening of global income inequality. This can trigger social unrest and undermine the foundations of fair and sustainable societies worldwide. Epidemics, endemics and pandemics caused by changing environmental and socio-economic conditions reduce working time for Lufthansa Group employees, resulting in financial instability, lower wages and potential redundancies, and jeopardising their economic security and well-being.	This topic was identified as being material within the Lufthansa Group's materiality assessment. The Lufthansa Group is addressing the topic and is attempting to work out the implications for its business model.	The Lufthansa Group is engaging with employee retention and employer attractiveness actions that are described in more detail in chapter ↗ **ESRS S1 Own workforce – Comprehensive measures implemented under the Human Resources strategy**.	No current financial effects	x
	Risk	Own	Medium-term	Reduced travel activity due to travel restrictions in certain destinations or worldwide reduces the Lufthansa Group's business volume and has a negative impact on revenue and sales. This reduction can also increase uncertainty regarding the recovery of the industry, weaken the Group's market position compared with competitors and impair access to financing opportunities.				
	Opportunity	Own	Medium-term	The continuous improvement of measures to retain employees and enhance employer attractiveness increases job satisfaction, strengthens employment security and reduces recruitment costs. The Lufthansa Group promotes loyalty, efficiency and its reputation as an employer through support programmes, occupational health and safety training and development courses. Effective management of violence and harassment in the workplace can also improve reputation and increase work efficiency.				

T054 ESRS2 SBM-3 | 48 Material impacts, risks and opportunities in 2025 (continued)

Aggregated aspects	IRO	Allocation of value chain	Time horizon	Impacts on people and the environment/ financial risks and opportunities	Influence of material IROs on the business model, supply chain, strategy and decision-making of the Lufthansa Group	How the Company responded to this influence or intends to respond to it	Current financial effects	Material changes in comparison with 2024[1]
Flexible working time models	Positive impact	Own	Medium-term	A healthy work/life balance for employees is supported with flexible working hours, remote working, part-time hours, sabbaticals, parental leave, caregivers' leave and partial retirement. In addition, agreed working hours, various flexi-time models and family benefits, such as childcare and caregiver consulting, also have a positive effect on employees' quality of life.	Flexible working arrangements are included in the Lufthansa Group HR strategy under the item "New forms of work". See chapter ↗ **ESRS S1 Own workforce – Policies related to own workforce**.	Flexible working arrangements include various models and are covered under the item "New forms of work". See chapter ↗ **ESRS S1 Own workforce – Policies related to own workforce**.	No current financial effects	x
	Opportunity	Own	Medium-term	Flexible working models such as mobile working, collectively agreed working hours and measures to support work-life balance have a positive impact on employees and on the Lufthansa Group. They help to avoid overtime, promote employee well-being and increase satisfaction, loyalty and productivity. At the same time, they reduce operating costs (e.g. building and energy costs), lower employee turnover and strengthen the Lufthansa Group's reputation and competitiveness as an employer.				
Overtime and non-regulated working hours	Negative impact	Own	Medium-term	High workloads, often intensified by cost-cutting measures, impair work-life balance and lead to stress, burnout, sleep disorders and other health problems worldwide.	Overtime and flexible working hours models are included in the Lufthansa Group HR strategy under the item "New forms of work", where they are specified and described in detail. See chapter ↗ **ESRS S1 Own workforce – Policies related to own workforce**.	In order to address the topic from the perspective of demographic change and the skills shortage, it has been addressed under "New forms of work". For more information, see chapter ↗ **ESRS S1 Own workforce – Policies related to own workforce**.	No current financial effects	
	Risk	Own	Medium-term	Non-compliance with regulations on restricted overtime and a lack of flexible working solutions could result in reputational damage for the Lufthansa Group, along with lower employee retention and higher recruitment costs. Furthermore, costs may increase due to strikes, fines and legal disputes. High workloads and a lack of flexibility can reduce the attractiveness of an employer, which may result in job vacancies and a higher number of sick days, leading to reduced efficiency.				

T054 ESRS2 SBM-3 | 48 Material impacts, risks and opportunities in 2025 (continued)

Aggregated aspects	IRO	Allocation of value chain	Time horizon	Impacts on people and the environment/ financial risks and opportunities	Influence of material IROs on the business model, supply chain, strategy and decision-making of the Lufthansa Group	How the Company responded to this influence or intends to respond to it	Current financial effects	Material changes in comparison with 2024[1]
Collective bargaining agreements and social dialogue/trade unions	Positive impact	Own	Medium-term	Safeguarding the freedom of association at the Lufthansa Group leads to fairer working conditions in terms of pay and social benefits.	The social dialogue and free association of employees is one of the six pillars of the HR strategy as part of a trust-based social partnership; see chapter ↗ **ESRS S1 Own workforce – Policies related to own workforce**. In order to keep personnel costs competitive and strengthen employee satisfaction and retention, collective bargaining agreements play an important role in remuneration. The Lufthansa Group is aware of this and it is also a core element of the HR strategy, as described in more detail in chapter ↗ **ESRS S1 Own workforce – Material impacts, risks and opportunities and their interaction with strategy and business model**.	This topic of competitive personnel costs is particularly relevant for the Lufthansa Group in the context of collective bargaining. The pillar of the HR strategy, a trust-based social partnership, is based on a joint responsibility for the Company and its employees. As such, the Lufthansa Group intends to continue to develop expiring regulations with trade unions and employee representatives. This is described in more detail in chapter ↗ **ESRS S1 Own workforce – Material impacts, risks and opportunities and their interaction with strategy and business model**.	No current financial effects	x
	Risk	Own	Medium-term	Higher labour costs for the Lufthansa Group due to collective bargaining agreements, and non-compliance with these agreements, may result in reduced employer attractiveness and retention as well as additional costs in the form of liabilities, penalties, fines, reputational damage or the loss of licences and approvals.				
	Opportunity	Own	Medium-term	Employee involvement and platforms for raising issues, as well as unrestricted freedom of association can promote a cooperative working environment, boost employee satisfaction and morale, and lead to high employee retention and savings on recruitment costs. Attractive collective bargaining agreements, a high take-over rate and a family-friendly HR policy can make the Lufthansa Group an attractive employer and thus create a competitive advantage.				
Health and safety at work	Negative impact	Own	Medium-term	Psychosocial stress factors increase the global risk of chronic illnesses and severe accidents in the workforce. Employees of the Lufthansa Group are exposed to potential health risks due to poor working conditions, including chronic illnesses caused by inadequate ergonomics, injuries during flight operations and exposure to hazardous substances. This can result in long-term impairments, respiratory diseases or, in severe cases, fatalities and can significantly impair the well-being and safety of employees.	In order to ensure sustainable employability in the coming years, the Lufthansa Group has enshrined the topic of health and safety in both its HR strategy and in other Lufthansa Group policies. See chapter ↗ **ESRS S1 Own workforce – Policies related to own workforce**.	Sustainable employability involves the implementation of occupational safety policies, as well as the promotion of employee health, as described in chapter ↗ **ESRS S1 Own workforce – Policies related to own workforce**.	No current financial effects	x
	Risk	Own	Medium-term	Acute and chronic health problems may result in higher costs due to absences, lower productivity, increasing insurance premiums and the payment of damages. Furthermore, these operational disruptions could result in a risk of reputational damage and financial impacts, such as penalties or the loss of licences, due to breaches of safety regulations.				

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Aggregated aspects	IRO	Allocation of value chain	Time horizon	Impacts on people and the environment/ financial risks and opportunities	Influence of material IROs on the business model, supply chain, strategy and decision-making of the Lufthansa Group	How the Company responded to this influence or intends to respond to it	Current financial effects	Material changes in comparison with 2024[1]
H&S management (hazard and security management)	Negative impact	Own	Medium-term	Security threats and terrorist attacks on airports and aircraft can have significant impacts on people and the environment. Employees may be particularly affected as such events may affect their mental well-being and, in extreme cases, may lead to injury or even the loss of life.	The security and safety of its workforce is also part of the Lufthansa Group's further-reaching policies. The aim is to protect the workforce from external hazards in air transport, as well as in the other segments. This relates to the pillar of sustainable employability in the human resources strategy and is described in chapter ↗ **ESRS S1 Own workforce – Comprehensive measures implemented under the Human Resources strategy**.	This is actively managed by the Lufthansa Group with the area of security and safety as well as further-reaching policies relating to the management of security and hazard prevention. This is presented in chapter ↗ **ESRS S1 Own workforce – The corporate occupational safety policy protects health**.	No current financial effects	
	Positive impact	Own	Medium-term	By offering supplemental healthcare options, the Lufthansa Group makes a significant contribution to the health and safety of its crews and employees.				
	Risk	Own	Medium-term	Delays and disruptions due to airport closures, aircraft damage or security measures increase operating costs and cash outflows for employee health and safety measures. This is associated with a significant financial risk.				
	Opportunity	Own	Medium-term	Health check-ups can promote employee well-being, boost their loyalty to the Company and improve the Lufthansa Group's reputation as an employer. This can lead to work being completed with greater punctuality and increased operational efficiency, which can open up financial opportunities for business activities.				
Diversity, equality and inclusion	Positive impact	Own	Medium-term	An inclusive culture with clear communication and measurable outcomes promotes gender equality and the inclusion of persons with disabilities, reduces discrimination, improves access to services, and strengthens well-being and economic justice.	A modern leadership culture and active diversity policies at the Lufthansa Group encompass various strategic topics, and diversity, equality and inclusion are integral parts of this. The Lufthansa Group has set out specific targets for promoting diversity, which can be found in chapter ↗ **ESRS S1 Own workforce – Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities.**	The modern leadership culture and active diversity policies at the Lufthansa Group are reflected in the internationalisation of the workforce, the establishment of talent programmes for specific groups of employees and further-reaching targets. More information is provided in chapter ↗ **ESRS S1 Own workforce – Comprehensive measures implemented under the Human Resources strategy**.	No current financial effects	x
	Opportunity	Own	Medium-term	Establishing best-practice management of gender equality and equal pay, as well as family-friendly policies, can improve the image of the Lufthansa Group, expand the talent pool and boost innovation and productivity. By creating opportunities for all, the Lufthansa Group can access a broader pool of talent, including people with disabilities, which increases inclusivity and supports fair working conditions. This helps to attract talent, increase employee satisfaction and promote innovation through diversity, which in turn strengthens productivity, financial performance and competitiveness.				

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Aggregated aspects	IRO	Allocation of value chain	Time horizon	Impacts on people and the environment/ financial risks and opportunities	Influence of material IROs on the business model, supply chain, strategy and decision-making of the Lufthansa Group	How the Company responded to this influence or intends to respond to it	Current financial effects	Material changes in comparison with 2024[1]
Training and development	Positive impact	Own	Medium-term	By providing training and further education and training for all employees, the Lufthansa Group supports well-trained, more resilient employees. This enables them to manage changes effectively and to maintain their relevance on the labour market.	The shortage of skilled workers and the sustainable transformation have a direct impact on the Lufthansa Group's HR strategy as well as on policies for a future-ready organisation. A key focus in this context is the promotion of sustainable employability through lifelong learning, qualifications and modern working models. This is described in chapter ↗ **ESRS S1 Own workforce – Comprehensive measures implemented under the Human Resources strategy**.	In order to safeguard this employability, the Lufthansa Group offers its employees training and further education programmes. See chapter ↗ **ESRS S1 Own workforce – Comprehensive measures implemented under the Human Resources strategy**.	No current financial effects	
	Opportunity	Own	Medium-term	Development programmes, digital transformation solutions, flight training and professional training offered by the Lufthansa Group foster engaged, resilient and well-trained employees. These employees are more productive, remain with the Company for longer and accordingly have a positive impact on personnel costs for recruitment and replacement.				
Data security	Negative impact	Own	Medium-term	Insufficient protection of privacy may breach the privacy rights of the Lufthansa Group's employees and constitute an intrusion into their private life.	Data security is enshrined in the Code of Conduct and thus in the Lufthansa Group's corporate governance. This also applies to data security regarding the Company's own employees. See chapter ↗ **ESRS S1 Own workforce – The Lufthansa Group's Code of Conduct supports ethical values**.	The Lufthansa Group has enshrined data security in its Code of Conduct, where it sets out clear guidelines that the Company's employees must also observe in terms of data security.	No current financial effects	x

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Aggregated aspects	IRO	Allocation of value chain	Time horizon	Impacts on people and the environment/ financial risks and opportunities	Influence of material IROs on the business model, supply chain, strategy and decision-making of the Lufthansa Group	How the Company responded to this influence or intends to respond to it	Current financial effects	Material changes in comparison with 2024[1]
S2 – Workers in the value chain								
Human and labour rights in the value chain	Negative impact	Upstream, downstream	Medium-term	Suppliers and downstream business partners can have a negative impact on human rights in the value chain with regard to secure jobs, working hours, adequate wages, freedom of association, collective bargaining, health and safety, gender equality and equal pay for equal work, measures to combat violence and harassment at work, child labour and forced labour.	Compliance with human rights and labour laws in the value chain is a key component of the due diligence processes and the Lufthansa Group's supplier risk analysis and is described in more detail in chapter ↗ **ESRS S2 Workers in the value chain – Human rights and environmental risk analysis aims to protect the Lufthansa Group and its suppliers**.	Various measures relating to human rights and labour laws in the value chain are described in detail in chapter ↗ **ESRS S2 Workers in the value chain – Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions**.	No current financial effects	x
	Positive impact	Upstream, own, downstream	Medium-term	The effective implementation of sustainable supplier management can improve working conditions, skills development, health and safety, and the human rights situation for workers in the value chain.				
	Risk	Upstream, own, downstream	Medium-term	Non-compliance with laws and guidelines may result in legal consequences, reputational damage and sanctions against the Lufthansa Group, its suppliers and business partners, and may lead to the loss of business licences and a weaker financial situation. In addition, social unrest could lead to delays, disruptions, productivity losses and rising operating costs.				
	Opportunity	Upstream, own, downstream	Medium-term	Systematic management of working conditions in the supply chain, e.g. through clear guidelines for suppliers and business partners, can enhance supplier performance and thereby strengthen the Lufthansa Group's reputation as well as customer trust through transparency regarding working conditions across the value chain. This can increase business efficiency and productivity, reduce operating costs and strengthen the resilience and efficiency of the Lufthansa Group's value chain.				

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Aggregated aspects	IRO	Allocation of value chain	Time horizon	Impacts on people and the environment/ financial risks and opportunities	Influence of material IROs on the business model, supply chain, strategy and decision-making of the Lufthansa Group	How the Company responded to this influence or intends to respond to it	Current financial effects	Material changes in comparison with 2024[1)]
S4 – Consumers and end-users								
Privacy	Positive impact	Downstream	Medium-term	Comprehensive information about data privacy makes it possible for customers to make well-informed decisions and protect their personal data.	The privacy of customers and end users is reflected in the Lufthansa Group's Code of Conduct and is an integral part of its corporate governance. See also chapter ↗ **ESRS S4 Consumers and end-users – Policies related to consumers and end-users**.	At the Lufthansa Group, the protection of customer data complies with the Code of Conduct and/or the data privacy guidelines. See chapter ↗ **ESRS S4 Consumers and end-users – Policies related to consumers and end-users**.	No current financial effects	
	Risk	Own, downstream	Medium-term	Non-compliance with data privacy legislation (such as the General Data Protection Regulation, GDPR) may result in fines, sanctions and reputational damage, which could have a negative impact on the Lufthansa Group's financial performance.				
	Opportunity	Own, downstream	Medium-term	By opening up access to data protection practices, the Lufthansa Group maintains a trusting business relationship, which results in satisfied customers, increased customer loyalty and cost savings in customer service.				
Access to high-quality information	Risk	Own, downstream	Medium-term	Potential liability costs and regulatory fines for product and service-related accidents, as well as misleading information could reduce customer trust and loyalty, which could lead to loss of business and reputational damage.	The product design and associated customer safety is integrated into the Lufthansa Group business model. See also chapter ↗ **ESRS S4 Consumers and end-users – Opportunities and risks in appropriate product design**.	The Lufthansa Group is committed to ensuring that its product claims and product information are truthful and not misleading; see chapter ↗ **ESRS S4 Consumers and end-users – The Lufthansa Group pursues responsible marketing practices and product information.** Various Lufthansa Group products are tested and refined on the basis of feedback in the Co-Creation Hub. These are also brought to market in compliance with the relevant safety regulations and customer safety measures. For more details, see chapter ↗ **ESRS S4 Consumers and end-users – The Passenger Airlines measure customer satisfaction through various tools**.	No current financial effects	

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Aggregated aspects	IRO	Allocation of value chain	Time horizon	Impacts on people and the environment/ financial risks and opportunities	Influence of material IROs on the business model, supply chain, strategy and decision-making of the Lufthansa Group	How the Company responded to this influence or intends to respond to it	Current financial effects	Material changes in comparison with 2024[1]
Health and safety	Negative impact	Own, downstream	Medium-term	The products and services of the Lufthansa Group may affect the health and safety of customers if their use and maintenance pose risks of injury or accidents (e.g. food poisoning, malfunctions).	The health and safety of our customers and end users are the prime focus of the Lufthansa Group's products. For more detailed information, please see chapter ↗ **ESRS S4 Consumers and end-users – Lufthansa Group committed to protecting customer health and safety.**	The Lufthansa Group provides an internal procedures manual relating to health and safety, personal security and the protection of children. This is addressed in the chapter ↗ **ESRS S4 Consumers and end-users – Material impacts, risks and opportunities and their interaction with strategy and business model**.	No current financial effects	x
	Risk	Own, downstream	Medium-term	A lack of comprehensive and effective safety management for customers may lead to lower customer loyalty and competitive disadvantages. Safety risks for customers may also lead to reputational damage and negative media coverage.				
Child safety	Positive impact	Downstream	Short-term	The Lufthansa Group offers unaccompanied minors and families special services, such as check-in, early boarding, special meals, pushchairs, cots, on-board activities, free luggage allowance and childcare before and after the flight, which helps to protect children.	At the Lufthansa Group, children's safety is documented in detail in internal procedural guidelines. For more detailed information, please see chapter ↗ **ESRS S4 Consumers and end-users – The Lufthansa Group supports families and people with disabilities.**	Supporting families and protecting child safety are extremely important to the Lufthansa Group and are described in chapter ↗ **ESRS S4 Consumers and end-users – The Lufthansa Group supports families and people with disabilities**.	No current financial effects	
Appropriate product design and accessibility and anti-discrimination	Negative impact	Own, downstream	Medium-term	Inadequate design may lead to reputational damage and legal liability as a result of a lack of inclusiveness. High prices for Lufthansa Group flights and freight services may also make them unaffordable for disadvantaged persons and therefore exclude them.	The Lufthansa Group is aware of the different needs of its travellers and strives to meet them, as explained in chapter ↗ **ESRS S4 Consumers and end-users – Processes for engaging with consumers and end-users about impacts**.	The Lufthansa Group is committed to appropriate product design and a wide range of communication channels; see chapter ↗ **ESRS S4 Consumers and end-users – Opportunities and risks in appropriate product design** and ↗ **ESRS S4 Consumers and end-users – Lufthansa Group strengthens customer loyalty through a range of communication channels**.	No current financial effects	
	Risk	Own, downstream	Medium-term	Inadequate and non-inclusive design can lead to reputational damage, legal liability and a decline in sales volumes as accessibility and affordability for customers decrease, ultimately resulting in the loss of customers.				

T054 ESRS2 SBM-3 | 48 Material impacts, risks and opportunities in 2025 (continued)

Aggregated aspects	IRO	Allocation of value chain	Time horizon	Impacts on people and the environment/ financial risks and opportunities	Influence of material IROs on the business model, supply chain, strategy and decision-making of the Lufthansa Group	How the Company responded to this influence or intends to respond to it	Current financial effects	Material changes in comparison with 2024[1]
Responsible marketing	Risk	Own, downstream	Medium-term	Misleading or false statements (for example, about the sustainability of amenity kits) may lead to reputational damage and legal liability.	The Lufthansa Group is committed to providing responsible marketing and product information, as described in detail in chapter ↗ **ESRS S4 Consumers and end-users – The Lufthansa Group pursues responsible marketing practices and product information**.	The Lufthansa Group strives to provide truthful and non-misleading statements in its product promises and information. More detailed information on policies can be found in the chapter ↗ **ESRS S4 Consumers and end-users – Policies related to consumers and end-users**.	No current financial effects	x
	Opportunity	Own, downstream	Medium-term	By providing advanced passenger information to the Data Insight Lab, the Lufthansa Group is able to improve the customer experience, secure competitive advantages and gain loyal customers. The API data analysis provides insights into passenger behaviour, trends and patterns, which may lead to optimised processes and increased revenue from targeted services and personalised recommendations.				
G1 – Business conduct								
Corporate culture	Positive impact	Own	Medium-term	By creating an ethical environment, the Lufthansa Group promotes a responsible, socially aware society to the benefit of employees and the local community.	Responsible conduct in compliance with legislation is a key element of the Lufthansa Group's corporate culture and is embedded in the Group strategy; see chapter ↗ **ESRS G1 Business conduct – Business conduct policies and corporate culture**.	The Lufthansa Group has enshrined this corporate culture in its Code of Conduct and other policies. See chapter ↗ **ESRS G1 Business conduct – Business conduct policies and corporate culture**.	No current financial effects	x
	Opportunity	Own	Medium-term	A positive ethical and compliance culture can improve employee loyalty and commitment, attract future talents and reduce the likelihood of misconduct, which can lead to positive financial and reputational results and make recruitment easier.				
Protecting whistleblowers	Positive impact	Upstream, own, downstream	Medium-term	The protection of whistleblowers makes it possible for the Lufthansa Group to detect misconduct, protect people and the environment, promote transparency and strengthen employees' trust in the organisation.	The protection of whistleblowers is enshrined in the Lufthansa Group Code of Conduct and is explained in chapter ↗ **ESRS G1 Business conduct – Lufthansa Group Code of Conduct defines the framework for ethical and responsible behaviour**.	In order to protect whistleblowers, the Lufthansa Group has established special notification channels and a comprehensive range of protections. For more details, see chapter ↗ **ESRS G1 Business conduct – Lufthansa Group Code of Conduct defines the framework for ethical and responsible behaviour.**	No current financial effects	
	Risk	Upstream, own, downstream	Medium-term	Breaches of the Whistleblower Protection Act and a lack of appropriate measures to protect whistleblowers may lead to fines, the publication of confidential information and significant reputational damage.				
	Opportunity	Upstream, own, downstream	Medium-term	The protection of whistleblowers may strengthen stakeholders' trust in the compliance system and the corporate culture, and reduce unethical behaviour and associated remediation costs. A modern, transparent system may increase credibility, prioritise employee safety, boost trust and employee retention, improve the Company's reputation and save on recruitment costs.				

T054 ESRS2 SBM-3 | 48 Material impacts, risks and opportunities in 2025 (continued)

Aggregated aspects	IRO	Allocation of value chain	Time horizon	Impacts on people and the environment/ financial risks and opportunities	Influence of material IROs on the business model, supply chain, strategy and decision-making of the Lufthansa Group	How the Company responded to this influence or intends to respond to it	Current financial effects	Material changes in comparison with 2024[1]
Animal welfare	Opportunity	Upstream, own	Medium-term	The procurement and use of animal products in accordance with animal welfare standards across the supply chain and for customers can strengthen brand integrity and customer trust. Cooperation with certified suppliers and the enforcement of species-appropriate practices throughout the value chain promote customer loyalty and provide a competitive advantage.	The Lufthansa Group has integrated animal welfare in its business model and conducted an analysis of the associated risks. A more detailed analysis can be found in chapter ↗ **ESRS G1 Business conduct – Lufthansa Cargo and the Passenger Airlines specifically address animal welfare.**	Lufthansa Cargo complies with requirements for animal transport. There are various initiatives in the Passenger Airlines segment, which are described in chapter ↗ **ESRS G1 Business conduct – Lufthansa Cargo and the Passenger Airlines specifically address animal welfare**.	No current financial effects	x
Management of relationships with suppliers including payment practices	Positive impact	Upstream, own, downstream	Medium-term	A close, direct partnership with suppliers or through initiatives (for example, in the field of research and development) may lead to more environmentally friendly or socially responsible products. Clear selection criteria in the Supplier Code of Conduct and corresponding performance assessments that require compliance with social and environmental standards aim to ensure responsible practices. Sustainability is advanced throughout the global supply chains by protecting communities and the environment. Transparent payment and business solutions boost the trust of employees, customers and business partners.	The Lufthansa Group strives to ensure that its suppliers comply in full with the relevant laws, guidelines and regulations on fair competition, integrity and responsible business practice. See chapter ↗ **ESRS G1 Business conduct – Management of relationships with suppliers**.	This is implemented in the Lufthansa Group's procurement processes and is addressed in chapter ↗ **ESRS G1 Business conduct – Management of relationships with suppliers**.	No current financial effects	x
	Risk	Upstream, own, downstream	Medium-term	Non-compliance with the regulatory requirements for supply chain due diligence by suppliers and the Lufthansa Group may lead to loss of business, delays and disruptions due to penalties, liabilities, reputational damage and exclusion from the procurement process.				
	Opportunity	Upstream, own, downstream	Medium-term	Clear selection processes and good supplier relationship management can boost the reputation of and trust in the Lufthansa Group, attract new customers, and increase market share and the Company's financial performance. Strategic management of the Company's own supply chain may boost efficiency and resilience, which may be associated with lower costs. Partnerships in the area of research and development, as well as knowledge sharing with external suppliers, facilitate new business solutions and may improve the Company's financial performance. Secure, transparent and innovative payment systems also have the potential to increase the trust and loyalty of customers, business partners and employees.				

T054 ESRS2 SBM-3 | 48 Material impacts, risks and opportunities in 2025 (continued)

Aggregated aspects	IRO	Allocation of value chain	Time horizon	Impacts on people and the environment/ financial risks and opportunities	Influence of material IROs on the business model, supply chain, strategy and decision-making of the Lufthansa Group	How the Company responded to this influence or intends to respond to it	Current financial effects	Material changes in comparison with 2024[1]
Political engagement	Positive impact	Own	Medium-term	By engaging with members of parliament and political decision-makers, the Lufthansa Group can contribute its industry expertise, which may lead to more effective sustainability policies and better conditions for fair competition.	The Lufthansa Group champions integrity, which is in keeping with the corporate culture and includes responsible political engagement. More details can be found in chapter ↗ **ESRS G1 Business conduct – Business conduct policies and corporate culture**.	The Lufthansa Group has enshrined these principles in its Code of Conduct and is committed to complying with them. More details can be found in chapter ↗ **ESRS G1 Business conduct – Business conduct policies and corporate culture**.	No current financial effects	
	Risk	Own	Medium-term	The ongoing political and social discussion about interest groups may lead to media reports that question the Lufthansa Group's lobbying practices and their influence and transparency in the shaping of policies and regulatory decision-making.				
	Opportunity	Own	Medium-term	Participation in political dialogue enables the Lufthansa Group to represent its interests in national and international regulations, which also contributes to creating favourable market conditions, expanding potential markets and increasing demand for the Group's products and services.				
Prevention and detection of corruption and bribery, including training	Negative impact	Own	Medium-term	A lack of guidelines on standards concerning corruption and bribery may increase the likelihood of unethical employee behaviour and reduce awareness of corruption, which could facilitate unfair competition and business practices.	Responsible and compliant behaviours form the basis for preventing and identifying corruption, which is something to which the Lufthansa Group is committed. The relevant details and guidelines can be found in chapter ↗ **ESRS G1 Business conduct – Business conduct policies and corporate culture**.	To aid the prevention and detection of corruption and bribery, the Lufthansa Group has established a comprehensive compliance management system. Supplementary measures and details of these are explained in chapter ↗ **ESRS G1 Business conduct – Business conduct policies and corporate culture**.	No current financial effects	
	Opportunity	Own	Medium-term	By clearly communicating its core values (for example, in the Code of Conduct) as well as through training on corruption prevention, the Lufthansa Group intends to raise its employees' awareness of their responsibility and prevent cases of corruption, which can damage the Company's reputation and may result in lost business. The prevention and identification of corruption may increase the appeal of the Company for employees, investors, customers and political actors, which could increase revenue, improve access to financing and strengthen long-term relationships that support continuous growth and success.				
Cases of corruption and bribery	Negative impact	Own	Medium-term	The Lufthansa Group's global business activities may lead to frequent contact with public officials. A high level of direct contacts with public officials and extensive cash outflows for customer incentives may undermine fair market conditions, restrict development and innovation and slow economic growth. They could also weaken democratic institutions, erode public trust and amplify inequality, poverty, social division, security concerns and the environmental crisis.	Responsible and compliant behaviours form the basis for preventing and identifying corruption, which is something to which the Lufthansa Group is committed. The relevant details and guidelines can be found in chapter ↗ **ESRS G1 Business conduct – Business conduct policies and corporate culture**.	To aid the prevention and detection of corruption and bribery, the Lufthansa Group has established a comprehensive compliance management system. Supplementary measures and details of these are explained in chapter ↗ **ESRS G1 Business conduct – Business conduct policies and corporate culture**.	No current financial effects	

[1] Material changes compared with the 2024 reporting year are explained in the running text below the table.

As part of the validation of the double materiality assessment, the descriptions of the material impacts, risks and opportunities were further refined, sharpened and subjected to a critical reassessment. Where necessary, appropriate adjustments were made. The underlying standards for the Lufthansa Group remain unchanged, and targeted changes were made only to individual sub-topics. The aggregated aspects were updated accordingly. The adjustments made are marked in T054 and are explained below:

- E1: The impacts, risks and opportunities were restructured. Both material risks and material impacts are now reported under the aggregated aspect “Regulatory and market-based effects”. No material opportunity was identified in the reporting year with regard to the aspect of “Impacts of contrails on climate change”.
- E5: The impacts, risks and opportunities relating to resource inflows and outflows for products and services were consolidated under the aggregated aspect “Resource inflows, including resource use”. The basic content remains largely unchanged, but it has been summarised and the language has been made more precise. The sub-topic “Resource outflows in connection with products and services” was classified as not material.
- S1: The sub-sub-topic “Adequate wages” was reassessed as part of the validation and is no longer material. Several sub-sub-topics were combined under the aggregated aspect “Collective bargaining agreements and social dialogue/trade unions”. The newly added aggregated aspect “Secure and attractive employment” combines impacts, risks and opportunities from the former aspect “Social protection” with additional material impacts, risks and opportunities. No material risks were identified in the aggregated aspects “Flexible working time models”, “Diversity, equality and inclusion” and “Data security”. A material opportunity was no longer identified in the aggregated aspect “Health and safety at work”.
- S2: The material sub-sub-topics were combined and are now reported as the aggregated aspect “Human and labour rights in the value chain”.
- S4: A material opportunity was moved from the aspect “Health and safety” to the aspect “Responsible marketing”.
- G1: No material risks were identified for the aspect “Corporate culture”. In the area of “Animal welfare”, neither material risks nor material impacts were identified. No material negative impacts were identified under the aggregated aspect “Management of relationships with suppliers including payment practices”. No material negative impacts were identified under the aggregated aspect “Management of relationships with suppliers including payment practices”.

Resilience of the strategy and business model with regard to material impacts, risks and opportunities

The Lufthansa Group assesses the resilience of its strategy and business model to material impacts, risks and opportunities using an integrated, Group-wide approach. The analysis is based on the net risk view provided by risk management, which takes both current and planned measures into account. This ensures that the resilience assessment is consistent with the Group-wide risk management processes. As part of the resilience analysis, risks and opportunities are categorised by the responsible departments. A risk is considered manageable – and the Company therefore resilient – if an acceptable residual risk remains after appropriate measures have been implemented. Opportunities are assessed based on the measures required for their realisation and the Lufthansa Group’s overall ability to finance them. If both the measures and the financing capability are in place, the Lufthansa Group is well positioned to take full advantage of the relevant opportunity.

The resilience approach is applied across all material risks and opportunities and enables a uniform assessment of resilience from both a strategic and an operational perspective. Short-, medium- and long-term risks and opportunities are identified on the basis of the double materiality assessment. The resilience analysis is conducted annually, with a focus on the reporting period in question. Both current measures (within the next twelve months) and planned measures (beyond this period) are taken into account. Net risks are assessed in the short term based on the current status of implementation.

In the area of environment, the Lufthansa Group addresses key topics such as climate change (E1), pollution (E2) and circular economy (E5).

E1 – Climate change:

Climate-related risks and opportunities are key drivers influencing the Lufthansa Group’s strategy and business model. In addition to the resilience analysis, an in-depth climate risk analysis was conducted, taking into account both physical risks – for example from increasing extreme weather events – and transition risks resulting from regulatory and market-related developments. This analysis expands the basis for assessing the Lufthansa Group’s resilience and supports the evaluation of the extent to which the strategy and business model are resilient to climate-related risks and opportunities. Building on the findings of the double materiality assessment and the climate risk analysis, the Lufthansa Group carried out a resilience analysis. Following the analysis of current and planned measures and the assessment of short-term net risks and opportunities in the area of climate change, the Lufthansa Group can be assessed as resilient to the risks. In addition, the Lufthansa Group has the ability to seize the opportunities identified. ↗ E1 – ESRS 2 IRO-1 – Description of the processes to identify and assess material climate-related impacts, risks and opportunities

E2 – Pollution:

Noise pollution is a relevant environmental issue for the Lufthansa Group. The impacts, risks and opportunities associated with aircraft noise are continuously analysed and assessed in dialogue with relevant stakeholders. In order to minimise the burden on residents living near airports and to reduce possible future risks in advance, the Lufthansa Group continuously invests in quieter aircraft and optimises flight routes in cooperation with air traffic control and the responsible public authorities within the scope of operational possibilities. The Lufthansa Group also strives to comply with applicable noise regulations and closely monitors regulatory developments. Following the analysis of current and planned measures and the assessment of short-term net risks and opportunities in the area of aircraft noise, the Lufthansa Group can be assessed as resilient to the risks. It is also in a position to seize the identified opportunities in relation to environmental pollution. ↗ **E2 – ESRS 2 IRO-1 – Description of the processes to identify and assess material climate-related impacts, risks and opportunities**.

E5 – Circular economy and resources:

The efficient use of resources and the promotion of circular processes are key areas of action for the Lufthansa Group. Material impacts, risks and opportunities in the area of circular economy – in particular with regard to resource use, waste prevention and material cycles – are analysed and assessed in order to identify levers for greater resource efficiency and closed material cycles. To reduce resource consumption and waste volumes, the Lufthansa Group implements a broad package of measures, including the replacement of single-use materials, the use of recycled and reusable products, the introduction of closed material cycles and upcycling initiatives. In addition, the Passenger Airlines are actively preparing for the implementation of the planned EU regulations on single-use plastics, which are currently expected to enter into force in 2030. Following the analysis of current and planned measures and the assessment of short-term net risks and opportunities in the area of circular economy and resources, the Lufthansa Group can be classified as resilient to the risks. In addition, the Lufthansa Group is in a position to seize the opportunities identified. ↗ **E5 – ESRS 2 IRO-1 – Description of the processes to identify and assess material climate-related impacts, risks and opportunities**.

The Lufthansa Group is also strengthening its resilience in the area of social matters by focussing on employee rights (S1), human rights (S2) and customer satisfaction (S4).

S1 – Own workforce

Ensuring employee safety, wellbeing and development is a top priority for the Lufthansa Group. As part of the HR strategy, the material impacts, risks and opportunities are analysed and assessed within the overarching resilience approach. To strengthen resilience, the Lufthansa Group relies on a wide range of measures – from improved working conditions and leadership and development programmes to initiatives to support work-life balance and comprehensive health and safety measures. In addition, training, audits and ongoing dialogue with labour union partners are implemented with the objective of complying with labour and human rights standards. Following the analysis of current and planned measures and the assessment of short-term net risks and opportunities, the Lufthansa Group can be assessed as resilient to the risks in the area of own workforce. It also meets the conditions for making successful use of the opportunities identified. ↗ **S1 – ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model**.

S2 – Workers in the value chain:

Resilience to risks relating to human rights and labour laws is strengthened through the integration of the requirements under the German Supply Chain Due Diligence Act (LkSG) into business processes, as well as with various other established processes. In order to address human rights impacts, extensive analyses are conducted that measure both the impacts and the risks and opportunities along the supply chain. These analyses include the systematic identification of human rights and labour impacts at various stages of the value chain, and weighting them by severity and likelihood of occurrence, as well as the Lufthansa Group's role in causing them. Based on these results, measures have been defined in order to minimise the risks identified and to proactively prevent any potential negative impacts. Following the analysis of current and planned measures and the assessment of short-term net risks and opportunities in the area of workers in the value chain, the Lufthansa Group can be classified as resilient to the risks. The Lufthansa Group is also positioned to seize the opportunities identified in this field. ↗ **S2 – ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model**.

S4 – Customers and end-users:

The Lufthansa Group places great importance on the safety and satisfaction of its customers. Measures to optimise the customer experience and the use of modern technologies strengthen the resilience of the business model in the face of changing customer requirements. Based on feedback and customer experiences, working groups and the departments conduct analyses of the material impacts, risks and opportunities. To do this, customer surveys, one-to-one conversations and other methods are used in order to garner relevant findings. Following the analysis of current and planned measures and the assessment of short-term net risks and opportunities, the Lufthansa Group can be assessed as

resilient to the risks in the area of consumers and end-users, while also being in a position to realise the topic-specific opportunities. ↗ S4 – ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model.

G1 – Business conduct:
In terms of corporate management, resilience is strengthened through responsible business conduct. The Lufthansa Group has established a governance system that aims to ensure ethical behaviour and compliance with regulatory requirements. This governance and compliance system analyses and evaluates the impacts, risks and opportunities of the Lufthansa Group. This evaluation and analysis result, for example, in measures for fighting corruption as well as data privacy policies. Conducting external and internal audits several times a year helps the Lufthansa Group to safeguard the long-term resilience of the Company. In terms of business conduct, policies have been implemented that address material topics and that are controlled via guidelines and management systems. Following the analysis of current and planned measures and the assessment of short-term net risks and opportunities in the area of business conduct, the Lufthansa Group can be assessed as resilient to the risks. The Lufthansa Group is also capable of taking advantage of the opportunities identified. ↗ ESRS G1 Business conduct – Business conduct policies and corporate culture.

Company-specific reporting obligations
The material topics for the Lufthansa Group are addressed in detail in the sustainability report through the binding reporting requirements for ESRS. Furthermore, the Lufthansa Group also reports on two topics by means of additional company-specific figures. These figures refer to noise pollution and single-use plastic.

Impact, risk and opportunity management

IRO-1 – Description of the processes to identify and assess material impacts, risks and opportunities

The Lufthansa Group's material impacts, risks and opportunities have been reviewed
For material changes to the Lufthansa Group business model, such as establishing a new business segment or in the event of major acquisitions, the topics in the materiality assessment will need to be re-evaluated. Furthermore, the materiality assessment is to be reviewed annually for changes and relevance, for example as a result of updated analysis findings, changes in stakeholder needs or adjustments to regulatory requirements. In order to identify, evaluate and monitor its material impacts, risks and opportunities (IROs for short), the Lufthansa Group follows a four-stage process that was first developed and implemented in 2024 in order to meet the requirements of the CSRD and ESRS. In the 2025 reporting year, the Lufthansa Group carried out a validation of the previous year's results. However, the basis was still the materiality assessment process initially carried out in 2024.

The 2024 materiality assessment serves as the basis for validation of material impacts, risks and opportunities in 2025

1. **Potential impacts as well as risks and opportunities of the core business segment have been reviewed**

The 2024 materiality process started with an in-depth review of the core business activities of the Lufthansa Group. They were initially examined in terms of both potential and actual environmental and social impacts. Subsequently, corresponding risks and opportunities for the Company were identified on the basis of these impacts in order to enable a holistic assessment of the topics. Individual risks and opportunities that were not directly linked with any identified impacts were labelled in order to highlight their separate significance in the overall context. In identifying impacts, risks and opportunities, the entire value chain was taken into account, including direct and indirect business relationships. This means that the analysis not only included impacts, risks, and opportunities that could arise from relationships with primary suppliers, for example, but also those that could arise from other upstream stages of the value chain, as far back as raw material extraction. Geographically, the focus was on regions in which the Lufthansa Group is most active. In Europe, where the headquarters and main hubs for the Group are located, this included impacts, risks and opportunities related to the Passenger Airlines network. Activities in North, Central and South America, in the Asia/Pacific region, the Middle East and Africa were also analysed in order to take into account region-specific impacts, risks and opportunities.

2. **Initial IRO inventory along the value chain is created**

An initial IRO inventory was made for relevant sustainability matters as per the CSRD and/or the corresponding ESRS directives. To do this, a description of the value chain was created for each of the core business activities. Based on the value chains and taking into account the relevant stakeholders, the actual and potential impacts as well as risks and opportunities were identified and recorded in the IRO inventory. This was based on the existing risk inventory for the Lufthansa Group, reports for the Lufthansa Group, industry input, public information, reports and databases – for example, the ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure) database, which helps identify and assess

nature-related dependencies and risks across economic activities – as well as the results of the wide-ranging stakeholder survey from 2023 and the expertise of representatives of the subsidiaries for select impacts, risks and opportunities.

3. IRO evaluation methodology is aligned with risk management

The identification and subsequent measurement of material impacts was done using the "inside out" principle. The analysis addressed how the Lufthansa Group's business activities along the value chain affect people and nature. These impacts were measured using a method aligned with Group Risk Management. The time horizons into which the impacts were categorised were selected to reflect the time horizons used in the risk management process. The short-term time horizon was set at up to one year, medium-term at one to four years and long-term at four years and beyond. The assessment was based on the period from which the impact is the most likely to be deemed material, with the time period of the highest severity being selected if several time horizons apply.

The severity of the impact was then measured. For positive impacts, the parameters of extent and scope are included, while for negative impacts, extent, scope and irreversibility had to be measured. These assessments were carried out on a scale of 1 (least severe) to 4 (most severe) from a gross perspective. Any mitigating measures were not taken into account in the assessment. For potential impacts, the probability of occurrence was also measured on a scale of 1 (irrelevant) to 5 (extreme). Any established assessment processes were also generally used here.

A justification was also recorded in order to explain each measurement, specifying an expected time horizon, particularly in the case of long-term impacts for which no maximum time horizon is specified under the CSRD. The materiality of each impact was determined based on the severity assigned to it. Potential impacts were measured using a combination of severity and probability in order to determine thresholds for materiality. The Lufthansa Group applied a consistent approach to thresholds for all impacts, risks and opportunities. These are the same as the thresholds applied for external reporting by the Lufthansa Group ERM system. When determining the materiality of potentially negative impacts in relation to human rights, the degree of severity takes precedence above probability of occurrence.

The identification and subsequent measurement of the risks and opportunities was done using the "outside in" principle. As such, external factors were considered that have an impact on the Company and opportunities and risks for the Lufthansa Group were derived from these factors. The assessment of these identified risks and opportunities closely reflects the methods used to measure impacts and, accordingly, the Group risk management methodology, ensuring a coherent approach across all relevant areas. The defined short-term, medium-term and long-term time horizons were also applied. The time horizon was chosen based on when the risk or opportunity was considered most likely to meet the threshold of materiality. The time horizon with the highest level of severity was selected in cases where multiple time horizons were an option.

The extent of each risk and opportunity was first measured. The extent refers to potential impacts on the development, financial position, operating result, cash flow, access to financing or cost of capital of the Company and was measured on a scale of 1 (insignificant) to 5 (critical). This measurement was carried out from an overall perspective, without taking into account any mitigating measures. It took into account factors such as potential financial losses, the degree of long-term damage to the Lufthansa Group, the type of financial impacts on the Group, the extent of operational breakdowns and the impacts on the reputation, business model, liquidity, assets or income of the Lufthansa Group, as well as the potential financial extent of the damage. The scale of opportunities was measured based on the potential improvement in the Lufthansa Group's financial position, the impacts on business operations and the possible extent of operational improvements.

The probability of the risk or opportunity occurring was then categorised using the expected probability: irrelevant: between once in 50 years and once in ten years; low: between once in ten years and once in five years; moderate: between once in five years and once in three years; high: between once in three years and once in two years; extremely high: at least once in two years. Any established processes, such as existing effective ICS processes, were generally included in the assessment, which contributed to the probability of occurrence being downgraded.

If the extent and/or probability of occurrence exceeded the defined thresholds, the relevant risk or opportunity was deemed material. In order to categorise the extent and probability, a brief justification was documented for each measurement in this case too.

4. IROs are first evaluated

The impacts, risks and opportunities identified for the Lufthansa Group were initially assessed in 2024 in accordance with the defined methodology by external industry and subject-matter experts, drawing on desktop research and online publications. The results were then validated by internal subject-matter experts at the Lufthansa Group as well as internal representatives of the key stakeholder groups. This involved validating the results with the Investor Relations and Customer Experience departments. In a second valida-

tion, the results were analysed from various management perspectives and presented to the management together with an overview of the evaluation process. The management reported back on the materiality of specific sub-topics, which were then sent back to the internal experts and stakeholder representatives in order to ensure agreement with the expertise of the internal experts and to make any necessary amendments. The final results of this extensive validation process were then shared with the employee representatives, the Executive Board and the Supervisory Board.

IRO inventory and material impacts, risks and opportunities are validated and updated for 2025
In the reporting year, the results of the assessment of material impacts, risks and opportunities were subjected to a methodology-based validation. In this context, the IRO inventory was strategically consolidated in accordance with defined criteria, and descriptions were clarified. The methodology used to assess impacts, risks and opportunities remains unchanged, with the exception of an update to the monetary thresholds in the risk management assessment methodology, which were applied accordingly to the 2025 double materiality assessment. As part of a contextual analysis, external developments relevant to the materiality of impacts for the Lufthansa Group were reviewed. A benchmark as well as information from current internal analyses were also taken into account. Based on the results of the internal and external analyses, adjustments were made to the assessment of impacts, risks and opportunities. To validate these adjustments, individual discussions were held with the respective topic owners of the Lufthansa Group. In these discussions, the perspective of external stakeholders was also incorporated via internal representatives. The required adjustments were then implemented and aligned with the Corporate Responsibility department, and subsequently approved by management. In a final step, the results were discussed with the Executive Board, the Supervisory Board and workers' representatives.

The four-step process for identifying material impacts, risks and opportunities will be further monitored in future reporting years as part of the materiality assessment and adjusted if necessary.

In the current reporting year, the processes for identifying, assessing and managing ESG opportunities are still not fully integrated into the overall management system.

All material impacts, risks and opportunities have always been attributed to the relevant sub-topic in the ESRS framework. As soon as just one individual IRO was evaluated as material, the relevant sub-topic was defined as material.

Connection to risk management was further developed
The ESG risks for the Lufthansa Group were derived in accordance with the CSRD as part of the double materiality assessment described. The underlying risk methodology was adapted to the Group risk management system so that ESG risks identified in line with the CSRD can be incorporated into the Company's regular risk management process.

The process for identifying, measuring and managing ESG risks in accordance with the CSRD is tailored to the methods used in Group risk management. The risks are recorded and measured by probability and impacts (qualitative and quantitative). In addition to the gross assessment performed as part of the double materiality assessment, material risks were also assessed from a net perspective in 2025. Existing instruments and actions were taken into account. ESG risks identified as relevant in line with the CSRD were also assigned to the respective risk managers and transferred to the central risk management platform. ↗ Opportunities and risk report.

Other topic-specific disclosures regarding the materiality process

E2 – Pollution
In addition to the methods and frameworks described in the general approach, no other sites or assets were analysed with regard to pollution because the Lufthansa Group only operates a very limited number of production processes at its sites. Furthermore, the impacts of noise pollution by aircraft were part of the stakeholder surveys carried out in 2018 and 2023, where stakeholders, including representatives from affected communities, were able to submit a quantitative assessment on the sustainability-related topic of noise pollution. Stakeholders were also able to submit qualitative feedback in the form of comments. In addition, the analysis conducted by the Lufthansa Group's internal experts also took into account knowledge from local dialogue forums involving residents near airports.

E3 – Water and marine resources
In addition to the methods and frameworks described in the general approach, no other sites or assets were analysed with regard to water and marine resources because the Lufthansa Group only operates a very limited number of production processes at its sites. In this context, a site-based analysis was not a suitable method for the Lufthansa Group to identify material impacts, opportunities and risks.

Furthermore, the potential impacts of the Lufthansa Group on water resources were part of the stakeholder surveys carried out in 2018 and 2023, in which participants were able to submit a quantitative assessment on the sustainability-related topic of water. Stakeholders were also able to submit qualitative feedback in the form of comments.

E4 – Biodiversity and ecosystems

In addition to the methods and frameworks described in the general approach, no other sites or assets were analysed with regard to biodiversity because the Lufthansa Group only operates a very limited number of production processes at its sites. For this reason, a site-based analysis was not a suitable method for the Lufthansa Group to identify material impacts, opportunities and risks.

Dependency on ecosystem outputs was addressed as part of the double materiality assessment described under IRO-1 and specific impacts, risks and opportunities were formulated. In doing so, the upstream and downstream value chain of the Lufthansa Group was taken into account. The defined impacts, risks and opportunities were identified as being not material. The materiality assessment also considered potential opportunities, as well as physical and transition risks, which were also not deemed material. A more comprehensive analysis was therefore not conducted. Systemic risks were not considered within the double materiality assessment.

No consultations were conducted with affected communities regarding shared biological resources or ecosystems because no material negative impacts were determined in this regard.

No actual or potential site-specific impacts, risks and opportunities were identified as part of the double materiality assessment. For this reason, a more detailed evaluation was not conducted to establish whether the Lufthansa Group sites are located near areas that are essential to maintaining biodiversity.

The double materiality assessment did not reveal any actual or potential material impacts that would require the implementation of additional remedial measures.

E5 – Resource use and circular economy

In addition to the methods and frameworks described in the general approach, no other sites or equipment were analysed with regard to resource use and the circular economy because the Lufthansa Group only operates a very limited number of production processes at its sites. For this reason, a site-based analysis was not a suitable method for the Lufthansa Group to identify material impacts, opportunities and risks.

Furthermore, the potential impacts of the Lufthansa Group on resource use and the circular economy were part of the stakeholder surveys carried out in 2018 and 2023 where participants were able to submit a quantitative assessment on the sustainability-related topic of resource use and the circular economy. Stakeholders were also able to submit qualitative feedback in the form of comments.

IRO-2 – Disclosure requirements in ESRS covered by the undertaking's sustainability statement

T055 ESRS 2 IRO-2 | 56 Disclosure requirements (DRs) in ESRS covered by the Lufthansa Group's sustainability statement in 2025

Standard	Disclosure requirement	Chapter/sub-chapter
ESRS 2	BP-1	↗ ESRS 2 General disclosures – General basis for preparation of sustainability statements
ESRS 2	BP-2	↗ ESRS 2 General disclosures – Disclosures in relation to specific circumstances
ESRS 2	GOV-1	↗ ESRS 2 General disclosures – The role of the administrative, management and supervisory bodies
ESRS 2	GOV-2	↗ ESRS 2 General disclosures – Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies
ESRS 2	GOV-3	↗ ESRS 2 General disclosures – Integration of sustainability-related performance in incentive schemes
ESRS 2	GOV-4	↗ ESRS 2 General disclosures – Statement on due diligence
ESRS 2	GOV-5	↗ ESRS 2 General disclosures – Risk management and internal controls over sustainability reporting
ESRS 2	SBM-1	↗ ESRS 2 General disclosures – Strategy, business model and value chain
ESRS 2	SBM-2	↗ ESRS 2 General disclosures – Interests and views of stakeholders
ESRS 2	SBM-3	↗ ESRS 2 General disclosures – Material impacts, risks and opportunities and their interaction with strategy and business model
ESRS 2	IRO-1	↗ ESRS 2 General disclosures – Description of the processes to identify and assess material impacts, risks and opportunities
ESRS 2	IRO-2	↗ ESRS 2 General disclosures – Disclosure requirements in ESRS covered by the undertaking's sustainability statement
ESRS E1	ESRS 2 GOV-3	↗ ESRS E1 Climate change – Integration of sustainability-related performance in incentive schemes
ESRS E1	E1-1	↗ ESRS E1 Climate change – Transition plan for climate change mitigation
ESRS E1	ESRS 2 SBM-3	↗ ESRS E1 Climate change – Material impacts, risks and opportunities and their interaction with strategy and business model
ESRS E1	ESRS 2 IRO-1	↗ ESRS E1 Climate change – Description of the processes to identify and assess material climate-related impacts, risks and opportunities
ESRS E1	E1-2	↗ ESRS E1 Climate change – Policies related to climate change mitigation and adaptation
ESRS E1	E1-3	↗ ESRS E1 Climate change – Actions and resources in relation to climate policies
ESRS E1	E1-4	↗ ESRS E1 Climate change – Targets related to climate change mitigation and adaptation
ESRS E1	E1-5	↗ ESRS E1 Climate change – Energy consumption and mix
ESRS E1	E1-6	↗ ESRS E1 Climate change – Gross Scopes 1, 2, 3 and total GHG emissions
ESRS E1	E1-7	↗ ESRS E1 Climate change – GHG removals and GHG mitigation projects financed through carbon credits
ESRS E1	E1-9	↗ ESRS E1 Climate change – Anticipated financial effects
ESRS E2	ESRS 2 IRO-1	↗ ESRS E2 Pollution – Description of the processes to identify and assess material impacts, risks and opportunities
ESRS E2	E2-1	↗ ESRS E2 Pollution – Policies related to pollution
ESRS E2	E2-2	↗ ESRS E2 Pollution – Actions and resources related to pollution
ESRS E2	E2-3	↗ ESRS E2 Pollution – Targets related to pollution
ESRS E2	E2-4	↗ ESRS E2 Pollution – Pollution of air, water and soil
ESRS E2	E2-6	↗ ESRS E2 Pollution – Anticipated financial effects
ESRS E5	ESRS 2 IRO-1	↗ ESRS E5 Resource use and circular economy – Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities

T055 ESRS 2 IRO-2 | 56 Disclosure requirements (DRs) in ESRS covered by the Lufthansa Group's sustainability statement in 2025 (continued)

Standard	Disclosure requirement	Chapter/sub-chapter
ESRS E5	E5-1	↗ ESRS E5 Resource use and circular economy – Policies related to resource use and circular economy
ESRS E5	E5-2	↗ ESRS E5 Resource use and circular economy – Actions and resources related to resource use and circular economy
ESRS E5	E5-3	↗ ESRS E5 Resource use and circular economy – Targets related to resource use and circular economy
ESRS E5	E5-4	↗ ESRS E5 Resource use and circular economy – Resource inflows
ESRS E5	E5-6	↗ ESRS E5 Resource use and circular economy – Anticipated financial effects
ESRS S1	ESRS 2 SBM-2	↗ ESRS S1 Own workforce – Interests and views of stakeholders
ESRS S1	ESRS 2 SBM-3	↗ ESRS S1 Own workforce – Material impacts, risks and opportunities and their interaction with strategy and business model
ESRS S1	S1-1	↗ ESRS S1 Own workforce – Policies related to own workforce
ESRS S1	S1-2	↗ ESRS S1 Own workforce – Processes for engaging with own workforce and workers' representatives about impacts
ESRS S1	S1-3	↗ ESRS S1 Own workforce – Processes to remediate negative impacts and channels for own workforce to raise concerns
ESRS S1	S1-4	↗ ESRS S1 Own workforce – Taking action on material impacts and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions and approaches
ESRS S1	S1-5	↗ ESRS S1 Own workforce – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities
ESRS S1	S1-6	↗ ESRS S1 Own workforce – Characteristics of the undertaking's employees
ESRS S1	S1-8	↗ ESRS S1 Own workforce – Collective bargaining coverage and social dialogue
ESRS S1	S1-9	↗ ESRS S1 Own workforce – Diversity metrics
ESRS S1	S1-14	↗ ESRS S1 Own workforce – Health and safety metrics
ESRS S1	S1-16	↗ ESRS S1 Own workforce – Remuneration metrics
ESRS S1	S1-17	↗ ESRS S1 Own workforce – Incidents, complaints and severe human rights impacts
ESRS S2	ESRS 2 SBM-2	↗ ESRS S2 Workers in the value chain – Interests and views of stakeholders
ESRS S2	ESRS 2 SBM-3	↗ ESRS S2 Workers in the value chain – Material impacts, risks and opportunities and their interaction with strategy and business model
ESRS S2	S2-1	↗ ESRS S2 Workers in the value chain – Policies related to value chain workers
ESRS S2	S2-2	↗ ESRS S2 Workers in the value chain – Processes for engaging with value chain workers about impacts
ESRS S2	S2-3	↗ ESRS S2 Workers in the value chain – Processes to remediate negative impacts and channels for value chain workers to raise concerns
ESRS S2	S2-4	↗ ESRS S2 Workers in the value chain – Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions
ESRS S2	S2-5	↗ ESRS S2 Workers in the value chain – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities
ESRS S4	ESRS 2 SBM-2	↗ ESRS S4 Consumers and end-users – Interests and views of stakeholders
ESRS S4	ESRS 2 SBM-3	↗ ESRS S4 Consumers and end-users – Material impacts, risks and opportunities and their interaction with strategy and business model
ESRS S4	S4-1	↗ ESRS S4 Consumers and end-users – Policies related to consumers and end-users
ESRS S4	S4-2	↗ ESRS S4 Consumers and end-users – Processes for engaging with consumers and end-users about impacts
ESRS S4	S4-3	↗ ESRS S4 Consumers and end-users – Processes to remediate negative impacts and channels for consumers and end-users to raise concerns

T055 ESRS 2 IRO-2 | 56 Disclosure requirements (DRs) in ESRS covered by the Lufthansa Group's sustainability statement in 2025 (continued)

Standard	Disclosure requirement	Chapter/sub-chapter
ESRS S4	S4-4	↗ ESRS S4 Consumers and end-users – Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions
ESRS S4	S4-5	↗ ESRS S4 Consumers and end-users – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities
ESRS G1	ESRS 2 GOV-1	↗ ESRS G1 Business conduct – The role of the administrative, management and supervisory bodies
ESRS G1	ESRS 2 IRO-1	↗ ESRS G1 Business conduct – Description of the processes to identify and assess material impacts, risks and opportunities
ESRS G1	G1-1	↗ ESRS G1 Business conduct – Business conduct policies and corporate culture
ESRS G1	G1-2	↗ ESRS G1 Business conduct – Management of relationships with suppliers
ESRS G1	G1-3	↗ ESRS G1 Business conduct – Prevention and detection of corruption and bribery
ESRS G1	G1-4	↗ ESRS G1 Business conduct – Incidents of corruption or bribery
ESRS G1	G1-5	↗ ESRS G1 Business conduct – Political influence and lobbying activities
ESRS G1	G1-6	↗ ESRS G1 Business conduct – Payment practices

T056 ESRS 2 IRO-2 I List of data points in general and topic-related standards resulting from other EU legislation in 2025

Disclosure requirement and relevant data point	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Act reference	Chapter/sub-chapter or not material
ESRS 2 GOV-1 Board's gender diversity, Paragraph 21 (d)	Indicator no. 13 in Annex 1, Table 1		Commission Delegated Regulation (EU) 2020/1816, Annex II		↗ ESRS 2 General disclosures – Skills and expertise for overseeing sustainability matters are available
ESRS 2 GOV-1 Percentage of board members who are independent, Paragraph 21 (e)			Commission Delegated Regulation (EU) 2020/1816, Annex I		↗ ESRS 2 General disclosures – Skills and expertise for overseeing sustainability matters are available
ESRS 2 GOV-4 Statement on due diligence, Paragraph 30	Indicator no. 10 in Annex 1, Table 3				↗ ESRS 2 General disclosures – Statement on due diligence
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities, Paragraph 40 (d) (i)	Indicator no. 4 in Annex 1, Table 3	Article 449a of Directive (EU) No. 575/2013; Commission Implementing Regulation (EU) 2022/2453 (6), Table 1: Qualitative information on environmental risk, and Table 2: Qualitative information on social risk	Commission Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS 2 SBM-1 Involvement in activities related to chemical production, Paragraph 40 (d) (ii)	Indicator no. 9 in Annex 1, Table 2		Commission Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS 2 SBM-1 Involvement in activities related to controversial weapons, Paragraph 40 (d) (i)	Indicator no. 14 in Annex 1, Table 1		Delegated Regulation (EU) 2020/1818 (7), Article 12, Paragraph 1 Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco, Paragraph 40 (d) (i)			Delegated Regulation (EU) 2020/1818, Article 12, Paragraph 1 Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS E1-1 Transition plan to reach climate neutrality by 2050, Paragraph 14				Regulation (EU) 2021/1119, Article 2, Paragraph 1	↗ ESRS E1 Climate change – Transition plan for climate change mitigation
ESRS E1-1 Undertakings excluded from Paris-aligned benchmarks, Paragraph 16 (g)		Article 449a Regulation (EU) No. 575/2013; Commission Implementing Regulation (EU) 2022/2453, Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 12, Paragraph 1 (d) to (g) and Article 12, Paragraph 2		↗ ESRS E1 Climate change – Transition plan for climate change mitigation
ESRS E1-4 GHG emission reduction targets, Paragraph 34	Indicator no. 4 in Annex 1, Table 2	Article 449a Regulation (EU) No. 575/2013; Commission Implementing Regulation (EU) 2022/2453, Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6		↗ ESRS E1 Climate change – Scientifically proven carbon reduction targets underpin climate change mitigation ambitions
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors), Paragraph 38	Indicator no. 5 in Annex 1, Table 1 and indicator no. 5 in Annex 1, Table 2				↗ ESRS E1 Climate change – Energy consumption and mix
E1-5 Energy consumption and mix, Paragraph 37	Indicator no. 5 in Annex 1, Table 1				↗ ESRS E1 Climate change – Energy consumption and mix

T056 ESRS 2 IRO-2 I List of data points in general and topic-related standards resulting from other EU legislation in 2025 (continued)

Disclosure requirement and relevant data point	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Act reference	Chapter/sub-chapter or not material
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors, Paragraphs 40 to 43	Indicator no. 6 in Annex 1, Table 1				↗ ESRS E1 Climate change – Energy consumption and mix
ESRS E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions, Paragraph 44	Indicator nos. 1 and 2 in Annex 1, Table 1	Article 449a Regulation (EU) No. 575/2013; Commission Implementing Regulation (EU) 2022/2453, Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5, Paragraph 1, Article 6 and Article 8, Paragraph 1		↗ ESRS E1 Climate change – The CO_2 footprint in accordance with the Greenhouse Gas Protocol is determined annually
ESRS E1-6 Gross GHG emissions intensity, Paragraphs 53 to 55	Indicator no. 3 in Annex 1, Table 3	Article 449a Regulation (EU) No. 575/2013; Commission Implementing Regulation (EU) 2022/2453, Template 3: Banking book – Climate change transition risk: alignment metrics	Regulation (EU) 2020/1818, Article 8, Paragraph 1		↗ ESRS E1 Climate change – The CO_2 footprint in accordance with the Greenhouse Gas Protocol is determined annually
ESRS E1-7 GHG removals and carbon credits, Paragraph 56				Regulation (EU) 2021/1119, Article 2, Paragraph 1	↗ ESRS E1 Climate change – The Lufthansa Group includes contributions to climate change mitigation projects for CO_2 avoidance or removal in order to achieve its voluntary climate target
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks, Paragraph 66			Delegated Regulation (EU) 2020/1818, Annex II, Delegated Regulation (EU) 2020/1816, Annex II		↗ ESRS E1 Climate change – Anticipated financial effects
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk, Paragraph 66 (a) ESRS E1-9 Location of significant assets at material physical risk, Paragraph 66 (c)		Article 449a Regulation (EU) No. 575/2013; Commission Implementing Regulation (EU) 2022/2453, Paragraphs 46 and 47; Template 5: Banking book – Climate change physical risk: Exposures subject to physical risk			↗ ESRS E1 Climate change – Anticipated financial effects
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes, Paragraph 67 (c)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453, Paragraph 34; Template 2: Banking book – Climate change transition risk: Loans collateralised by immovable property – Energy efficiency of the collateral			↗ ESRS E1 Climate change – Anticipated financial effects
ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities, Paragraph 69			Commission Delegated Regulation (EU) 2020/1818, Annex II		↗ ESRS E1 Climate change – Anticipated financial effects
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, Paragraph 28	Indicator no. 8 in Annex 1, Table 1; indicator no. 2 in Annex 1, Table 2 Indicator no. 1 in Annex 1, Table 2; indicator no. 3 in Annex 1, Table 2				↗ ESRS E2 Pollution – Pollution of air, water and soil
ESRS E3-1 Water and marine resources, Paragraph 9	Indicator no. 7 in Annex 1, Table 2				Not material

T056 ESRS 2 IRO-2 I List of data points in general and topic-related standards resulting from other EU legislation in 2025 (continued)

Disclosure requirement and relevant data point	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Act reference	Chapter/sub-chapter or not material
ESRS E3-1 Dedicated policy, Paragraph 13	Indicator no. 8 in Annex 1, Table 2				Not material
ESRS E3-1 Sustainable oceans and seas, Paragraph 14	Indicator no. 12 in Annex 1, Table 2				Not material
ESRS E3-4 Total water recycled and reused, Paragraph 28 (c)	Indicator no. 6.2 in Annex 1, Table 2				Not material
ESRS E3-4 Total water consumption in m^3 per net revenue on own operations, Paragraph 29	Indicator no. 6.1 in Annex 1, Table 2				Not material
ESRS 2 – SBM-3 – E4, Paragraph 16 (a) (i)	Indicator no. 7 in Annex 1, Table 1				Not material
ESRS 2 – SBM-3 – E4, Paragraph 16 (b)	Indicator no. 10 in Annex 1, Table 2				Not material
ESRS 2 – SBM-3 – E4, Paragraph 16 (c)	Indicator no. 14 in Annex 1, Table 2				Not material
ESRS E4-2 Sustainable land/agriculture practices or policies, Paragraph 24 (b)	Indicator no. 11 in Annex 1, Table 2				Not material
ESRS E4-2 Sustainable oceans/seas practices or policies, Paragraph 24 (c)	Indicator no. 12 in Annex 1, Table 2				Not material
ESRS E4-2 Policies to address deforestation, Paragraph 24 (d)	Indicator no. 15 in Annex 1, Table 2				Not material
ESRS E5-5 Non-recycled waste, Paragraph 37 (d)	Indicator no. 13 in Annex 1, Table 2				Not material
ESRS E5-5 Hazardous waste and radioactive waste, Paragraph 39	Indicator no. 9 in Annex 1, Table 1				Not material
ESRS 2 – SBM3 – S1 Risk of incidents of forced labour, Paragraph 14 (f)	Indicator no. 13 in Annex 1, Table 3				Not material
ESRS 2 – SBM3 – S1 Risk of incidents of child labour, Paragraph 14 (g)	Indicator no. 12 in Annex 1, Table 3				Not material
ESRS S1-1 Human rights policy commitments, Paragraph 20	Indicator no. 9 in Annex 1, Table 3 and indicator no. 11 in Annex 1, Table 1				↗ ESRS S1 Own workforce – Policy statement sets out the Lufthansa Group's human rights strategy
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8, Paragraph 21			Commission Delegated Regulation (EU) 2020/1816, Annex II		↗ ESRS S1 Own workforce – Policy statement sets out the Lufthansa Group's human rights strategy
ESRS S1-1 Processes and measures for preventing trafficking in human beings, Paragraph 22	Indicator no. 11 in Annex 1, Table 3				Not material

T056 ESRS 2 IRO-2 I List of data points in general and topic-related standards resulting from other EU legislation in 2025 (continued)

Disclosure requirement and relevant data point	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Act reference	Chapter/sub-chapter or not material
ESRS S1-1 Workplace accident prevention policy or management system, Paragraph 23	Indicator no. 1 in Annex 1, Table 3				↗ ESRS S1 Own workforce – The corporate occupational safety policy protects health
ESRS S1-3 Grievance/complaints handling mechanisms, Paragraph 32 (c)	Indicator no. 5 in Annex 1, Table 3				↗ ESRS S1 Own workforce – Processes to remediate negative impacts and channels for own workforce to raise concerns
ESRS S1-14 Number of fatalities and number and rate of work-related accidents, Paragraph 88 (b) and (c)	Indicator no. 2 in Annex 1, Table 3		Commission Delegated Regulation (EU) 2020/1816, Annex II		↗ ESRS S1 Own workforce – Health and safety metrics
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness, Paragraph 88 (e)	Indicator no. 3 in Annex 1, Table 3				↗ ESRS S1 Own workforce – Health and safety metrics
ESRS S1-16 Unadjusted gender pay gap, Paragraph 97 (a)	Indicator no. 12 in Annex 1, Table 1		Commission Delegated Regulation (EU) 2020/1816, Annex II		↗ ESRS S1 Own workforce – Remuneration metrics
ESRS S1-16 Excessive CEO pay ratio, Paragraph 97 (b)	Indicator no. 8 in Annex 1, Table 3				↗ ESRS S1 Own workforce – Remuneration metrics
ESRS S1-17 Incidents of discrimination, Paragraph 103 (a)	Indicator no. 7 in Annex 1, Table 3				↗ ESRS S1 Own workforce – Incidents, complaints and severe human rights impacts
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD Guidelines, Paragraph 104 (a)	Indicator no. 10 in Annex 1, Table 1 and indicator no. 14 in Annex 1, Table 3		Delegated Regulation (EU) 2020/1816, Annex II, Delegated Regulation (EU) 2020/1818, Article 12, Paragraph 1		↗ ESRS S1 Own workforce – Incidents, complaints and severe human rights impacts
ESRS 2 SBM3 – S2 Significant risk of child labour or forced labour in the value chain, Paragraph 11 (b)	Indicator nos. 12 and 13 in Annex 1, Table 3				↗ ESRS S2 Workers in the value chain – Material impacts, risks and opportunities and their interaction with strategy and business model
ESRS S2-1 Human rights policy commitments, Paragraph 17	Indicator no. 9 in Annex 1, Table 3 and indicator no. 11 in Annex 1, Table 1				↗ ESRS S2 Workers in the value chain – Group procurement policy obligates suppliers to assume social and environmental responsibility
ESRS S2-1 – Policies related to value chain workers, Paragraph 18	Indicator nos. 11 and 4 in Annex 1, Table 3				↗ ESRS S2 Workers in the value chain – Supplier Code of Conduct describes the basic rules of cooperation for suppliers
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights and OECD Guidelines, Paragraph 19	Indicator no. 10 in Annex 1, Table 1		Delegated Regulation (EU) 2020/1816, Annex II, Delegated Regulation (EU) 2020/1818, Article 12, Paragraph		↗ ESRS S2 Workers in the value chain – Lufthansa Group policies take international frameworks into account
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8, Paragraph 19			Commission Delegated Regulation (EU) 2020/1816, Annex II		↗ ESRS S2 Workers in the value chain – Lufthansa Group policies take international frameworks into account

T056 ESRS 2 IRO-2 I List of data points in general and topic-related standards resulting from other EU legislation in 2025 (continued)

Disclosure requirement and relevant data point	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Act reference	Chapter/sub-chapter or not material
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain, Paragraph 36	Indicator no. 14 in Annex 1, Table 3				↗ ESRS S2 Workers in the value chain – Complaints procedures
ESRS S3-1 Human rights policy commitments, Paragraph 16	Indicator no. 9 in Annex 1, Table 3 and indicator no. 11 in Annex 1, Table 1				Not material
ESRS S3-1 Non-respect of UNGPs on Business and Human Rights, ILO principles or OECD Guidelines, Paragraph 17	Indicator no. 10 in Annex 1, Table 1		Delegated Regulation (EU) 2020/1816, Annex II, Delegated Regulation (EU) 2020/1818, Article 12, Paragraph 1		Not material
ESRS S3-4 Human rights issues and incidents, Paragraph 36	Indicator no. 14 in Annex 1, Table 3				Not material
ESRS S4-1 Policies related to consumers and end-users, Paragraph 16	Indicator no. 9 in Annex 1, Table 3 and indicator no. 11 in Annex 1, Table 1				↗ ESRS S4 Consumers and end-users – Policies related to consumers and end-users
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD Guidelines, Paragraph 17	Indicator no. 10 in Annex 1, Table 1		Delegated Regulation (EU) 2020/1816, Annex II, Delegated Regulation (EU) 2020/1818, Article 12, Paragraph 1		↗ ESRS S4 Consumers and end-users – Policies related to consumers and end-users
ESRS S4-4 Human rights issues and incidents, Paragraph 35	Indicator no. 14 in Annex 1, Table 3				↗ ESRS S4 Consumers and end-users – Incidents related to human rights should be resolved amicably
ESRS G1-1 United Nations Convention against Corruption, Paragraph 10 (b)	Indicator no. 15 in Annex 1, Table 3				↗ ESRS G1 Business conduct – Business conduct policies and corporate culture
ESRS G1-1 Protection of whistle-blowers, Paragraph 10 (d)	Indicator no. 6 in Annex 1, Table 3				↗ ESRS G1 Business conduct – Lufthansa Group Code of Conduct defines the framework for ethical and responsible behaviour
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws, Paragraph 24 (a)	Indicator no. 17 in Annex 1, Table 3		Commission Delegated Regulation (EU) 2020/1816, Annex II		↗ ESRS G1 Business conduct – Incidents of corruption or bribery
ESRS G1-4 Standards of anti-corruption and anti-bribery, Paragraph 24 (b)	Indicator no. 16 in Annex 1, Table 3				↗ ESRS G1 Business conduct – Incidents of corruption or bribery

T057 Calculation methods in 2025 – General disclosures

ESRS disclosure requirement	Paragraph	Data point/metric	Basis for preparing and describing the parameters used, description of the assumptions and methodology	Sources of measurement uncertainty, if applicable	Resulting accuracy level	External validation	Planned measures for accuracy improvement, if applicable
GOV-1 – The role of the administrative, management and supervisory bodies	21a	Number of executive and non-executive members	The database used is the list of Executive Board and Supervisory Board members, which is presented in the Qualification Matrix.	Low uncertainty, as the data for the Executive Board and Supervisory Board is stored centrally and HR data is shown in the system.	High	None	No further action needed
GOV-1 – The role of the administrative, management and supervisory bodies	21d	Percentage by gender and other diversity aspects	The database used is the list of Executive Board and Supervisory Board members, along with further personal information.	Low uncertainty, as the data for the Executive Board and Supervisory Board is stored centrally and HR data is shown in the system.	High	None	No further action needed
GOV-1 – The role of the administrative, management and supervisory bodies	21e	Percentage of independent Board members	The database used is the list of Executive Board and Supervisory Board members, which is presented in the Qualification Matrix.	Low uncertainty, as the data for the Executive Board and Supervisory Board is stored centrally and HR data is shown in the system.	High	None	No further action needed
GOV-3 – Integration of sustainability-related performance in incentive schemes	29d	Proportion of variable remuneration dependent on sustainability-related targets and/or impacts	The database used is the approved remuneration agreement with regard to sustainability-related targets.	Low uncertainty, as the contract data is stored centrally and is shown in the systems.	High	None	No further action needed
SBM-1 – Strategy, business model and value chain	40a iii)	Number of employees by geographical region	Employee data collection for the Lufthansa Group, assigned to deployment region for the individual legal units and/or business units. These figures relate to the number of people. These figures relate to the end of the year in each case (as of 31 Dec 2025).	Low uncertainty, as HR data is recorded at the individual company level.	High	None	No further action needed
SBM-1 – Strategy, business model and value chain	40b	Breakdown of total revenue by ESRS sector	This data is based on the Lufthansa Group's financial statements. For this data point, revenue as reported in segment reporting in accordance with IFRS 8 is used.	Low uncertainty, as financial data for the individual companies is integrated into the system and evaluated centrally for the annual financial statements.	High	Data from the annual financial statements reviewed by EY as part of the audit of the annual financial statements.	No further action needed

E1 – Climate change

The Lufthansa Group is committed to advancing climate change mitigation in the aviation industry. The Company aims to halve its net CO_2 emissions by 2030 compared with 2019 through reduction and offsetting measures. The aim is to achieve CO_2 neutrality by 2050. To reach these goals, it is pursuing multiple strategies, from fleet modernisation and sustainable fuel alternatives to innovative technologies for greater energy efficiency.

Overview of material impacts, risks and opportunities

The Lufthansa Group faces climate-related risks from both physical and transition effects of climate change. Extreme weather events can disrupt airport infrastructure and runways, leading to flight cancellations and diversions that result in additional costs and lost productivity. Climate change can also bring regulatory and market-based risks. Political and regulatory climate change mitigation measures in aviation may require the Company to adjust its operational processes, which could lead to increased costs. Direct emissions from ground and flight operations and indirect emissions along the value chain contribute significantly to the climate impact of aviation. The Lufthansa Group is committed to reducing CO_2 emissions in order to achieve climate targets and strengthen brand value. For example, the fleet and ground vehicle modernisation of the Lufthansa Group, the use of sustainable aviation fuels (SAF), and the implementation of AeroSHARK technology can help improve resource efficiency and reduce CO_2 emissions, as well as strengthening customer loyalty and investor confidence. A complete overview of the Lufthansa Group's material impacts, risks and opportunities can be found under ↗ ESRS 2 General disclosures – Material impacts, risks and opportunities and their interaction with strategy and business model.

Strategies and governance

E1-1 – Transition plan for climate change mitigation

The Lufthansa Group has set itself ambitious climate change mitigation targets. The SBTi validation in 2022 made the Lufthansa Group the first airline group in Europe and the second worldwide with a scientifically verified CO_2 reduction target in line with the goals of the Paris Climate Agreement of 2015.

The Lufthansa Group is required to report on its taxonomy-eligible and taxonomy-aligned economic activities. Its carbon reduction pathway highlights that acquiring next-generation aircraft leads to an increase in taxonomy-eligible and taxonomy-aligned capital expenditures (CapEx). Accordingly, its fleet renewal plans, described under the Lufthansa Group's four-pillar climate change mitigation strategy in section E1-2 and the measures planned in this regard, have a direct impact on taxonomy metrics. For Activity 6.19 Passenger and Freight Air Transport under Environmental Objective 1 – Climate change mitigation, the Lufthansa Group reports EUR 4,666m in taxonomy-eligible capital expenditure, representing 86% of total capital expenditure. Of the Lufthansa Group's total capital expenditure, EUR 3,752m or 69% is taxonomy-aligned within Activity 6.19. In addition, EUR 3,588m of taxonomy-eligible operating expenses (OpEx) – and thus 92% of the Lufthansa Group's total OpEx – is attributable to this activity, of which EUR 1,274m or 33% is reported as taxonomy-aligned. A CapEx plan relating to this capital expenditure is not disclosed in the taxonomy report, but full details on CapEx, OpEx and revenue are provided ↗ Applicability and disclosures in accordance with EU Taxonomy Regulation (EU) 2020/852 – 6.19 Passenger and Freight Air Transport.

The Lufthansa Group is an aviation company that generates revenue primarily from passenger and freight transport. For this reason aircraft are its most valuable assets. Currently, its transport services rely on petroleum-based fuel, which results in greenhouse gas emissions. This means that both the purchase and operation of the aircraft contribute to GHG emissions. Measures such as fleet renewal reduce greenhouse gas emissions from operations. Additionally, the use of SAF, such as biofuel, further lowers embedded GHG emissions. Greenhouse gas emissions in transport services will also be significantly reduced by new conventional propulsion technologies, which offer substantially improved fuel efficiency over previous generations. The Lufthansa Group is closely monitoring developments in alternative propulsion technologies, including electric, hybrid-electric, and hydrogen-powered solutions for short-haul flights through its Aircraft Evaluation and Market Intelligence department. These technologies are not yet market-ready.

The Lufthansa Group's Climate Transition Plan is closely linked to financial planning. Fleet renewal plays a critical role in the Lufthansa Group's climate strategy and requires substantial capital expenditure every year. The level of fuel efficiency gains and GHG emission reductions depends on investment levels and the availability of new aircraft. A continuous exchange takes place between the Corporate Responsibility team and the Fleet Renewal department to coordinate these efforts. The Transition Plan was developed alongside the corporate strategy and was presented and approved in a special meeting of the Executive Board.

Measures aimed at improving fuel efficiency, and thereby reducing specific greenhouse gas emissions, are being implemented on an ongoing basis. Their progress and effectiveness are monitored by flight operations, which reports directly to the Corporate Responsibility department responsible for the Transition Plan. CO_2 intensity (SBTi KPI) is tracked annually and explained later in this chapter. While the current Transition Plan focuses on flight operations, additional decarbonisation measures for ground operations, including buildings and vehicles, are currently under development.

The Lufthansa Group is not exempt from the EU's agreed climate benchmarks under the Paris Agreement.

ESRS 2 GOV-3 – Integration of sustainability-related performance in incentive schemes

The emission reduction targets of the Lufthansa Group are an integral part of the corporate strategy and are regularly taken into account as part of the multi-year variable remuneration ("Long Term Incentive", LTI) for the members of the Executive Board of Deutsche Lufthansa AG.

The Supervisory Board has set the reduction of specific CO_2 emissions as a core focus for the strategic goals and sustainability targets within the long-term variable remuneration for the 2025 financial year (LTI 2025). This was derived from the current corporate strategy, according to which the reduction targets for GHG emissions are based on the indicator grammes of CO_2 per revenue tonne-kilometre transported, in line with the target system for the validated SBTi targets. This environmental objective has a weighting of 20% in the assessment of the level of target achievement for the LTI 2025.

Impact, risk and opportunity management

ESRS 2 IRO-1 – Description of the processes to identify and assess material climate-related impacts, risks and opportunities

The Lufthansa Group's climate-related risks and opportunities have been identified

Within the framework of its climate risk analysis presented below, the Lufthansa Group has identified the following key climate-related risks and opportunities:

Material transition risks:

- Higher current costs due to an increasing CO_2 price within the European and international CO_2 trading systems such as the EU Emissions Trading System (ETS) and the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)
- Higher current costs due to rising kerosene prices as a result of upcoming legislation on the use of fuels for aviation
- Lack of availability and high prices for SAF, accompanied by mandatory, continuously rising blending quota from 2025 onwards for flights taking off from European airports
- Price fluctuations for conventional fuels as a result of stricter regulations and market trends to promote a low-carbon economy

In addition, the following climate-related physical risk has been identified:

- Disruptions in operations and consequently higher current costs as a result of heatwaves

Opportunities:

- Increase and acceleration of the development of new sustainable aircraft technologies

The climate risk analysis has been validated for the 2025 financial year

The qualitative scenario analysis for identifying and assessing climate-related risks and opportunities and their impacts on the Lufthansa Group's business has been validated for the year 2025. The analysis was carried out both on the basis of its own operations and along the upstream and downstream value chain and took into account physical and transition risks. Changes primarily concerned the selection of sites, reflecting the changing relevance of individual airports over time. For the Passenger Airlines and Logistics segments, relevance is determined based on two criteria: passenger numbers and revenue generated from passenger and cargo transport at each site. Based on these criteria, the top ten airports are selected each year. To improve comparability, the time horizons were additionally aligned with those used in the double materiality assessment. A long-term time horizon extending to 2050 is nevertheless still considered, as climate-related risks in particular are expected to have long-term impacts. Physical climate risks were not reflected in the financial reporting in the reporting year. The climate transition risks identified as material are consistent with those considered in the financial reporting. The impacts of the Lufthansa Group on the climate have been validated and described as part of the double materiality assessment.

↗ ESRS 2 General disclosures – Material impacts, risks and opportunities and their interaction with strategy and business model. In addition, the approach to the double materiality assessment is presented under ↗ ESRS 2 General disclosures – Description of the processes to identify and assess material impacts, risks and opportunities.

Physical scenario analysis considers two emission pathways
The Lufthansa Group validated the list of possible climate scenarios from the previous year and confirmed that it was complete and up to date. Two climate scenarios from the Intergovernmental Panel on Climate Change (IPCC) were again selected: one pathway with low emissions (SSP1-2.6, sustainable development scenario) and one pathway with high emissions (SSP5-8.5, fossil-fuelled development scenario). By using these two climate scenarios, the Lufthansa Group seeks to ensure that all relevant physical risks are covered in the analysis. In addition, in both scenarios for flight operations, important drivers with regional and/or local impact such as heatwaves, storms, changes in the jet stream, an increase in turbulence and severe thunderstorms were taken into account. Data sources for the assessment included Fathom Global 3.0 for flood risks, ISIMIP3b CMIP6 models for heat waves, and academic publications such as those from the journal "Nature" to analyse changes in the jet stream, increased turbulence and severe thunderstorms. Nevertheless, uncertainties remain, particularly in the evaluation of flight routes as detailed data was not available for all route segments.

In the next step, the selection of climate-related risks and opportunities was validated for its relevance to the Lufthansa Group by an interdisciplinary team from various departments. This included experts from Corporate Strategy, Group Sustainability and Risk Management as well as representatives from the Flight Operations, MRO and Logistics business segments.

The mapping of the value chain was also reviewed to clearly identify upstream and downstream activities as well as activities that are part of the Lufthansa Group's own operations. It is still assumed that physical climate risks affect the business areas in different ways. The value chain was therefore again divided into the business segments Passenger Airlines, Logistics and MRO. In line with the EU Taxonomy, a list of 28 climate risks was evaluated, of which 18 (previous year: 15) were selected for the scenario analysis. In addition, three further physical, aviation-specific climate risks (previous year: three) were assessed in the scenario analysis. To assess the relevance of climate risks, factors such as local conditions at the respective sites and their relevance for operational processes were taken into account. In total, 33 regions and sites (previous year: 25) were identified for the scenario analysis: 28 local physical sites (previous year: 20), including airports, hubs, supplier facilities and maintenance facilities, as well as five regions (previous year: five) covering key flight routes. In the scenario analysis, data from a climate scenario with low emissions (SSP1-2.6) and from a climate scenario with high emissions (SSP5-8.5) were used to assess the potential changes in physical risks over time, namely for the time horizons 2025, 2030 for a medium-term and 2050 for a long-term view. The exposure assessments for each facility type were also validated to ensure they were complete and up to date. Finally, where changes were identified, the exposure assessments and normalised climate data were combined, in line with the previous year, to calculate the risk values for each individual hazard and each site. The risk values were categorised on a five-point scale ranging from minimal to very high. This enables comparability across different hazards and facility locations.

Transition scenario analysis considers two climate scenarios
The qualitative scenario analysis for transition risks and opportunities aimed to evaluate the performance of the Lufthansa Group's business strategy under different climate scenarios and to determine the materiality of the identified risks and opportunities. By incorporating various scenarios and risk factors, the Lufthansa Group seeks to strengthen its resilience to climate-related challenges and to identify opportunities for sustainable business development.

For the analysis of transition climate-related risks and opportunities, the scenarios used were validated for their suitability. The "Stated Policies Scenario" and the "Net Zero Scenario 1.5°C" of the International Energy Agency (IEA) were again selected this reporting year. From the perspective of the Lufthansa Group, these scenarios are suitable for identifying and analysing all relevant transition risks and opportunities, particularly in connection with climate policy and technological developments in the energy sector. As with the physical scenario analysis, important drivers for the aviation industry were once again taken into account in the transition scenario analysis, such as the development of the CO_2 price, passenger-kilometres flown, fuel prices and other energy and carbon intensity indicators.

In the next step, the mapping of the value chain was validated to confirm upstream and downstream activities as well as activities that are part of the Lufthansa Group's own operations. Since it was assumed that the risks and opportunities of climate change may affect different business areas in various ways, a distinction was made between the business areas Lufthansa Airlines, Lufthansa Cargo and Lufthansa Technik. In addition, the list of potential transition risks and opportunities developed by an interdisciplinary team in the previous year was reviewed to ensure it was still relevant, complete and up to date. In total, ten transition risks and opportunities were shortlisted for the scenario analysis. This represents a change of one additional risk compared with the previous year. The additional risk was included due to new regulatory requirements. Each risk and each opportunity were validated for a separate business area and the risks were weighted accordingly. Finally, the results of the scenario analysis were aggregated at Group level and the impacts on the value chain were described. For the evaluation of transition risks, the year 2025 was defined as the short-term, 2030 as the medium-term and 2050 as the long-term time horizon.

ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model

Resilience analysis has been updated and resistance to climate change has been analysed

The climate resilience analysis was reviewed and, where necessary, updated on the basis of the results of the climate scenario analysis for the 2025 financial year. The aim was to validate the resistance of the Lufthansa Group's strategy, including its business model, to climate change while taking into account the related uncertainties.

As in the previous financial year, the scope of the climate resilience analysis relates to activities that are part of the Lufthansa Group's own operations as well as upstream and downstream activities in the value chain. It covers passenger and freight air transport, as well as maintenance and repair. All risk-bearing assets and business activities that are used in the Company's strategic decision-making, investment decisions, and the Lufthansa Group's ongoing and planned climate change mitigation measures were considered. Furthermore, different sites that are significant for the Lufthansa Group's operations were identified. These include the Lufthansa Group's hub airports, production, maintenance, storage and office facilities, as well as facilities involved in the value chain.

To determine resilience, key stakeholders were involved in the previous year, including representatives from affected sites, employees and suppliers, in order to compile and assess existing measures and resilience strategies. The review for the current financial year was carried out by the Corporate Responsibility department. The climate resilience analysis is based on various critical assumptions. It is assumed that demand for air travel will continue to increase in the future, especially in the leisure travel segment, and that the global economy and macroeconomic trends will remain stable. Further assumptions considered include the development of emissions and fuel prices, as well as transport performance and CO_2 intensity. To further reduce any uncertainties regarding the climate resilience analysis that may still exist, such as whether political actions will have as much impact as assumed, a financial evaluation of the identified qualitative climate risks will be carried out in the long term.

Measures to mitigate climate-related physical and transition risks are being continued

The climate resilience analysis is crucial for managing the growing risks posed by climate change.

Heatwaves, as the most significant physical risk, may represent a challenge for the Lufthansa Group's business operations. In response to the challenges posed by heatwaves, central strategies have been developed and implemented to minimise exposure to adverse conditions while maintaining productivity at affected sites. These strategies include, among others, improved climate control for infrastructure and buildings, prioritising the maintenance of cooling systems, and training employees to prepare them for potential risks and to promote a high level of safety. These measures continue to be considered sufficient to address the impacts of heatwaves in the short, medium and long term.

Several key mitigation measures have been identified for the identified transition risks over the last few years. These risks, resulting from evolving regulatory frameworks and market dynamics, require proactive strategies to achieve the climate change mitigation targets of the Lufthansa Group. These include the continuous renewal of the fleet and the optimised use of SAF in order to benefit from incentives under the emissions trading systems while also meeting the Company's self-imposed targets, thereby also improving operational efficiency.

The research and development of innovative, more climate-friendly technologies also form part of the measures that the Lufthansa Group is driving forward in order to take advantage of the opportunities offered by new, more sustainable aircraft technologies. For example, Lufthansa Technik initiated the Hydrogen Aviation Lab in 2021, a project funded by the City of Hamburg and the German Federal Ministry for Economic Affairs and Energy (BMWE) that focuses on technologies and extensive maintenance and ground processes for future aircraft generations using liquid hydrogen as a primary energy source. Since the end of 2024, the stationary laboratory has been in operation and has tested process flows ranging from the delivery of liquid hydrogen to refuelling and storage, through to energy generation in the fuel cell. Based on this research, Lufthansa Technik aims to contribute its operational expertise in maintaining and modifying commercial aircraft and gain insights by testing the real-world operation of these emerging technologies. The Company is also able to incorporate the perspective of airlines thanks to its close relationships with airlines around the world. In this context, the Lufthansa Group also strengthens its interaction with industry associations to develop effective policy proposals that support a sustainable and more climate-friendly aviation industry.

Alongside the Hydrogen Aviation Lab, the Lufthansa Group is also active in the field of climate research. Since 1994, the Company has actively supported various national and international atmospheric and climate research projects. This helps scientists better understand atmospheric processes and improve the reliability of climate models. Through this collaboration, the Lufthansa Group seeks to detect potential impacts of climate change early and enhance climate resilience. As part of the European research infrastructure IAGOS (In-service Aircraft for a Global Observing System), the Lufthansa Group works with its research partners from the Karlsruhe Institute of Technology and the Jülich Research Centre to equip selected passenger aircraft with measuring instruments that collect data about the condition of the atmosphere on scheduled flights. This data is freely accessible and is used by around 400 organisations worldwide. Between 1994 to October 2025, almost 76,000 measurement flights were conducted by all airlines participating in IAGOS, around half of which were operated by Lufthansa Airlines and Discover Airlines.

In addition, in its research on the non-CO_2 effects of aviation, the Lufthansa Group works closely with various scientific partners and system partners, such as in the research projects D-KULT and CICONIA. Both aim to better understand why and when climate-damaging contrails occur and how they can be avoided. In the reporting year, Lufthansa Airlines conducted an extensive simulation study in cooperation with Lufthansa Systems, comparing climate-optimised flight plans with standard flight plans (D-KULT).

During the reporting year, SWISS analysed the non-CO_2 effects of various optimised flight plan variants for individual long-haul flights (CICONIA).

With this bundle of implemented and planned resilience measures to minimise climate transition risks, the Lufthansa Group currently considers itself sufficiently capable of adapting to transition risks in the short-, medium- and long-term and of counteracting evolving regulatory frameworks and market dynamics.

E1-2 – Policies related to climate change mitigation and adaptation

Currently, the Lufthansa Group is focused on limiting the negative impacts of climate change. At present, there are therefore no specific policies relating to climate change adaptation.

Four-pillar climate change mitigation strategy addresses four areas for action
Progress in climate change mitigation in the aviation sector can only be made through cooperation and by combining various skill sets of different players, such as manufacturers, airports, air traffic control, airlines and policymakers. In this respect, the Lufthansa Group draws on targeted political support and financial support mechanisms to develop new technologies. One example is the acceleration of the market introduction of SAF. To this end, the Lufthansa Group is involved in a wide range of private and government-funded collaboration, research and development initiatives in order to develop new measures together with relevant partners. Working with the scientific community, the Lufthansa Group also funds atmospheric research to contribute to a better understanding of the global climate.

In 2007, the International Air Transport Association (IATA) defined emission reduction measures in four areas of action as part of the four-pillar climate change mitigation strategy of the aviation industry, to which the Lufthansa Group's climate change mitigation strategy is aligned:

- technological progress,
- improved infrastructure,
- operational measures and
- economic instruments.

At the Lufthansa Group, the use of renewable energy as well as energy and fuel efficiency form the basis of the conceptual approach to climate change mitigation. Within the four-pillar strategy, the use of renewable energy is addressed under the area of technological progress, while energy efficiency is addressed under technological progress, improved infrastructure and operational measures.

The strategy applies to all the consolidated airlines in the Lufthansa Group. It is communicated to all relevant stakeholders both internally and externally. The monitoring to assess the success of the strategy consists of an annual measurement of greenhouse gas emissions compared with the reduction target by comparing the emissions model with the actual performance figures on fuel consumption and revenue tonne-kilometres (RTK), the sale of climate change mitigation projects through CO_2 credits (offsetting) and the use of SAF. In addition to further climate-relevant effects beyond CO_2, an annual report on a per-flight basis regarding climate impacts is legally mandated from 2025. The Executive Board of the Lufthansa Group bears ultimate responsibility for implementing the strategy within the Company.

Ground operations energy management focuses on energy efficiency and renewable energy
In 2024, the Lufthansa Group introduced a new energy management system for ground energy consumption. With it, the Lufthansa Group aims to change its approach to energy procurement and energy consumption, comply with current legislation, adjust its energy mix and decarbonise its vehicle fleet in the long term. Particular focus is placed on four areas: energy efficiency, renewable energy, energy procurement and ground mobility.

The interests of the Lufthansa Group's stakeholders are taken into account through working groups in the definition and implementation of measures. The measures include increased transparency through annual reports and other communication initiatives, the reduction of environmental impacts through the introduction of an EMAS-certified environmental management system and a reduction in energy consumption in the properties. In addition to lower energy consumption, these measures also lead to a saving in greenhouse gas emissions in Scopes 1 and 2. In developing this commitment, the external standards EMAS (environment in general) and ISO 50001 (energy) as well as relevant German and EU-wide regulations are taken into account. Progress is monitored annually as part of the respective certification processes. Responsibility lies with the environmental and energy management officers.

E1-3 – Actions and resources in relation to climate change policies

As part of its four-pillar climate change mitigation strategy, the Lufthansa Group implements a broad range of measures across the four action areas to contribute continuously to advancing climate change mitigation in the aviation industry. In the reporting year, activities were continued across all four areas of action.

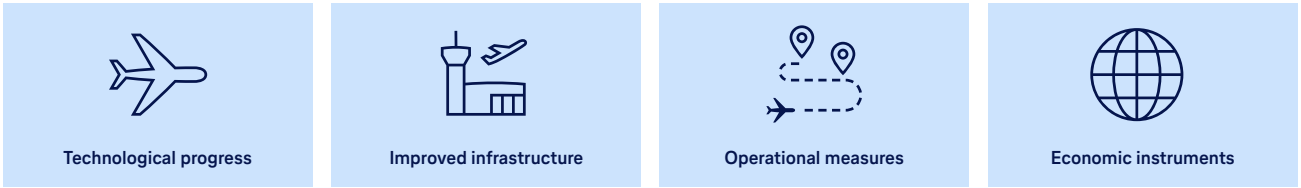
Driving continuous investment in technological advancement
The Lufthansa Group invests continuously in modern, fuel-efficient aircraft and engine technologies, which represent the most important element in reducing CO_2 from flight operations in the first action area of its climate change mitigation strategy. Measures to technically modify the existing fleet are also examined on an ongoing basis and implemented in cooperation with partners from research and industry. In the past decade, the Lufthansa Group has been engaged in the research, testing and use of SAF. Through targeted partnerships, the Lufthansa Group has since advanced key technologies for the production of SAF and secured access to the required SAF volumes.

Even though many projects are still far from being ready for large-scale production, there has been a lot of momentum driving research into new, sustainable technologies in the aviation sector and their development for several years now from the perspective of the Lufthansa Group. Established manufacturers such as Airbus and Boeing and many young companies are seeking to bring new ideas and concepts to the aviation market. Alternative fuels, new propulsion systems based on hydrogen and electricity, and new aircraft designs associated with these all play a role in these developments from the perspective of the Lufthansa Group. The Lufthansa Group is monitoring these developments closely and analysing them on an ongoing basis with respect to their future viability and relevance.

Fleet renewal is the most important lever for reducing CO_2 emissions
Fleet renewal remains the key driver for reducing CO_2 in the short and medium term. The Lufthansa Group fleet was expanded by 23 (previous year: 18) new aircraft in 2025, including Airbus A320neos, A321neos, A350-900s and Boeing 787-9s, which are powered by modern engines. The A320neo is one of the world's newest and most environmentally friendly aircraft. A total of 21 (previous year: 4) aircraft have been removed from the Group fleet in exchange.

Since 2019, the Lufthansa Group has more than doubled the proportion of its fleet fitted with the latest technology to 25% (181 aircraft). In 2026, the Lufthansa Group expects the delivery of approximately 45 modern aircraft, including the Airbus A220-300, A320neo, A321neo, A350-900, A350-1000, Boeing 787-9 and 777-9 models. The order backlog comprises around 220 aircraft featuring the latest technology.

C28 The Four Pillars for Climate Protection



- Innovation in aircraft and engine technology
- Alternative fuels

- Better use of airspace
- Needs-based airport infrastructure
- Expansion of intermodality

- Efficient aircraft sizes
- Optimum flight routes and speeds

- Global market-based system of emissions reduction (CORSIA)
- Voluntary compensation option

In total, EUR 4,666m (previous year: EUR 3,912m) was invested in fleet renewal in 2025. This capital expenditure is taxonomy-eligible and is reported under Activity 6.19 Passenger and freight air transport within Environmental Objective 1 – Climate change mitigation. See also ↗ Applicability and disclosures in accordance with EU Taxonomy Regulation (EU) 2020/852 – 6.19 Passenger and Freight Air Transport.

Technical measures for the existing fleet complement the commitment to greater fuel efficiency

Measures to retrofit the existing fleet are also constantly being examined and implemented where appropriate. The AeroSHARK fuel-saving surface technology developed by Lufthansa Technik together with an industrial partner is one example of the successful implementation of a technical measure. Their so-called “riblet films”, named after their microscopically small ribs modelled on shark skin, are currently already capable of reducing the air resistance of large commercial aircraft, and thus their kerosene consumption by around 0.8%.

At the end of 2025, the Lufthansa Group fleet had a total of 21 (previous year: 17) Boeing 777s fitted with AeroSHARK in service, including twelve Boeing 777-300ERs at SWISS and five Boeing 777Fs at Lufthansa Cargo and, newly added in 2025, four 777-200ERs at Austrian Airlines. In addition, Lufthansa Technik has commenced the certification process for the Airbus A330 aircraft model in order to offer this product both within the Lufthansa Group and on the external market.

Expansion of sustainable aviation fuels to support climate-friendly air travel of the future

The market roll-out of SAF is a key measure for making air travel more climate-friendly in the future. Global SAF production capacity, and therefore availability, is still limited. Overall global production capacity would only be sufficient for a small fraction of worldwide aviation fuel consumption. In order to safeguard its own supply of SAF over the long term, the Lufthansa Group uses continuous procurement on the spot market for short-term transactions. In the medium term, options for long-term supply commitments are under consideration. Over the long term, the Lufthansa Group supports innovative production concepts through a global SAF partner network. The use of SAF also enables compliance with additional technical screening criteria for economic activity 6.19 Passenger and Freight Air Transport ↗ Applicability and disclosures in accordance with EU Taxonomy Regulation (EU) 2020/852 – 6.19 Passenger and Freight Air Transport.

At the political level, the Lufthansa Group supports a global strategy for the supply of SAF. As well as a competition-neutral approach to SAF blending quotas, this includes, for instance, defining quantifiable goals and ambitious sustainability criteria for the use of SAF at the level of the International Civil Aviation Organization (ICAO). The Lufthansa Group has supported this process since 2023 through its membership of the ICAO Fuel Task Group. In the European Union, the Lufthansa Group advocates a simplification of compliance for SAF-related regulation and has put forward widely noted proposals, which were updated and expanded in 2025. The Lufthansa Group is a member of the Aviation Initiative for Renewable Energy in Germany (aireg), the eFuel Alliance and certification organisation ISCC.

The Lufthansa Group is committed to the harmonisation of European airspace

The ambitious targets for reducing CO_2 emissions by 2050, together with the expected increase in operational complexity, require a significant improvement in the efficiency of European airspace. In addition to the fundamental modernisation and harmonisation of technologies, processes and standards, increasing attention must also be given to the resilience and security of data communication. As part of the adoption of the European Commission’s Single European Sky (SES2+) Regulation, the Lufthansa Group continues to support harmonisation and progress within the European airspace system. The Lufthansa Group and other European airlines, such as those in the Airlines for Europe (A4E) alliance, have the necessary expertise in this area and have been actively promoting the creation of an efficient EU airspace for many years through their participation in committees such as Network Directors of Operations (NDOP) and Network Directors of Technology (NDTECH), as well as various steering committees and projects. Furthermore, the Lufthansa Group seeks to persuade as many passengers who travel via its hubs as possible to use intermodal modes of feeder transportation to open up additional potential for further reducing the number of particularly short flights. By offering expanded intermodal services, arriving and departing by train or long-distance bus should become just as natural as using connecting flights.

Efficiency gains through a unified European airspace expected to reduce emissions

The purpose of the European Commission’s Single European Sky (SES2+) Regulation is to drive the standardisation and optimisation of European air traffic management systems. The technological basis for this is the results of Europe’s SESAR programme. The European Commission’s target of increasing efficiency by up to 10% through shorter flight paths, improved capacity management and fewer delays is to be achieved through the SESAR programme in terms of research and implementation. Capacity-boosting measures in the airspace play a significant role in efficient flight operations and are of vital importance for ensuring a stable flight plan and fewer delays. The Lufthansa Group provided various support measures in this area, including investing in modern communication technologies. In 2025, for example, the roll-out of ADS-C EPP technology across Lufthansa Group aircraft was initiated. The retrofit of the existing aircraft is expected to be completed by the end of 2027. Due to the major relevance of the development of the European airspace for the Lufthansa Group, it also continues to participate in

the SESAR Deployment Manager (SDM) industry consortium as a member and with the active support of experts. The Lufthansa Group received funding from the European Union for research and development projects and for its active participation in the SDM.

In 2025, the Lufthansa Group also participated in the governance bodies of the future SESAR programme. In addition, the implementation of these technologies, processes and standards in daily operations is coordinated within the scope of the SDM's activities. Across Europe, the SDM coordinated 359 projects in the reporting year. The Lufthansa Group participated in three of these implementation projects and was also actively involved in SESAR research and demonstration projects (SESAR 3), collaborating with several of its airlines and Lufthansa Systems as an IT provider. The goal is to be able to implement even short-term efficiency gains at pace. In addition to the two projects listed above, once again during the financial year SWISS participated in three projects launched in 2023 which relate to optimised flight management and arrival time management in Zurich, as part of the Horizon Europe funding programme.

Operational measures aligned with the Lufthansa Group's climate change mitigation strategy are in place
The Lufthansa Group's operational measures for climate change mitigation comprise the more fuel-efficient use of aircraft and the optimisation of load factors, as well as reviewing and introducing new flight procedures and navigation technologies, determining optimal routes and speeds, and developing many concepts to save fuel in flight operations management.

These measures and their effects are managed together with technical measures, such as AeroSHARK, and infrastructure measures within the framework of the OPS Sustainability Program. The programme presented below integrates measures from the first three areas of action of the climate change mitigation strategy.

The OPS Sustainability Program is an integral approach for the areas of action of the climate change mitigation strategy
The OPS Sustainability Program integrates measures from the three areas of action (technological progress, improved infrastructure and operational measures) of the Lufthansa Group's climate change mitigation strategy and is intended to ensure uniform reporting of the emissions reductions achieved. In addition, the programme implements accompanying communication and training measures to foster a culture of efficient resource use.

In the reporting year, 81 (previous year: 91) emission-reduction projects were pursued across the Group. These projects comprise activities relating to performance and procedures, weight reduction, flight route optimisation and technical development. In addition to the reductions achieved in recent years, they made it possible to permanently avoid another 67.8 thousand (previous year: 37 thousand) tonnes of CO_2 emissions in the reporting year. The quantity of kerosene saved amounted to approximately 21.7 thousand (previous year: 12 thousand) tonnes – this is equivalent to approximately 258 return flights between Munich and New York with an Airbus A350-900 aircraft.

To continue building on these positive results, the OPS Sustainability Program was extended until 2028 in order to further exploit remaining potential.

Emission reductions are to be achieved through process and weight optimisations
In this reporting year, pilots are once again using Green Procedures to promote the use of fuel-saving processes in flight operations, for example, through measures such as Single Engine Taxi In, in which only one engine is used for taxiing to the parking position after landing. Equally important is the optimised use of airspace through new, more efficient arrival and departure procedures with satellite-based navigation as well as structural adjustments to airspace boundaries and flight planning. Last but not least, significant weight savings on aircraft are targeted through the use of innovative materials and by reducing the material requirements in service and handling processes.

Economic instruments represent the fourth pillar of the climate change mitigation strategy
The European Emissions Trading System (EU ETS), the mandatory CORSIA scheme and voluntary CO_2 offsets play an important role. Through CO_2 offsetting, the aviation sector finances emission reduction projects in other sectors and credits the resulting reductions against its own net emissions targets. In addition to supporting climate change mitigation projects in line with the estimated flight-related CO_2 emissions from the Company's business travel, the Lufthansa Group is also continuously expanding its service portfolio to enable customers to finance projects that remove or avoid CO_2 emissions.

Mandatory CO_2 offsets
The CORSIA, which was agreed with the ICAO in October 2016 and in which the Lufthansa Group participates, has been offsetting growth-related CO_2 emissions in international aviation through the purchase of certificates since 2021. CORSIA is designed to compensate for all emissions from the aviation sector that exceed the baseline CO_2 emissions defined by the ICAO. This is based on the 2019 emissions for the pilot phase (2021 to 2023) and, for the years 2024 to 2035, on 85% of the emissions from 2019.

Trading in market-based climate change mitigation instruments
Under the EU Emissions Trading System (EU ETS), CO_2 emissions have been recorded and reduced across industries through certificate trading since 2012. All flights carried out by the Lufthansa Group within the European Economic Area (EEA) are subject to this system. In addition, following the revision of the Emissions Trading Directive from 1 January 2025, data on so-called non-CO_2 effects has also been mandatory for all Lufthansa Group flights. In the first step, the

necessary data was recorded and reported per flight. Non-CO_2 effects are not part of the pricing mechanism under the Emissions Trading Directive. Additional obligations to surrender emission certificates arise from the Swiss Emissions Trading Scheme (CH ETS) and the UK Emissions Trading Scheme (UK ETS) for flights between the EEA, Switzerland and the UK. Since 2024, the EU ETS has included an incentive mechanism for SAF that compensates for part of the additional costs, depending on the type of SAF and the refuelling location. In combination with the mandatory SAF blending quota, however, this may lead to competitive distortions. The Lufthansa Group is following the political revision process of the EU Emissions Trading Directive together with the relevant associations. The aim is to avoid overlaps between CORSIA and the EU ETS and to better align SAF blending rules with the EU ETS in order to ensure a level playing field.

Contributions to climate change mitigation projects in line with CO_2 emissions from employee business travel
Since 2019, the Lufthansa Group has been voluntarily contributing to climate change mitigation projects worldwide in line with the estimated CO_2 emissions from all of its employees' business flights globally. In the 2025 reporting year, 87 thousand (previous year: 84 thousand) tonnes of CO_2 were offset through the climate protection organisations myclimate, Climate Partner, Squake, Ceezer and Climate Austria.

More sustainable flight offerings are being expanded
The Lufthansa Group continues to expand its services and offerings for more sustainable flight options. These typically combine the use of SAF with support for certified climate change mitigation projects, for example through Green Fares. In the reporting year, particular emphasis should be placed on the introduction of new incentives through Miles & More, the Lufthansa Group's loyalty programme: since September 2025, members have been able to earn miles and points for voluntary contributions towards SAF, supporting future reductions in CO_2 emissions. In addition, the share of bookings including an option for more sustainable flying increased from 4% in the previous year to around 5%. This corresponds to relative growth of 25% and underlines both rising demand and increasing awareness of these offerings. ↗ S4-4 Consumers and end-users – Lufthansa Group offers sustainability initiatives and services for its customers.

Actions in the areas of technological progress and operational measures contribute to reducing fuel consumption and strengthen resilience and adaptability to climate change impacts. Examples include optimising flight times with regard to weather-dependent conditions, continuously adjusting payload depending on temperature and air pressure during the flight, and equipping airports with fixed air-conditioning systems to reduce the operating time of kerosene-powered auxiliary units and to compensate for extreme temperatures through targeted cooling or heating of aircraft.

Reduction of CO_2 emissions from ground-based business activities continues
Climate change mitigation on the ground is also a key priority for the Lufthansa Group. The measures implemented in the reporting year focus on reducing energy consumption in buildings and transforming the ground-based vehicle fleet to reduce emissions.

To improve energy data capture, implementation of a Group-wide energy database was initiated during the reporting year, alongside energy efficiency measures such as demand-based adjustments to technical systems and LED installations. In July 2025, several Group companies, including Deutsche Lufthansa AG and Lufthansa Technik AG, were certified in accordance with ISO 50001. Within the audited management systems, specific targets are set and key performance indicators are defined and monitored. This represents an important milestone and forms the basis for systematic and continuous improvement in energy efficiency across the Group.

These measures are intended to achieve an increase in energy efficiency, a higher share of renewable energy and a reduction in Scope 1 and Scope 2 greenhouse gas emissions attributable to ground-based activities. The time horizon for these actions is long term and extends until 2045.

Metrics and targets

E1-4 – Targets related to climate change mitigation and adaptation

Scientifically proven CO_2 reduction targets underpin climate change mitigation ambitions
The Lufthansa Group has set itself ambitious climate change mitigation targets. The SBTi validation in 2022 made the Lufthansa Group the first airline group in Europe and the second worldwide with a scientifically verified CO_2 reduction target in line with the goals of the Paris Climate Agreement of 2015. In terms of the SBTi criteria, the Lufthansa Group has set itself a target of reducing its carbon intensity, i.e. its CO_2 emissions in grammes of CO_2 per revenue tonne-kilometre (passenger and freight), by 30.6% from 2019 to 2030. The Lufthansa Group aligns its targets for reducing greenhouse gas emissions through the SBTi target with the political goal of limiting global warming to well below two degrees as set out in the Paris Agreement.

The Lufthansa Group's SBTi target is supplemented by a net-zero target for 2050 and a net-emissions target of –50% defined for 2030 compared with 2019 to help limit global warming to only 1.5°C as set out by the IPCC. The Lufthansa Group used 2019 as its base year because that was the last operating year unaffected by the coronavirus crisis in terms of emissions when the targets were set. The targets for reducing CO_2 emissions also account for future developments, such as the growth in the number of flights based on the current company-wide growth scenarios. In addition, the Company has set a target for ground operations in Germany, Austria and Switzerland to source electricity exclusively from

renewable energies. The Lufthansa Group has consolidated its CO_2 emissions reductions. The validated SBTi target for aircraft operations covers Scope 1 as well as Scope 3, Category 3.

The targets defined for climate change mitigation with regard to ground operations cover market-based Scope 2 emissions from electricity consumption.

The Lufthansa Group's mitigation pathway incorporates business development and forecasts the mitigation amounts of individual measures. It takes into account the key levers by which the Lufthansa Group would like to decarbonise aircraft operations and achieve its targets. Numerous investments and partnerships support the pathway, driving emissions reductions in the short to medium term and advancing the development of the technologies needed over the long term.

Management of SBTi targets is embedded within the Company
The Corporate Responsibility department, in close collaboration with the relevant business areas and specialist departments, develops the strategy and designs the reduction targets for the Lufthansa Group's airlines. The Executive Board has ultimate oversight of the climate change mitigation and environmental strategy, as well as the organisation, management and implementation of these targets. The Group's ESG reporting team coordinates the targets to ensure that the degree of target achievement can be derived from the greenhouse gas inventory.

The contribution of individual decarbonisation levers has been quantified
The Lufthansa Group has identified a number of decarbonisation levers, which are described within its four-pillar strategy and the measures taken. The Lufthansa Group quantifies the following contributions of its individual decarbonisation levers to achieving the SBTi target in 2030:

- Fleet renewal reduces greenhouse gas emissions per revenue tonne-kilometre (RTK) by a projected 15.3% based on current framework conditions such as the supply reliability of aircraft manufacturers.
- Operational efficiency measures reduce greenhouse gas emissions per RTK by a projected 3.9% based on current framework conditions such as the networked utilisation of European airspace.
- The use of SAF additionally reduces greenhouse gas emissions per RTK by a projected 3.4% based on current framework conditions such as the availability and economic viability of SAF.

To achieve its net climate change mitigation targets, the Lufthansa Group relies not only on decarbonisation levers but also on supporting certified climate change mitigation projects.

Progress on target achievement measured annually
Overall, the combined reduction in greenhouse gas emissions per RTK compared with the base year 2019 (SBTi KPI) across all measures amounted to 7.1% (previous year: 3.8%) in the reporting year.

The reduction was achieved through the continuous modernisation of the fleet, the use of sustainable aviation fuels (SAF), and the introduction of further efficiency measures. By expanding its offerings and services for more sustainable flight options for customers, the Lufthansa Group was able to achieve additional reductions in CO_2 emissions compared with the previous year.

However, the level of reduction currently remains below the expectations defined at the time the target was set. The main influencing factors were delays in the delivery of modern aircraft, which prevented the planned fleet renewal from being implemented as originally scheduled. In addition, ongoing geopolitical conflicts, such as those between Russia and Ukraine and the situation in the Middle East, require large-scale airspace restrictions. In recent years, these have resulted in some cases in significant detours, longer flight times and increased fuel consumption on affected routes. A revalidation of the SBTi target is planned for the 2026 financial year.

The handling of other gases with an impact on climate remains unresolved
The Lufthansa Group has not yet defined targets for other climate-relevant non-CO_2 gases. It is currently conducting research to develop a uniform standard for converting these into CO_2 equivalents (CO_2e) or another appropriate metric. Once established, the Lufthansa Group will define and set targets. To date, neither researchers nor legislators have made a clear determination regarding the parameters to be used or the time period over which the effects are to be considered.

Energy-related targets for ground mobility have been revised
As part of a revision of the target framework, the targets relating to ground mobility are currently under review. The timing of the completion of this review process has not yet been determined. Until then, the Lufthansa Group continues to pursue the ambition of achieving CO_2-neutral ground mobility by 2030. This ambition does not follow a defined sector-specific pathway and has not been verified as compatible with the 1.5-degree target. The Lufthansa Group systematically monitors the effectiveness of the measures implemented in the context of ground mobility. This is supported by annual monitoring of key energy and consumption indicators, such as diesel, petrol, natural gas and electricity consumption. The analysis of this data makes it possible to track developments in energy consumption and to assess the contribution of the measures to reducing energy requirements and, consequently, to the ambition of achieving CO_2-neutral ground mobility by 2030.

E1-5 – Energy consumption and mix

The Lufthansa Group records and analyses its global energy consumption annually. The energy consumption figures are of high significance for the Lufthansa Group, serving both as the basis for calculating its CO_2 footprint and for verifying the effectiveness of implemented energy reduction measures, and because the Lufthansa Group operates in sectors classified as climate-intensive. These climate-intensive sectors include both passenger and freight air transport as well as activities of Lufthansa Technik in the Maintenance, Repair & Overhaul (MRO) segment. An overview of the ESRS sectors is provided in ↗ ESRS 2 General disclosures – Strategy, business model and value chain.

The following table provides a detailed overview of the energy sources and their consumption across all the business areas of the Company:

T058 ESRS E1-5 | AR34 Energy consumption and mix in 2025

			2025	2024
(1)	Fuel consumption from crude oil and petroleum products	MWh	110,192,025	109,875,298
(2)	Fuel consumption from natural gas	MWh	151,293	122,282
(3)	Fuel consumption from other fossil sources	MWh	–	–
(4)	Consumption from purchased or acquired electricity, heat, steam and cooling from fossil sources	MWh	283,708	213,602
(5)	**Total fossil energy consumption**	**MWh**	**110,627,026**	**110,211,182**
	Percentage of fossil sources in total energy consumption	**%**	**98.3**	**99.6**
(6)	**Consumption from nuclear sources**	**MWh**	**0**	**0**
	Percentage of consumption from nuclear sources in total energy consumption	**%**	**0.0**	**0.0**
(7)	Fuel consumption from renewable sources, including biomass (also industrial and municipal waste of biological origin, biogas, hydrogen from renewable sources, etc.)[1]	MWh	1,703,268	247,319
(8)	Consumption from purchased or acquired electricity, heat, steam and cooling from renewable sources	MWh	192,241	220,819
(9)	**Total renewable energy consumption**	**MWh**	**1,895,509**	**468,137**
	Percentage of renewable sources in total energy consumption	**%**	**1.7**	**0.4**
Total energy consumption		**MWh**	**112,522,535**	**110,679,319**

[1] In the reporting year, the calculation methodology for this data point was adjusted; further explanations are provided in the running text.

The metric for fuel consumption from renewable sources, including biomass, also covers SAF. In the reporting year, the methodology used to calculate SAF volumes was adjusted compared with the previous year due to regulatory requirements under RefuelEU Aviation. Whereas in the previous year, SAF energy consumption was reported based on volumes sold, in the current reporting year, it is based on delivered SAF volumes, in line with the new statutory reporting framework. In addition, SAF volumes that had not previously been reported were taken into account. In the reporting year, the Lufthansa Group received EUR 13m under the EU Emissions Trading System (EU ETS) to co-finance the use of eligible SAF (eligible aviation fuels in accordance with Commission Delegated Regulation (EU) 2025/723 – FEETS).

In addition to the absolute energy consumption figures, the Lufthansa Group calculated the energy intensity for the climate-intensive sectors. This amounted to 2.7 kWh per euro of revenue in 2025 (previous year: 2.7 kWh per euro of revenue).

A detailed description of the calculation methodologies for energy consumption and energy intensity can be found under ↗ Basis for calculating metrics in 2025 – Environment.

E1-6 – Gross Scopes 1, 2, 3 and Total GHG emissions

The CO_2 footprint in accordance with the Greenhouse Gas Protocol is determined annually

The Lufthansa Group calculates its CO_2 footprint each year. The carbon footprint of the Lufthansa Group represents the total of all carbon dioxide and other greenhouse gas emissions generated by its operations as defined by the internationally recognised Greenhouse Gas Protocol standards – including significant emissions from the supply chain. To establish the greatest possible level of transparency and comparability, the Lufthansa Group's carbon footprint is verified annually by an independent external audit organisation and detailed information is provided, including by means of the Group's participation in the recognised CDP rating scheme. A detailed description of the changes, as well as their impact on the carbon footprint, is provided under ↗ Basis for calculating metrics in 2025 – Environment.

The CO_2 emissions for 2025 are presented in the following table.

T059 ESRS E1-6 | AR48 Greenhouse gas emissions in 2025

			Retrospective			Milestones and target years		
		Base year (2019)	2024	2025	Change in %	2025	2030	Annual % of target/Base year
Scope 1 greenhouse gas emissions								
Gross Scope 1 GHG emissions	in 1,000 tonnes CO_2e	33,349	29,159	29,556	1	n/a	see E1-4 targets	n/a
Percentage of Scope 1 emissions from regulated emissions trading systems	%	26	33	33	0	n/a	n/a	n/a
Scope 2 greenhouse gas emissions								
Gross location-based Scope 2 GHG emissions	in 1,000 tonnes CO_2e	260	124	129	4	n/a	n/a	n/a
Gross market-based Scope 2 GHG emissions	in 1,000 tonnes CO_2e	200	49	72	47	n/a	see E1-4 targets	n/a
Significant Scope 3 greenhouse gas emissions								
Total indirect (Scope 3) gross greenhouse gas emissions	in 1,000 tonnes CO_2e	10,589	13,734	15,593	14	n/a	n/a	n/a
(1) Purchased goods and services	in 1,000 tonnes CO_2e	12	3,326	3,209	–4	n/a	n/a	n/a
(2) Assets	in 1,000 tonnes CO_2e	806	301	348	16	n/a	n/a	n/a
(3) Activities related to fuels and energy (not in Scope 1 or Scope 2)	in 1,000 tonnes CO_2e	7,893	6,313	6,346	1	n/a	see E1-4 targets	n/a
(4) Upstream transport and distribution	in 1,000 tonnes CO_2e	1,441	1,821	2,455	35	n/a	n/a	n/a
(5) Waste generated in operations	in 1,000 tonnes CO_2e	271	12	10	–17	n/a	n/a	n/a
(6) Business travel	in 1,000 tonnes CO_2e	63	46	78	70	n/a	n/a	n/a
(7) Commuting own workforce	in 1,000 tonnes CO_2e	38	58	80	38	n/a	n/a	n/a
(8) Upstream leased assets	in 1,000 tonnes CO_2e	n/a	n/a	n/a	n/a	n/a	n/a	n/a
(9) Downstream transport	in 1,000 tonnes CO_2e	n/a	1	1	0	n/a	n/a	n/a
(10) Processing of sold products	in 1,000 tonnes CO_2e	n/a	n/a	n/a	n/a	n/a	n/a	n/a
(11) Use of sold products	in 1,000 tonnes CO_2e	n/a	n/a	n/a	n/a	n/a	n/a	n/a
(12) End-of-life treatment of products	in 1,000 tonnes CO_2e	n/a	n/a	n/a	n/a	n/a	n/a	n/a
(13) Downstream leased assets	in 1,000 tonnes CO_2e	65	631	422	–33	n/a	n/a	n/a
(14) Franchises	in 1,000 tonnes CO_2e	n/a	n/a	n/a	n/a	n/a	n/a	n/a
(15) Capital expenditure	in 1,000 tonnes CO_2e	n/a	1,225	2,645	116	n/a	n/a	n/a
Total GHG emissions								
Total GHG emissions (location-based)	in 1,000 tonnes CO_2e	44,198	43,017	45,278	5	n/a	see E1-4 targets	14 [1]
Total GHG emissions (market-based)	in 1,000 tonnes CO_2e	44,138	42,942	45,221	5	n/a	see E1-4 targets	14 [1]

[1] Relates to Scope 1 and Scope 3, Category 3 and is variable depending on the assumed RTK growth until 2030.

For Scope 3, Category 15, the carbon footprint shows significant deviations compared with the previous year due to the first-time inclusion of the equity interest in ITA acquired in 2025.

In addition to the greenhouse gas emissions from fossil fuel sources, the Lufthansa Group also calculates the emissions resulting from the combustion of biogenic energy sources, particularly SAF. For 2025, these amount to 440,372 tonnes of carbon dioxide equivalents (t CO_2e) in Scope 1 (previous year: 63,741 t CO_2e) and 53,020 t CO_2e in Scope 3 (previous year: data for the 2024 financial year is not available, as it was collected for the first time in the 2025 financial year). There were no biogenic emissions in Scope 2. Comparability of Scope 1 emissions between the 2024 and 2025 reporting years is limited due to a methodological adjustment in the recording of SAF volumes. This change of methodology is described in the chapter ↗ E1-5 – Energy consumption and mix.

Similar to energy intensity, the Lufthansa Group also reports on CO_2 intensity. The amount of CO_2 equivalents emitted per million euros of net revenue is detailed in the following table.

T060 ESRS E1-6 | 54 GHG intensity by net revenue in 2025

		2025	2024
GHG emissions intensity by net revenue (location-based)[1]	t CO_2e/ EUR m	1,143	1,145
GHG emissions intensity by net revenue (market-based)[1]	t CO_2e/ EUR m	1,142	1,143

[1] See ↗ **T162 Segment information for the 2025 reporting segments**.

E1-7 – GHG removals and GHG mitigation projects financed through carbon credits

The Lufthansa Group includes contributions to climate change mitigation projects for CO_2 avoidance or removal in order to achieve its voluntary climate target

Beyond its SBTi target, the Lufthansa Group aims to reduce its net CO_2 emissions by 50% by 2030 compared with 2019. Support for climate change mitigation projects that avoid or remove CO_2 emissions is included as part of this approach and makes a material contribution to achieving this climate target. The contributions flow into a portfolio of climate change mitigation projects, which includes initiatives in various countries around the world, such as Germany, Austria, Belgium and Switzerland. Currently, the Lufthansa Group is supported in this endeavour by organisations including myclimate, Climate Austria, SQUAKE, Climeworks, Ceezer and ClimatePartner. The project portfolio includes modern, technology-based projects such as CarbonCure's sustainable concrete (which captures CO_2 and stores it long-term in concrete) and biochar (CO_2 removal through plant-based biomass). In doing so, the Lufthansa Group fosters the development of the market for climate change mitigation projects aimed at preventing or removing CO_2 emissions, moving towards new technologies and offerings that deliver long-term carbon sequestration. Passengers contribute through offerings for more sustainable flying, such as the Green Fares flight tariff offered by the Lufthansa Group's airlines Lufthansa Airlines, SWISS, Austrian Airlines, Brussels Airlines, Edelweiss, Discover Airlines and Air Dolomiti. In addition to the voluntary activities described in this report, the Lufthansa Group also participates in CORSIA as a mandatory offsetting scheme in the aviation sector. In the long term, the Lufthansa Group aims to become CO_2 neutral by 2050 through measures such as these.

Reducing emissions through measures such as fleet modernisation, improvements in operational efficiency and the use of SAF is associated with high costs. As a sector that is difficult to decarbonise, aviation will be reliant on the use of CO_2 certificates in the long term.

By using CO_2 credits, the Lufthansa Group ensures that measures which help to prevent the generation of greenhouse gases in the first place, such as fleet modernisation, are not hindered. Investments in operational measures are prioritised over CO_2 credits as a reduction measure. Based on the current state of the art, further emission reduction measures beyond those already implemented are not currently economically viable for the Lufthansa Group. CO_2 credits are therefore indispensable as a compensation instrument in order to achieve the emissions targets. In addition, customers purchase and finance CO_2 credits so that no investment funds that could otherwise be allocated to other reduction measures become permanently tied up.

All current projects in the Lufthansa Group climate change mitigation portfolio are certified to a high standard. 88% of these projects are verified against the Gold Standard, which is recommended by the German Environment Agency. In addition, several nature-based projects are certified by Plan Vivo, while the technology-based projects (CarbonCure's sustainable concrete and biochar) are certified under the Verified Carbon Standard (VCS), Puro Earth Standard, and Carbon Standards International respectively. Projects by Climate Austria are certified in accordance with local Austrian standards and national environmental funding regulations.

The amount of retired CO_2 certificates, as well as the planned amount of carbon certificates to be retired in the future, is listed in the following table. The total amount of CO_2 credits planned for retirement is exclusively based on contracts concluded with carbon credit providers. However, deviations between the planned values and the actual values may occur for 2025. A detailed description of the calculation methodologies can be found under ↗ Basis for calculating metrics in 2025 – Environment.

T061 ESRS E1-7 | 59a & b CO_2 certificates retired in reporting year 2025

		2025	2024
Total	t CO_2e	865,038	606,007
Share of reduction projects	t CO_2e	768,592	545,580
Share of removal projects	t CO_2e	96,446	60,427
of which on a technological basis	%	13	5
of which on a biogenic basis	%	87	95
Percentage by primary standards used			
Percentage Plan Vivo	%	8	6
Percentage Gold Standard for the Global Goals	%	88	90
Percentage MoorFutures	%	0	1
Percentage Puro Earth Standard	%	0	1
Percentage Carbon Standards International	%	1	0
CO_2 certificates to be retired in future reporting years			
CO_2 certificates to be retired in future based on the volume sold by the Lufthansa Group in 2025	t CO_2e	803,457	657,235

Based on the absolute amounts of retired CO_2 certificates presented in the above table, 11% (previous year: 10%) relate to removal projects and 89% (previous year: 90%) to reduction projects. 2% (previous year: 3%) of the retired certificates relate to projects carried out in Europe. Moreover, the Lufthansa Group has not retired any CO_2 certificates that fall under Article 6 of the Paris Climate Agreement.

E1-9 – Anticipated financial effects

The Lufthansa Group makes use of the transitional relief provided for under the delegated "Quick Fix" act and therefore refrains from disclosing the anticipated financial effects within the meaning of ESRS E1-9.

E2 – Pollution

The Lufthansa Group aims to reduce negative effects on the environment. On the broad topic of pollution, the Group primarily targets active noise abatement. In this context, it seeks to balance the Company's objectives with those of the local communities living near airports.

Overview of material impacts, risks and opportunities

The aviation operations of the Lufthansa Group, both regular flight operations and flight training activities, generate noise pollution that may particularly affect local communities in the vicinity of airports. While habitats and ecosystems may also be affected, the Lufthansa Group places particular emphasis on the impacts on the quality of life and wellbeing of local residents. In this context, amendments or new regulations on noise abatement and environmental requirements may result in significant financial strain for the Lufthansa Group. In the event of non-compliance with noise pollution guidelines, the Company may face legal consequences and associated payments, which could affect it financially as well as jeopardise its reputation. By investing in quieter aircraft, using noise-abatement technologies, taking part in noise research, optimising flight processes and routes, and engaging in dialogue with stakeholders, the Lufthansa Group may achieve a competitive and reputational advantage. A complete overview of the Lufthansa Group's material impacts, risks and opportunities can be found under ↗ ESRS 2 General disclosures – Material impacts, risks and opportunities and their interaction with strategy and business model.

Impact, risk and opportunity management

ESRS 2 IRO-1 – Description of the processes to identify and assess material impacts, risks and opportunities

The general methodology for identifying impacts, risks and opportunities is described under ↗ ESRS 2 General disclosures – Description of the process to identify and assess material impacts, risks and opportunities.

E2-1 – Policies related to pollution

Five-pillar strategy for active noise abatement aims to reduce noise pollution

Since 2001, the Lufthansa Group has played a role in research projects and implements noise abatement measures which are coordinated with relevant stakeholders. This research and development work is the basis for the Lufthansa Group's active noise abatement. It contributes significantly to optimising both fleet and flight operations. Such measures reduce noise emissions at the source and help relieve local residents in airport regions by better distributing the remaining noise. Active noise abatement measures at the Lufthansa Group cover the following five pillars:

C29 Active Noise Abatement



Investments in quieter aircraft

- Introduction of the latest aircraft, such as the Airbus A320neo and B787-900
- Retirement of older models



Noise-reducing technologies for the existing fleet

- Retrofitting of noise-reducing vortex generators to the existing fleet



Participation in noise research

- Continuous collaboration and exchange with partners from research and industry
- Development and analysis of new noise-reduction measures



Development of optimised flight procedures and flight routes

- Cooperation with system partners
- Development and testing of new methods
- Use of new navigation technology



Dialogue with residents in airport regions and other stakeholders

- Continuous exchange with residents, for example though the Airport and Region Forum in Frankfurt
- Active participation to aircraft noise commissions

With this five-pillar strategy, the Lufthansa Group focuses on reducing the negative impacts of noise on local communities and other stakeholders. At the same time, the strategy serves as a basis for managing identified risks, such as costs arising from necessary adjustments to noise abatement regulations or from the avoidance of local limit value exceedances that could result in fines. It also supports the development of opportunities, such as reputational gains, through investments in noise-reducing technologies and procedures.

The five-pillar strategy includes both general initiatives and local activities – such as maintaining dialogue with stakeholders at key airports for the Lufthansa Group. Affected stakeholders include system partners such as airports, air traffic control organisations, local municipalities, other airlines, and researchers in this field. Participation in various local aircraft noise committees, dialogue platforms and other expert committees (such as expert working groups) forms an integral part of the five-pillar strategy. In this context, the interests of local residents are represented by elected municipal representatives as well as by other institutional interest groups. This concept aligns with the international framework of the so-called Balanced Approach of the International Civil Aviation Organization (ICAO), which is applied at selected airports and is part of EU Regulation 598/2014 on the establishment of rules and procedures with regard to the introduction of noise-related operating restrictions at EU airports within a balanced approach.

The Lufthansa Group has a multi-airline expert committee under the direction of the Regulatory Affairs Infrastructure department, which meets to discuss current operational and technical developments on the topic of active noise abatement. This committee, which also met several times during the reporting year, works for the Infrastructure & System Partnerships department, which has central responsibility for managing infrastructure and system partnerships. The department is the central point of contact and representative for the Human Resources & Infrastructure Executive Board function in relation to airports, air traffic control, handling agents, regulatory and political institutions (e.g. ministries) and industry associations. As the central coordinating unit within the Group on the issue of aircraft noise, it represents the Lufthansa Group in the committees of the Airport and Region Forum in Frankfurt and supports the Lufthansa Group's participation in various aircraft noise committees.

E2-2 – Actions and resources related to pollution

Measures to reduce aircraft noise aim to reduce the noise generated directly by the aircraft. Additionally, the Lufthansa Group seeks to better understand which activities can contribute to reducing noise pollution. Some measures affect every flight globally, while others are specifically tailored to individual sites. Dialogues with stakeholders occur particularly at the Lufthansa Group's hubs. The measures described below are implemented continuously. Accordingly, no fixed time horizons have been set for them, except for research and development projects. Here the time horizons typically span between one and five years.

The Lufthansa Group invests in modern and thus quieter aircraft

The highest priority measure for reducing aircraft noise at source is fleet modernisation. The Lufthansa Group updates its fleet continuously. Aircraft that went into service in 2025, including Airbus A320neos, A321neos, A350-900s and

Boeing 787-9s, have modern engines and are much quieter than comparable older aircraft types. The Lufthansa Group's newly commissioned aircraft meet the noise requirements stipulated by the ICAO. For more details on fleet modernisation, please see ↗ E1-3 Climate change – Driving continuous investment in technological advancement.

The existing fleet is being retrofitted with noise-reducing technologies

In addition to modernising the fleet, retrofitting existing aircraft also results in measurable noise reduction. At the beginning of 2014, Lufthansa Airlines became the first airline worldwide to start operations with a new Airbus A320 equipped with noise-reducing vortex generators, thus setting an industry standard. Aircraft with vortex generators are up to four decibels quieter on their approach, so the Company pays lower noise fees in Frankfurt than for comparable aircraft without these components. All aircraft in the A320 family operated by Lufthansa Airlines, SWISS, Eurowings and Austrian Airlines, for which the retrofit programme was completed by the end of 2024, are now equipped with this modification. The modification was carried out in the course of routine technical maintenance cycles. No retrofitting of the existing fleet was carried out in 2025.

The Lufthansa Group participates in noise research to optimise approaches and take-offs

In the reporting year, the Lufthansa Group once again worked with the German Aerospace Center in the ongoing development of its Low Noise Augmentation System (LNAS) for optimising approaches and take-offs. The LNAS uses aircraft data to recommend optimal configuration and speed. The German Aerospace Center is examining how approaches and take-offs can be made quieter and more efficient while observing safety regulations. Lufthansa Airlines supported the German Aerospace Center in developing the new LNAS departure functionality by conducting practical tests of this functionality on its A330 fleet in summer 2025. For the evaluation of these test flights, Lufthansa Airlines provided the German Aerospace Center with the relevant flight data.

Optimised flight procedures and flight routes are developed in cooperation with system partners

Optimising the vertical flight profile (flight procedures) and horizontal flight management (flight routes) contributes to reducing noise. The Lufthansa Group is active in this area, for instance with German air traffic control (DFS) and international partners. The following example tends to affect fuel consumption and is therefore relevant for climate change mitigation purposes.

The modern, satellite-based Required Navigation Performance (RNP) technology, which the ICAO has used to define the navigation performance required of an aircraft, plays an important role in the introduction of new flight procedures at European airports. Using this technology, trial operations for a segmented approach (known as RNP X) were launched at Frankfurt Airport in 2025. At Berlin Airport, a departure route was refined during the reporting year with the involvement of Lufthansa Airlines and tested in a simulator. The new route was implemented by DFS in September 2025 and is available to all airlines.

The Lufthansa Group engages in dialogue with residents near airports and other stakeholders on noise reduction measures

In addition to technical and operational improvements, the Lufthansa Group has for many years been involved in various dialogue forums with residents near airports, including in Frankfurt, Hamburg and Vienna. The experts from the Lufthansa Group contribute to the development of active noise abatement measures in these multilateral working groups. At Frankfurt Airport, Lufthansa Airlines (representing the Lufthansa Group) participates in the Noise Abatement Alliance together with the Hesse state government, Fraport AG, the Airport and Region Forum, DFS and the airline association BARIG. The airline is an influential member of the Active Noise Abatement expert panel and its sub-working groups. The focus of these activities is on optimising flight procedures and reducing noise at source. In order to avoid populated areas in the north of the city of Darmstadt, trial operations using a modified departure route (referred to as "CINDY-S") were launched in July 2025. This route was developed within an expert committee and its trial phase is being monitored by that body.

Furthermore, through its cooperation with stakeholders such as airport operators, authorities and municipalities, the Lufthansa Group participates in several flight noise committees required for major airports under the German Aviation Control Act and in the working group of German flight noise committees.

At airports where the Lufthansa Group pays noise charges, these are based either on the aircraft certification data or on airport-specific noise measurements of individual flight movements.

Metrics and targets

E2-3 – Targets related to pollution

The Lufthansa Group pursues the long-term objective of reducing aircraft noise without a defined time limit. The focus is on reducing noise directly at source, as well as on the continuous optimisation of flight procedures and routes in cooperation with system partners.

Since 2012, the Lufthansa Group has played an active role in the Alliance for Active Noise Abatement at its Frankfurt location. Since then, the Company, together with stakeholders in the "Forum Flughafen und Region", has monitored the effectiveness of active noise abatement measures. Depending on the location of the aircraft noise monitoring stations, the effects of noise-reducing modifications can be determined through measurements carried out by the airports. Improvements resulting from fleet modernisation can be verified, for example, by the changes in the noise levels recorded in the noise abatement certificate. The effectiveness review, based on determining the proportion of the fleet that cumulatively falls at least 10 decibels below the ICAO Chapter 3 noise limits, is conducted annually with no defined end date. In addition, the Company is currently evaluating whether setting a target based on its existing active noise abatement indicator would serve as an effective management tool for noise reduction. This metric is directly linked to the status of fleet modernisation.

E2-4 – Pollution of air, water and soil

99.6% of the operational Group fleet meet aircraft noise standard in 2025

Noise reduction improvements resulting from fleet modernisation are measured using a company-specific performance indicator. This active noise abatement indicator reflects the proportion of the fleet that falls below specified noise limits, depending on both the composition of the Lufthansa Group fleet and ongoing modernisation efforts. Since fleet renewal is a long-term process, annual changes remain minimal. As of 25 October 2025, 99.6% (previous year: 99.6%) of the aircraft – and thus, as in previous years, virtually the Group's entire operating fleet – met this criterion. A detailed description of the calculation methodologies can be found under ↗ Basis for calculating metrics in 2025 – Environment.

E2-6 – Anticipated financial effects

The Lufthansa Group makes use of the transitional relief provided for under the delegated "Quick Fix" act and therefore refrains from disclosing the anticipated financial effects within the meaning of ESRS E2-6.

E5 – Resource use and circular economy

Varying requirements around the world in respect of products and their disposal, increasing environmental awareness among customers and limited on-board space for stowing and organising materials in the Passenger Airlines mean that there is a need for action. For these reasons, the Lufthansa Group continuously develops its resource and waste management systems with a view to minimising the environmental impacts of its business activities and improving the efficiency of its use of raw materials.

Overview of material impacts, risks and opportunities

The use of non-renewable raw materials in aircraft manufacturing and in operations contributes to the depletion of natural resources and may affect local communities. Consumption-oriented business models further amplify this effect. At the same time, sourcing recycled materials can lead to higher product costs, which either erode profit margins or are passed on to customers. Non-compliance with statutory requirements entails financial risks such as liabilities, fines or the loss of licences. The Lufthansa Group can reduce cost risks and strengthen its reputation through actions such as reduced material use, reuse and recycling of materials deployed. Capital expenditure in new technologies to support the circular economy may open up new sources of income, as rising demand for circular solutions may boost market and brand potential. A complete overview of the Lufthansa Group's material impacts, risks and opportunities can be found under ↗ ESRS 2 General disclosures – Material impacts, risks and opportunities and their interaction with strategy and business model.

Impact, risk and opportunity management

ESRS 2 IRO-1 – Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities

The general methodology for identifying impacts, risks and opportunities is described under ↗ ESRS 2 General disclosures – Description of the process to identify and assess material impacts, risks and opportunities.

E5-1 – Policies related to resource use and circular economy

The Lufthansa Group regards the R-strategies that systematically prioritise efforts to reduce, reuse, recycle, recover and replace materials as the model for its resource use and circular economy activities. These are put into practice by the individual business segments in various ways.

Passenger Airlines approaches to resource use and circular economy

Based on the R-strategies and the EU's waste hierarchy (2008/98/EC), the Lufthansa Group Passenger Airlines has introduced specific guidelines under the framework of its global waste policies with the aim of promoting the shift away from the use of virgin resources and towards renewable, recycled or recyclable materials. In respect of single-use plastic packaging in particular, the airlines are increasingly using materials from renewable and recyclable resources for items such as single-use cutlery, headphones and blanket packaging. Where feasible within procurement processes and the intended area of use, care is taken to ensure that products to be used in the future are made from a single material and can be recycled. In addition, all Passenger Airlines of the Lufthansa Group continuously adapt their tenders and supplement them with requirements to source only materials that do not contain any single-use plastic or single-use aluminium, that are renewable or recyclable and that comply with applicable regulations such as the EU's Packaging and Packaging Waste Regulation (PPWR) and the European Deforestation Regulation (EUDR). The airlines are also ensuring that single-use plastic packaging is sent directly for recycling. For example, in the reporting year, Brussels Airlines introduced a recycling process for all plastic packaging, aluminium cans and paper cups on short-haul flights, while Air Dolomiti implemented the collection of packaging from a branded product at the end of the flight for recycling purposes. Responsibility for implementing these measures lies with the Lufthansa Group airlines within the relevant Hospitality and Catering Management departments. The Lufthansa Group central function Customer & Hospitality Experience initiates cross-Group measures and standards while coordinating their implementation across the airlines.

The Passenger Airlines of the Lufthansa Group have jointly defined a framework for dealing responsibly with in-flight waste, covering every aspect of it. In-flight waste is divided into three categories: single-use waste, food waste and reusable waste. Single-use waste refers to materials that become waste after being used once in-flight or after a flight event, without any defined recycling processes. Food waste may arise both during and after flights. Reusable waste includes materials that are already part of a circular system but later become waste without any downstream recycling processes.

In an effort to reduce resource consumption, Lufthansa Group Passenger Airlines is focusing on keeping finite resources within a closed loop for as long as possible. This includes efforts to return all in-flight plastic and aluminium items to the circular economy or replace them entirely with renewable raw materials. In the area of reusable waste and damaged but reusable materials, such as blankets, pillows, tablets and trays, Passenger Airlines is focused on reducing waste by returning these items to the resource cycle.

Conceptual measures are also being taken to minimise food waste while improving the level of data transparency regarding customer wishes and flight-specific eating patterns in collaboration with catering companies. The Passenger Airlines in the Lufthansa Group are striving to improve data quality and optimise the management of food resources by fostering collaboration with the catering companies.

The Lufthansa Group Corporate Responsibility (under the responsibility of the Chief Technology Officer, covering Fleet Management, IT & Digital, Innovation & Tech Factory, Procurement and Sustainability) and Product Management (under the responsibility of the Chief Commercial Officer, covering Global Markets & Commercial Steering Hubs) departments are jointly responsible for management and coordination, conceptual work, target setting and monitoring at Group level in respect of in-flight waste. To ensure Group-wide integration, a working group made up of Passenger Airlines representatives has been established to discuss the progress made and challenges faced and to draw up joint standards several times a year. Since 2023, the Lufthansa Group airlines have implemented the R-strategies, as illustrated by the following examples:

- Reduce: services, such as providing headphones on request to reduce single-use plastic
- Reuse: use of reusable products, such as reusable cups
- Recycle: use and collection of certain plastics for recycling
- Recover: implementation of a process for transferring beverage residue to a biogas plant
- Replace: switch from plastic to paper packaging

Lufthansa Technik approaches to resource use and circular economy

Within its main business activity – the maintenance of aircraft and aircraft parts, such as components, engines and landing gear – Lufthansa Technik is guided by the requirements of original equipment manufacturers (OEMs), which set out in detail the permitted parts and repair procedures.

As a maintenance organisation, Lufthansa Technik is obliged to operate in compliance with the requirements of European Union Aviation Safety Agency (EASA) Part-145 governing aircraft maintenance and other safety regulations. Consequently, Lufthansa Technik does not make the decisions regarding the use of recycled materials. In addition, the Company sources its materials and parts exclusively from certified suppliers that guarantee the required quality standards. Segment and site management are responsible for the implementation.

Individual Lufthansa Technik sites pursue concepts to reduce waste volumes, with the objective of continuously increasing recycling rates. Lufthansa Technik sites differ in terms of size, activities and local legal standards. On the basis of overarching targets and an annual review of target achievement by the Executive Board, it is up to each site to develop its own approaches and define measures to ensure Lufthansa Technik achieves its group-wide aim of increasing the recycling rate to 75%. No additional central implementation guidelines are in place. As part of its circular economy strategy, Lufthansa Technik operates a leasing model for aircraft components. This concept enables airlines of the Lufthansa Group as well as third-party airlines to replace defective spare parts with overhauled components from Lufthansa Technik's component pool. Ownership of the spare parts remains with Lufthansa Technik, allowing them to be reused in identical aircraft models operated by other airlines. In this way, components remain within the material cycle. The contractually agreed leasing models are intended to allow for more efficient use of spare parts.

With regard to the procurement and use of environmentally friendly resources, Lufthansa Technik, as an MRO provider, is bound by technical standards to a -particular extent. The materials and components used are generally sourced directly from the OEM and are subject to stringent regulatory and safety-related requirements. As a result, targeted procurement of more environmentally friendly materials is often not possible. However, where auxiliary and operating materials or packaging materials are not regulated by OEMs, preference is given to more environmentally friendly alternatives. The objective is to achieve continuous improvements in resource conservation and sustainability, even within the existing systemic constraints.

Lufthansa Technik also applies adapted circular economy R-strategies in various processes within its repair and maintenance services. The leasing of spare parts and other replaceable aircraft components to airlines helps to keep inventories low and materials in economic circulation for longer. The use of maintained and newly certified components from retired aircraft supports the principle of reuse. In addition, materials such as steel and aluminium from retired aircraft are sent for recycling.

Lufthansa Cargo approaches to resource use and circular economy
Lufthansa Cargo pursues a circular economy concept aimed at avoiding and reducing the use of resources as well as conserving resources. This includes loading aids and equipment that are indispensable in the airfreight transport sector. These are mainly items designed for multiple use that only become waste once they are no longer repairable or reach their date of expiry according to international airfreight regulations. Some loading equipment is disposable by nature or on account of product-specific requirements.

For both material categories – reusable items such as straps, nets and boards and single-use items such as plastic film – Lufthansa Cargo has defined specific actions based on the principles of the circular economy: increasing recycling rates by substituting materials, introducing closed-loop systems and conserving resources, increasing resource efficiency by reducing the materials used, maximising reusability within the framework of existing regulations and implementing upcycling projects with individual materials.

Lufthansa Cargo, too, therefore integrates the circular economy R-strategies into its Group-wide air transport services on the basis of the described approaches. One focus area is the reduction of virgin resources, for example through the introduction of plastic films with 10% recycled content, which are used across the Company worldwide. In addition, Lufthansa Cargo seeks to maximise the use of containers, pallets, nets, boards and straps until they reach their date of expiry or until they are no longer fit for use. To ensure efficient use of resources, boards that may not or cannot be used any longer are utilised as an energy source by a waste disposal company at the Frankfurt site.

At Lufthansa Cargo, loading aids and equipment are continuously reviewed to determine the feasibility of replacing them with new materials offering improvements in respect of weight savings, durability, reparability and other circular aspects.

The primary aim of using lightweight containers made of fibre-reinforced composites instead of aluminium containers is to save on kerosene and, with that, reduce CO_2 emissions. For Lufthansa Cargo and its subsidiaries, the long-term use of loading equipment has a high priority. To this end, they focus on optimising the useful life of lightweight containers, taking into consideration International Air Transport Association (IATA) regulations as well as programmes for the construction and careful use of certified containers and pallets. There is a trade-off between the savings in kerosene achieved through the use of lightweight containers and the disposal of these containers at the end of their useful life. More nuanced analysis is needed for greater consideration of the circular economy in future decision-making processes as well. Therefore, Lufthansa Cargo and its subsidiaries recognise the efforts of IATA to conduct product life cycle assessments for lightweight containers together with the industry.

The principles set out here are implemented either through contractual agreements worldwide or internal initiatives, particularly at the largest cargo hubs in Frankfurt and Munich. These also involve various stakeholders such as manufacturers, suppliers, waste disposal companies, service providers and own employees. Furthermore, Lufthansa Cargo partners with local vocational and training centres and is actively involved in working groups on circular economy topics within the industry association IATA, in which Lufthansa Cargo representatives engage with other industry players.

Lufthansa Cargo includes binding circular economy requirements in its contracts with suppliers and service partners in order to enable sustainable standards along the entire supply chain. A key element in this context is the constant exchange and close cooperation with Jettainer GmbH, the subsidiary responsible for loading aid management services. Together with manufacturers, more resource-efficient materials are developed and tested and, following successful trials, integrated into operations. One example in this area is the search for lighter heavy-duty floor systems.

Responsibility for compliance with and implementation of the circular economy concept lies with the Executive Board of Lufthansa Cargo. Implementation is supported by experts in the Environmental Management and Corporate Responsibility, Logistics Procurement and Global Fulfilment Management departments.

E5-2 – Actions and resources related to resource use and circular economy

Passenger Airlines take action based on the R-strategies
Lufthansa Group Passenger Airlines has defined various actions along the procurement process and operating processes during and after flights.

Replace: expedite the replacement of single-use materials
In the procurement process, the focus is on replacing single-use plastic and single-use aluminium. The Procurement department procures renewable and recyclable materials wherever possible.

In the reporting year, Brussels Airlines replaced single-use aluminium trays for salads and desserts with bagasse trays in Economy Class. Bagasse, a by-product of sugarcane processing, is a more environmentally friendly alternative to aluminium in food service. Further potential applications at

Lufthansa Airlines were assessed during the reporting year, with additional use to be conceptually developed in 2026.

At SWISS, single-use aluminium trays for salads and desserts in Economy Class were replaced with reusable trays for the second service, and the Economy Class aperitif service is now also served in reusable trays.

Since September 2025, SWISS and Edelweiss have packaged blankets and headphones in paper instead of plastic. Blanket and headphone packaging across Lufthansa Airlines, SWISS, Austrian Airlines, Brussels Airlines, Discover Airlines and Edelweiss has now been converted from plastic to paper following the implementation of this measure.

Brussels Airlines and Air Dolomiti replaced plastic cups in Economy Class with paper cups during the reporting year. SWISS and Eurowings introduced a paper cup that requires less plastic coating and contains less than 1% polymer.

Reduce: cut resource use and analyse waste streams

In 2025, various services were introduced and expanded to reduce resource consumption in on-board operations. For example, items from the amenity kit in SWISS Business Class are now distributed only upon request. Smaller items, such as the packaging for long-haul moist towelettes, are being switched to paper packaging at SWISS, Austrian Airlines and Edelweiss, and are distributed using reusable tongs in order to further reduce the use of single-use materials and non-renewable resources. To increase resource efficiency and transparency in post-flight operations, the Lufthansa Group analyses waste streams, with a particular focus on food waste. One key action is the continuous analysis of food consumption by the Passenger Airlines. With the Lufthansa Group's mobile "Tray Tracker", technology supported by artificial intelligence was developed to analyse food consumption on incoming flights. The level of food waste is also determined by categorising meal trays and detecting untouched meals. The aim is to facilitate informed loading decisions that reduce waste through data analysis, visualisation and pattern recognition. Based on these insights and on structured feedback from cabin crews, meal loading was adjusted during the reporting year on night flights from Boston and Bangkok at SWISS and Austrian Airlines to reduce food waste.

Recycle: recycle materials

The Lufthansa Group has introduced airline-specific recycling guidelines for cabin crews for application on all of its Passenger Airlines. Following an initiative launched by Eurowings in the 2024 financial year, PET recycling was made possible at Düsseldorf Airport. This recycling option was expanded in the 2025 financial year to the stations in Stuttgart, Berlin, Nuremberg and Mallorca.

In cooperation with its material partner, Lufthansa Airlines transferred a total of 52,684 tonnes (previous year: 44,886 tonnes) of textiles to recycling processes. These recycling processes have also been established at SWISS and Austrian Airlines since 2025.

During the reporting year, Austrian Airlines introduced a separate on-board collection process for plastic cups, which are mechanically recycled and used to produce new plastic cups, thereby keeping the materials within a closed-loop system. Edelweiss instructed its cabin crews to collect plastic seals from in-flight service trolleys separately, so that they can be fed into recycling processes.

Lufthansa Technik puts an emphasis on recycling

The individual Lufthansa Technik sites comply with statutory waste disposal regulations and implement locally adapted policies to achieve the target of increasing the recycling rate to 75% by 2025. With this in mind and taking applicable regulations into consideration, recyclable metal materials such as steel from across the Group are sold specifically to specialised recycling companies. This helps to improve resource use and increase the recycling rate, while also generating economic benefits through the sale of metal waste to recycling companies and reducing disposal costs. Lufthansa Technik also actively recycles components from aircraft that are no longer in service and puts these back into the component cycle as certified spare parts following maintenance.

Lufthansa Cargo is committed to conserving resources with regard to its cargo capacity

Measures taken by Lufthansa Cargo and its subsidiaries to conserve resources cover all cargo capacity on both cargo and passenger airlines of Lufthansa Airlines, Austrian Airlines, Brussels Airlines, Discover Airlines and SunExpress as well as onward ground transport by truck. Where service providers take care of cargo handling operations, compliance with requirements for the promotion of the circular economy is maintained through contractual agreements. Internal employees are involved in this, along with manufacturers, suppliers, handling partners and local institutions such as vocational and training centres.

Tests conducted in the 2024 financial year using a biodegradable film for securing loads delivered positive results. As a result, specific sustainability criteria such as recycled content or biodegradability can now be explicitly incorporated

into tender specifications. In addition, the return-to-manufacturer scheme for load-securing straps tested in the previous year has become a standard process for Lufthansa Cargo and its subsidiaries. The manufacturer inspects the returned straps and supplies usable ones back to Lufthansa Cargo. Straps that have expired or can no longer be used are passed on to sheltered workshops, where the materials are separated and recycled. Since January 2023, the Company has also been using a net to secure loads on smaller pallets. It is around ten kilogrammes lighter than the previously used nets. However, the planned rollout to larger pallets could not be implemented in 2025, as the lighter nets do not yet fully meet the higher quality and safety requirements for heavier loads on larger pallets. Implementation is therefore planned for 2026.

Metrics and targets

E5-3 – Targets related to resource use and circular economy

Passenger Airlines have put in place targets for sustainable in-flight resource use

Lufthansa Group Passenger Airlines is committed to fostering the sustainable use of in-flight resources in order to, for example, increase product recyclability. The targets are based on the new Circular Economy Action Plan, which is part of the European Green Deal. Specific objectives have thus been defined for 2025 in the categories of single-use waste and food waste. The Lufthansa Group Passenger Airlines were particularly involved in the goal-setting process, which was launched in 2022.

Since 2025, the Lufthansa Group Passenger Airlines have been pursuing the objective of ensuring that all customer-facing single-use plastic and aluminium items are either recyclable or made from renewable materials. The full implementation of the required measures will continue beyond the reporting year and is scheduled for completion by 2030. At the outset of implementation, an inventory of all customer-facing items was conducted, and a priority list was established based on weight and volume parameters. In total, 588 items were identified for replacement. The target is grounded in scientific findings on reducing single-use plastics and promoting the circular economy. Relevant stakeholders were involved in defining the target, including customers, cabin crews, and catering and cleaning partners, all of whom support the objective. Progress is monitored on a quarterly basis by measuring the implementation status of the defined items against the initial inventory.

The target covers all single-use items that are directly used by passengers, excluding items such as rubbish bags or similar materials that are not directly used by customers. The corresponding Lufthansa Group waste targets guideline applies to single-use, food and reusable waste across both Passenger Airlines and the lounges.

The Lufthansa Group Passenger Airlines had set a target of reducing food waste on short-haul flights by 50% by 2025 compared with the base year 2019. This target was achieved in the reporting year, with a reduction of 54% compared with the base year 2019.

The Passenger Airlines continue to pursue the objective of directing reusable waste streams towards a second use wherever possible. For example, they will trial the replacement of disposable cups with reusable cups that can be returned to the supplier at the end of their useful life to make new cups. Quantitative targets in this area were part of a planned goal-setting process in 2025, which is set to take effect from 2026 onwards.

As per European Union regulations, the targets set are voluntary targets. This is expected to change in 2030, when the EU's PPWR and Single-Use Plastics Directive (SUP) are due to come into effect.

Lufthansa Technik targets are focused on increasing the recycling rate at its sites

Lufthansa Technik pursued the target of achieving a global recycling rate of 75% by the end of 2025. This voluntary target, which goes beyond statutory requirements, was jointly adopted in 2017 by segment management, the Executive Board and the environmental department. The base year is 2018, when the recycling rate stood at 51%. In 2025, the recycling rate reached 54%, representing an increase of 3 percentage points compared with the base year. At the Lufthansa Technik Sofia site, the recycling rate for metallic recyclable materials had already reached 100% by the end of the reporting year. Lufthansa Technik Engine Services also pursues the "0% Metal to Landfill" target, aimed at completely eliminating the disposal of metallic waste in landfill.

Despite the increase in the recycling rate, the objective of 75% within the Lufthansa Technik Group was not achieved. This was primarily due to ongoing technical and organisational challenges in the recovery of certain waste streams, for which disposal pathways are currently only partially controllable. In addition, differences exist between regions in terms of available infrastructure and transparency for systematic waste separation. Local legal frameworks also affect disposal options, for example in China. In Germany, certain waste streams can currently only be treated through thermal recovery. Moreover, some hazardous substances, mixed fractions or composite materials cannot be separated into single-material streams for technical reasons. Following the end of the 2025 target horizon, no new recycling rate targets have yet been defined.

Progress is monitored at the end of the assessment period by analysing the ratio of recycled waste to total waste. The evaluation is carried out on an aggregated basis, without distinguishing between metallic and non-metallic recyclable materials, but with differentiation between hazardous and non-hazardous waste. Developments are continuously monitored by the Executive Board of Lufthansa Technik as part of the annual occupational safety and environmental management reviews. Where deviations from target values are identified, appropriate actions are initiated by management. One example is the on-site composting programme at Lufthansa Technik Turbine Shannon, under which organic food waste is composted locally. At Lufthansa Technik Philippines, waste is recovered through use as an energy source, with residual materials used as fuel in a local cement plant.

Despite the challenges identified, Lufthansa Technik remains firmly committed to its sustainability ambitions. Through its ISO 14001-certified environmental management system, which has been implemented at 13 sites worldwide, measures are continuously introduced to address existing challenges, optimise processes and improve environmental performance over the long term.

From the perspective of Lufthansa Technik there is limited further scope for the development and introduction of a circular product design. The Company is subject to the requirements of the EASA Part-145 regulations, which state that materials and components used in maintenance may only be sourced from certified suppliers. This means that Lufthansa Technik has no direct influence over whether and to what extent circular approaches are applied when aircraft materials and components are constructed. For this reason, Lufthansa Technik has not defined any circular product design targets. Likewise, no targets have been defined to measure the impacts of leasing-based repair services in terms of resource use and consumption. The introduction of corresponding target metrics is not currently planned. However, suppliers are selected based on the Lufthansa Group's defined sustainability criteria. ↗ S2-1 Workers in the value chain – Policies related to value chain workers.

The same applies to possible Lufthansa Technik targets in respect of resource inflows and outflows. The scope for action is also limited by regulatory requirements, especially those for maintenance under EASA Part 145. The Company is required to comply with defined quality and safety standards, which precludes independent control over material use. Also in respect of minimising the use of virgin resources, Lufthansa Technik does not have any targets of its own in relation to EASA Part-145 maintenance operations as the materials are chosen by suppliers.

Lufthansa Cargo is focused on increasing the share of recycled materials
Lufthansa Cargo and its subsidiaries have set themselves a target of increasing the share of recycled materials to 40% by the end of 2025. This relates to all materials disposed of at Lufthansa Cargo's Frankfurt hub. The target was defined in 2020, when the share of recycled materials was 35%. Progress is reviewed annually based on the local waste balance from the waste disposal company. In the 2024 financial year, the share reached 43%, which exceeded the defined target. The values for Lufthansa Cargo in the 2025 financial year, along with the possible confirmation of target achievement, were not yet available at the time of the Annual Report's release. To date, no new targets to increase the share of recycled materials have been defined beyond 2025.

Milestones have been defined to monitor progress towards this target. Besides the responsible departments, local waste disposal companies are also involved. The Lufthansa Group has signed a framework agreement with the waste disposal company in Frankfurt and Munich.

The goal of Lufthansa Cargo and its subsidiaries to achieve a circular economy is a voluntary target and is not based on legal obligations.

E5-4 – Resource inflows

Key resource use in the Lufthansa Group's business segments is dependent on the respective business model
The Lufthansa Group Passenger Airlines use various resources and items in flight operations, including food and beverages, single-use items (such as plastic packaging, aluminium trays, film, lids, serviettes, moist towelettes, paper packaging, PET items, beverage cartons, aluminium cans, glass and cardboard) and reusable items (such as cutlery, crockery, glasses, textiles such as pillows and bedding, comfort amenities and headphones).

Lufthansa Technik uses various resources in its production operations and along its supply chain, including finished parts (mechanical and electrical components, engine parts and fibre-reinforced composites), semi-finished products, hazardous substances as per the Globally Harmonised System for the labelling and classification of chemicals and hazardous substances, and non-harmful operating materials. Also among the resources used are small parts, such as screws and wires, IT equipment and furniture, as well as infrastructure elements, such as solar panels and construction materials. Products used by Lufthansa Technik may contain small quantities of tin, tungsten, tantalum and gold. Compliance with human rights due diligence requirements in the supply chain, supported by contractual provisions, is intended to ensure that these raw materials do not originate from conflict zones. As the products are procured as complete units, there is no direct influence over their material composition.

The key resource inflows for Lufthansa Cargo and its subsidiaries can be divided into three streams:

In flight operations, the most important resource inflow is the fuel used, namely kerosene for aircraft.

In cargo handling, materials for securing loads in particular are used, including containers, pallets, boards, film, straps and nets. Operating materials for the maintenance and upkeep of conveyor systems and cargo terminals are also used, such as diesel, oil, cleaning agents, lighting and water. Electricity, natural gas and district heating is used for heating and cooling.

Typical office materials are used in the administration buildings of Lufthansa Cargo and its subsidiaries. In addition, water for sanitary facilities and district heating, natural gas and electricity are relevant resource inflows there.

293 of 599 single-use plastic and single-use aluminium items have been replaced to date

In order to measure its progress in replacing single-use plastic and single-use aluminium items, the Lufthansa Group has defined a company-specific performance indicator based on Airline Sustainability Reporting, an IATA handbook. This indicator measures how many single-use plastic and single-use aluminium items in total are used by Passenger Airlines and Lufthansa Cargo and how many have been replaced by more sustainable alternatives, such as reusable instead of disposable cups. In 2025, a total of 588 items (previous year: 721 items) made from single-use plastic or single-use aluminium were in use on board in the Passenger Airlines, of which 293 items (previous year: 263 items) were replaced in the reporting year. In Lufthansa Cargo, there are only 11 single-use plastic or single-use aluminium items in use (previous year: 10 items), because most of the loading aids and equipment are reusable. None of the single-use items were replaced during the reporting year (previous year: no items), because there were no suitable alternatives given the high procedural, qualitative and safety requirements.

The performance indicator provides a transparent view of progress, replacement potential and existing constraints in the use of single-use plastic and aluminium items within the Lufthansa Group, while also showing that, in the reporting year, Passenger Airlines in particular achieved progress through a significant reduction in the use of single-use items.

A detailed description of the calculation methodologies can be found under ↗ Basis for calculating metrics in 2025 – Environment.

E5-6 – Anticipated financial effects

The Lufthansa Group makes use of the transitional relief provided for under the delegated “Quick Fix” act and therefore refrains from disclosing the anticipated financial effects within the meaning of ESRS E5-6.

T062 Basis for calculating metrics in 2025 – Environment

ESRS disclosure requirement	Paragraph	Data point/metric	Basis for preparing and describing the parameters used, description of the assumptions and methodology	Sources of measurement and results uncertainty, if applicable	Resulting accuracy level	External validation	Planned measures for accuracy improvement, if applicable
E1-5 Energy consumption and mix	37–38	Energy consumption from flight activities – kerosene	Direct measurement of kerosene consumption at flight level for all Passenger Airlines and Cargo flights. Tonnes converted to MWh based on the lower heating value factors contained in the ISO 14083 standard.	Low uncertainty due to accurate interim verification in late Q3 and use of internally quality-assured Q4 data in January	High	Energy data validated by audit company Müller-BBM Cert Umweltgutachter GmbH (with the support of ETS Verification GmbH)	No further actions needed or possible within the scope of the CSRD reporting timeline
E1-5 Energy consumption and mix	37	Energy consumption from flight activities – sustainable aviation fuel	The Lufthansa Group's fuel consumption from renewable sources figure also covers Sustainable Aviation Fuel (SAF). In the current reporting year, the calculation methodology for these SAF metrics was adjusted. This reflects statutory biofuel blending requirements and the related reporting obligations under ReFuelEU Aviation. Whereas previously the reported figures were based on SAF volumes sold as part of the product portfolio, the reporting now reflects SAF volumes delivered in the reporting year, as recorded in mandatory emissions reporting systems (e.g. EU ETS), in line with the ReFuelEU methodology. As a result of this methodological change in the reporting year, all SAF volumes from deliveries prior to the reporting year that had not previously been reported are also included.	Low uncertainty, as based on primary data	High	Energy data validated by audit company Müller-BBM Cert Umweltgutachter GmbH (with the support of ETS Verification GmbH)	No further actions needed or possible within the scope of the CSRD reporting timeline. Timely delivery of POS/PoC by supplier is to be expedited.
E1-5 Energy consumption and mix	37–38	Energy consumption from engine inspections	Direct reading of kerosene consumption at the relevant Lufthansa Technik sites. Tonnes converted to MWh based on the lower heating value factors contained in the ISO 14083 standard. Data collection in accordance with defined regulatory requirements of the EU ETS based on officially approved monitoring plans.	Low uncertainty, as direct and complete measurement is possible	High	Energy data validated by audit company Müller-BBM Cert Umweltgutachter GmbH (with the support of ETS Verification GmbH)	No further actions needed within the scope of reporting requirements and timeline
E1-5 Energy consumption and mix	37–38	Energy consumption of Lufthansa Aviation Training	Kerosene consumption could be determined partially by bills at the training location in the past; refuelling at other airports was delivered as pure quantities. Tonnes of kerosene/Av-GAS are converted into MWh based on the lower heating value factors contained in the ISO 14083 standard.	Low uncertainty, as the data collected is based on invoicing	Medium	Energy data validated by audit company Müller-BBM Cert Umweltgutachter GmbH	No further actions needed within the scope of reporting requirements and timeline

T062 Basis for calculating metrics in 2025 – Environment (continued)

ESRS disclosure requirement	Paragraph	Data point/metric	Basis for preparing and describing the parameters used, description of the assumptions and methodology	Sources of measurement and results uncertainty, if applicable	Resulting accuracy level	External validation	Planned measures for accuracy improvement, if applicable
E1-5 Energy consumption and mix	37–38	Energy consumption – buildings	Calculation of energy consumption related to buildings based on Lufthansa Group energy costs and the current energy price (actual values: January to September, forecast values: October to December). This process accounts for over 61% of electricity, 84% of gas, 59% of district heating/cooling and 68% of heating oil consumption in the Lufthansa Group. The figures for the previous year are used for the remaining percentages. Gas and heating oil consumption is converted to MWh based on the lower heating value factors contained in the ISO 14083 standard.	Low uncertainty as consumption is determined with the help of primary data. A high degree of accuracy has been proven in multiple verifications.	High	Energy data validated by audit company Müller-BBM Umweltgutachter GmbH	Actions planned to cover all Lufthansa Group buildings. Improve requirements for internal communication regarding building conversions.
E1-5 Energy consumption and mix	37–38	Energy consumption – vehicle fleet	Assumptions-based estimates of energy consumption by the vehicle fleet for the key Lufthansa Group sites based on average kilometres travelled, consumption and drive types. This covers most vehicles in the Passenger Airlines and a large part of the apron vehicles at hubs. This method covers 65% of the diesel, 85% of the petrol and 100% of the gas and electricity consumption. Figures from the previous year, including a risk premium, were used for the rest of the vehicles that were not covered by this methodology. Diesel and petrol consumption is converted to MWh based on the lower heating value factors contained in the ISO 14083 standard.	Calculation based on assumptions. However, the vehicle fleet only accounts for a very small share of total energy consumption.	Medium	Energy data validated by audit company Müller-BBM Umweltgutachter GmbH	Compared with the 2024 financial year, the quality of assumption-based consumption data was improved by analysing average consumption levels and mileage by vehicle group, business unit and site, and incorporating these parameters into the calculations. Actions planned to include further sites.
E1-5 Energy consumption and mix	37–38	Total energy consumption	All Group-wide energy consumption is reported as the total of energy consumption from flight operations, engine test rigs, Lufthansa Aviation Training, buildings and the vehicle fleet. These figures are listed in Table AR 34, which details energy consumption.	Low uncertainty, as most of the data used has a high level of accuracy (primary data).	High	Energy data validated by audit company Müller-BBM Cert Umweltgutachter GmbH (with the support of ETS Verification GmbH)	Actions planned to improve data quality in respect of the vehicle fleet and buildings

T062 Basis for calculating metrics in 2025 – Environment (continued)

ESRS disclosure requirement	Paragraph	Data point/metric	Basis for preparing and describing the parameters used, description of the assumptions and methodology	Sources of measurement and results uncertainty, if applicable	Resulting accuracy level	External validation	Planned measures for accuracy improvement, if applicable
E1-5 Energy consumption and mix	40	Energy intensity	Passenger Airlines (Sector H 51.10), Logistics (Sector H 51.20) and MRO (Sector C 33.16) are classified high climate impact sectors. Therefore, the energy intensity for these segments was determined, in line with CSRD requirements. The formula is as follows: Energy intensity = energy consumption from high climate impact sectors/segment revenue in high climate impact sectors Energy consumption from the high climate impact sectors was considered for the numerator (for the precise calculation methodology, please see the information for E1-5 37–38). The denominator includes the segment revenue (IFRS 8) from the financial statements for Passenger Airlines, Logistics and MRO, as the high climate impact sectors are precisely those segments in the financial report. The “Additional Businesses and Group Functions” segment does not contain any activities classified as having a high climate impact and is therefore not included in the intensity metric (ESRS E1_E1-5 43_Group).	Calculated KPI. Uncertainties from data sources described in the energy consumption table and in the financial report	High	Energy data validated by audit company Müller-BBM Cert Umweltgutachter GmbH	No further action needed
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	48a	Scope 1 emissions	Scope 1 incorporates GHG emissions from flight and ground operations, especially those produced from burning kerosene in flight operations and engine test cells, from heating oil and gas consumption in buildings and from diesel and petrol consumption in the vehicle fleet. All companies identified as relevant for the CSRD report in accordance with the defined group of consolidated companies were included in the calculation. In addition, in accordance with Paragraph 46 of ESRS E1, a review was performed to determine the existence of operational control for companies not already included, such as joint ventures or joint operations. The review found no such operational control. Key input factors are energy consumption (except for purchased electricity, district heating and district cooling, which fall under Scope 2) and the relevant CO_2 emissions factors of the energy sources. Important assumptions made in respect of energy consumption are presented in this table under the Paragraph 37 and Paragraph 38 data points. The emissions factors for kerosene as well as liquid and gaseous fuel and combustibles are taken from the ISO 14083 standard. The ISO 14083 standard was selected based on the fact that it is a general, internationally recognised standard for calculating GHG emissions in the transport sector. As ISO 14083 does not include the energy sources heating oil and natural gas, the BAFA CO_2 emissions factors have been used for these (information sheet on carbon emissions factors produced by the Federal Office for Economic Affairs and Export Control).	In principle, a potential measurement uncertainty arises from the collection of the energy data. It should be noted that energy consumption for the vehicle fleet is based on assumptions and projections, which gives rise to measurement uncertainty. However, the vehicle fleets only account for a minimal share of the Scope 1 emissions; this uncertainty therefore does not have a major impact on the quality of the data. Therefore, the measurement uncertainty is considered low.	High	CO_2 emissions data validated by audit company Müller-BBM Cert Umweltgutachter GmbH	No further actions needed within the scope of reporting requirements and timeline

T062 Basis for calculating metrics in 2025 – Environment (continued)

ESRS disclosure requirement	Paragraph	Data point/metric	Basis for preparing and describing the parameters used, description of the assumptions and methodology	Sources of measurement and results uncertainty, if applicable	Resulting accuracy level	External validation	Planned measures for accuracy improvement, if applicable
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	AR 43	Biogenic Scope 1 emissions	The incineration of SAF in flight operations produces biogenic emissions. The method for calculating the amount of sustainable aviation fuel is described in Paragraphs 37 and 38 of this table. The amount of biogenic emissions is the product of the amount of sustainable aviation fuel consumed, multiplied by the corresponding emissions factors. For more information on emissions factors in Scope 1, see Paragraph 48a.	In principle, a potential measurement uncertainty arises from the collection of the energy data.	Medium	SAF quantities and CO_2 footprint emissions validated by audit company Müller-BBM Cert Umweltgutachter GmbH	No further action needed
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	48b	Percentage of Scope 1 GHG emissions covered by the EU ETS	Based on the data collected regarding Scope 1 GHG emissions, the Lufthansa Group calculates the percentage of emissions covered by regulated emissions trading systems as follows: Percentage of Scope 1 GHG emissions from regulated emissions trading schemes = (Scope 1 GHG emissions from regulated emissions trading schemes in tonnes * 100) / Total Scope 1 GHG emissions in tonnes The amount of Scope 1 GHG emissions that fall under regulated emissions trading systems is recorded monthly by Risk Controlling and covers all of the Lufthansa Group's consolidated companies for CSRD purposes within these regulated emissions trading systems.	For all Scope 1 emissions, please see the description from Paragraph 47, ESRS E1. The percentage of Scope 1 GHG emissions from regulated emissions trading schemes is based on primary data collected by Risk Controlling. Therefore, the measurement uncertainty is considered low.	High	CO_2 emissions data validated by audit company Müller-BBM	No further actions needed within the scope of reporting requirements and timeline

T062 Basis for calculating metrics in 2025 – Environment (continued)

ESRS disclosure requirement	Paragraph	Data point/metric	Basis for preparing and describing the parameters used, description of the assumptions and methodology	Sources of measurement and results uncertainty, if applicable	Resulting accuracy level	External validation	Planned measures for accuracy improvement, if applicable
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	49	Scope 2 emissions (location-based and market-based)	Scope 2 includes all GHG emissions resulting from purchased electricity, heating and cooling, especially from their use in buildings. As with Scope 1, all companies identified as relevant for the CSRD report were included in the calculation. In addition, in accordance with Paragraph 46 of ESRS E1, there was a review of the existence of operational control for companies not already included, such as joint ventures or joint operations. The review found no such operational control. The Scope 2 GHG emissions were calculated using both the location-based and market-based method. The emissions factors published by the IEA were used as a recognised source for internationally available data for the location-based Scope 2 emissions. Emissions factors provided by the Department for Environment, Food and Rural Affairs (DEFRA) were used for district heating and cooling. In principle, the market-based Scope 2 emissions are determined with the help of the guarantees of origin for green electricity. However, the retired credits are not yet available at the time of reporting. Therefore, the share of purchased electricity covered by guarantees of origin is estimated on the basis of contractual agreements. For all market-based Scope 2 emissions without guarantees of origin for green power, the Lufthansa Group uses the emissions factors from the IEA, as for the location-based method.	In principle, there is also the potential for measurement uncertainty for Scope 2 given how the energy data is collected. These effects are considered negligible due to the use of calibrated measurements required under legal regulations and applicable tax requirements. In addition, the share of guarantees of origin is estimated based on contractual data at the time of reporting for the market-based Scope 2 emissions. This may result in measurement and results uncertainty.	Location-based: high; market-based given estimations of two input factors: medium	CO_2 emissions data validated by audit company Müller-BBM Cert Umweltgutachter GmbH	No further actions needed within the scope of reporting requirements and timeline
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	51	Scope 3 Category 1 Emissions from the production of purchased goods and services	GHG emissions attributable to purchased products and services are calculated using the expenditure on a product multiplied by a product-specific emissions factor. The spend-based method is used: an internal Lufthansa Group procurement database is used to calculate the emissions for this category. Specific emissions factors are linked with the corresponding product categories for each relevant category in the procurement database. The emission factors are sourced from Climatiq.	The calculation is based on the total amount of the respective expenditures, which are fed from the underlying invoice data. A specific emissions factor obtained uniformly from Climatiq is used for the conversion into CO_2 per expenditure category.	Medium	CO_2 emissions data validated by audit company Müller-BBM Cert Umweltgutachter GmbH	No further methodological actions needed
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	51	Scope 3 Category 2 Emissions from the production of capital goods (Capital goods)	Multi-stage calculation method based on aircraft manufacturer information. The emissions factors (CO_2 per aircraft kg) are determined based on the relevant reports from aircraft manufacturers and a classification of aircraft types into categories. The CO_2 emissions per newly acquired aircraft are calculated by multiplying the emissions factor by the manufacturer's empty weight (MEW) for the type of aircraft that has been newly acquired.	Manufacturers do not detail how much GHG emissions are produced during the production of each aircraft type. Therefore, the estimation method used here is dependent on the accuracy and completeness of the GHG emissions reported and the number of aircraft produced by the manufacturers.	Medium	CO_2 emissions data validated by audit company Müller-BBM Cert Umweltgutachter GmbH	No further action needed

T062 Basis for calculating metrics in 2025 – Environment (continued)

ESRS disclosure requirement	Paragraph	Data point/metric	Basis for preparing and describing the parameters used, description of the assumptions and methodology	Sources of measurement and results uncertainty, if applicable	Resulting accuracy level	External validation	Planned measures for accuracy improvement, if applicable
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	51	Scope 3 Category 3 Emissions from fuel- and energy-related activities (Fuel- and energy-related activities)	The energy consumption is multiplied by the corresponding emissions factors covering upstream energy generation and transportation processes, similar to the methodologies for the Scope 1 and Scope 2 calculations. However, the emissions factors used here in relation to the upstream value chain are derived from the following sources: ISO 14083, EN DIN 16258, IEA, DEFRA, BAFA.	In principle, a slight measurement uncertainty arises from the collection of the energy data. It should be noted that energy consumption for the vehicle fleet in particular is based on an estimation method, which gives rise to measurement uncertainty. However, the vehicle fleet only accounts for a minimal share of the Scope 3 Category 3 emissions; this uncertainty therefore does not have a major impact on the quality of the data. Therefore, the measurement uncertainty is considered low.	High	CO_2 emissions data validated by audit company Müller-BBM Cert Umweltgutachter GmbH	No further action needed
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	51	Scope 3 Category 4 Emissions from the transportation and distribution of products and services (Upstream transportation and distribution)	Total GHG emissions from A) flights operated by external airlines for the Lufthansa Group, B) Lufthansa Express services, C) proportional Scope 1 and Scope 2 emissions at airports and D) upstream transportation services for Lufthansa Cargo. The individual items are calculated as follows: A) GHG emissions from flights operated by external airlines for the Lufthansa Group are determined using internal flight operations data, similar to the approach for Scope 1 emissions. B) Emissions resulting from Lufthansa Express services are determined using the parameters: number of passengers carried, length of flight segment, mode of transport and relevant CO_2 emissions factors (German Environment Agency). C) The expenditure-based method (spend-based approach) is applied. An internal procurement database of the Lufthansa Group is used to calculate emissions for this category. Specific emission factors are assigned to the relevant product categories within the database. The emission factors are sourced from Climatiq. D) Emissions from transportation services are calculated using transported cargo tonne-kilometres as well as the average fuel consumption and the emissions factor for diesel contained in the ISO 14083 standard.	Emissions for flights operated by external airlines for the Lufthansa Group (A) are calculated in a similar way to the Scope 1 method. This means that the measurement uncertainty is low here. For the emissions data in categories (B) and (D), data is retrieved from third parties and estimation methods are used, which means there may be measurement uncertainty. For data in category (C), the calculation is based on the total amount of the respective expenditures, which are fed from the underlying invoice data. A specific emissions factor obtained uniformly from Climatiq is used for the conversion into CO_2 per expenditure category.	A) High B to D) Medium	CO_2 emissions data validated by audit company Müller-BBM Cert Umweltgutachter GmbH	No further action needed
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	51	Scope 3 Category 5 Third-party emissions from the disposal and treatment of waste and wastewater (Waste generated in operations)	The amount of waste generated is multiplied by the relevant emissions factor per method of disposal/recycling. The emission factors for the recycling and disposal pathways are derived from DEFRA. The average-data method used is in line with the GHG Protocol's Technical Guidance.	In terms of in-flight waste in particular, data availability depends on external service providers, such as catering firms. Therefore, estimation methods have to be used in some cases. This means there is measurement uncertainty.	Medium	CO_2 emissions data validated by audit company Müller-BBM Cert Umweltgutachter GmbH	No further action needed

T062 Basis for calculating metrics in 2025 – Environment (continued)

ESRS disclosure requirement	Paragraph	Data point/metric	Basis for preparing and describing the parameters used, description of the assumptions and methodology	Sources of measurement and results uncertainty, if applicable	Resulting accuracy level	External validation	Planned measures for accuracy improvement, if applicable
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	51	Scope 3 Category 6 Emissions from employees travelling for business activities using vehicles that are owned or operated by third parties (Business travel)	Total emissions from A) business flights and B) hotel stays for own employees. The individual items are calculated as follows: A) All business travel by employees on flights not operated by Lufthansa Group airlines are considered, to the extent that the tracking systems used enable this, as the Lufthansa Group's own flights are already included in Scope 1. These flights are identified on the basis of invoices. In addition, a conservative risk premium is applied to account for potentially unrecorded flights. B) The calculation is based on the expenditure-based method. An internal procurement database of the Lufthansa Group is used to calculate emissions for this category. Specific emission factors are assigned to the relevant product categories within the database. The emission factors are sourced from Climatiq.	A) It is not currently possible to capture all of the details of flights taken by employees on external airlines. This means there is measurement uncertainty. A risk premium is used to take this into account. B) The calculation is based on the total amount of the respective expenditures, which are fed from the underlying invoice data. A specific emissions factor obtained uniformly from Climatiq is used for the conversion into CO_2 per expenditure category.	Medium	CO_2 emissions data validated by audit company Müller-BBM Cert Umweltgutachter GmbH	No further action needed
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	51	Scope 3 Category 7 Emissions from employees commuting in vehicles that are owned or operated by other companies (Employee commuting)	Emissions from employee commuting are calculated with the help of statistical assumptions on the modes of transport used, the average distances from the place of work, the average number of working days and employees and the corresponding emissions factors for the different modes of transport. The extent of remote working for administration is also taken into account based on internal evaluations. The calculation is based on the Lufthansa Group's own employee data, microcensus data from the Federal Statistical Office of Germany and emissions factors provided by the German Environment Agency.	Emissions resulting from commuting by Lufthansa Group employees are based on a recognised evaluation of commuting patterns and their extrapolation to the organisation. There may be uncertainties in the calculation, especially due to assumptions regarding the extent of remote working, the distances travelled and the modes of transport used.	Medium	CO_2 emissions data validated by audit company Müller-BBM Cert Umweltgutachter GmbH	No further action needed
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	51	Scope 3 Category 8 Emissions from operating fixed assets that the reporting company leases (Upstream leased assets)	Since the Lufthansa Group did not have any upstream leased assets that made a material contribution to the Scope 3 emissions in the reporting year, no emissions have been calculated or shown in this category. Emissions from flights carried out by external airlines on behalf of the Lufthansa Group airlines are calculated and reported in Category 4.	n/a	n/a	n/a	n/a
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	51	Scope 3 Category 9 Emissions from the transportation and distribution of products to end consumers using vehicles and equipment (Downstream transportation and distribution)	Total emissions calculated from the number of inspection and ferry flights conducted on serviced aircraft (CAMO flights), the average amount of kerosene consumed per flight and the corresponding emissions factor for kerosene. GHG emissions/emissions factors from the CAMO flights are derived from the Small Emitters Tool provided by Eurocontrol and are calculated in this way.	As the emissions are calculated using the recognised Eurocontrol Small Emitters Tool, low uncertainty in the calculation can be assumed.	High	CO_2 emissions data validated by audit company Müller-BBM Cert Umweltgutachter GmbH	No further action needed

T062 Basis for calculating metrics in 2025 – Environment (continued)

ESRS disclosure requirement	Paragraph	Data point/metric	Basis for preparing and describing the parameters used, description of the assumptions and methodology	Sources of measurement and results uncertainty, if applicable	Resulting accuracy level	External validation	Planned measures for accuracy improvement, if applicable
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	51	Scope 3 Category 10 Emissions from third-party processing of sold products that are further processed, transformed or integrated into another product before being used by the end consumer (Processing of sold products)	Transport services are the core business activity of the Lufthansa Group. The Lufthansa Group does not sell products that are processed or converted by third parties before reaching the end consumer. This category is therefore not material for the Lufthansa Group and the emissions are not calculated.	n/a	n/a	n/a	n/a
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	51	Scope 3 Category 11 Emissions from the use of sold products (Use of sold products)	Transport services are the core business activity of the Lufthansa Group. The Lufthansa Group does not sell any products that cause emissions in use that would make a material contribution to the Scope 3 emissions. This category is therefore not material for the Lufthansa Group and the emissions are not calculated.	n/a	n/a	n/a	n/a
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	51	Scope 3 Category 12 Emissions from the disposal and treatment of sold products using different methods of waste disposal and treatment (End-of-life treatment of sold products)	Transport services are the core business activity of the Lufthansa Group. The Lufthansa Group does not sell any products that cause emissions after use that would make a material contribution to the Scope 3 emissions. This category is therefore not material for the Lufthansa Group and the emissions are not calculated.	n/a	n/a	n/a	n/a

T062 Basis for calculating metrics in 2025 – Environment (continued)

ESRS disclosure requirement	Paragraph	Data point/metric	Basis for preparing and describing the parameters used, description of the assumptions and methodology	Sources of measurement and results uncertainty, if applicable	Resulting accuracy level	External validation	Planned measures for accuracy improvement, if applicable
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	51	Scope 3 Category 13 Emissions from the operation of assets that the company leases to others (Downstream leased assets)	Total emissions calculated from the number of flights leased by Lufthansa Group airlines to external airlines, the amount of kerosene consumed and the corresponding emissions factor for kerosene The calculation of GHG emissions of the Lufthansa Group aircraft leased to external airlines is accomplished similar to the calculation of Scope 1 emissions of the own flight operation.	As information on emissions resulting from leased aircraft is collected in a similar way to Scope 1 emissions, there is only low measurement uncertainty here	High	CO_2 emissions data validated by audit company Müller-BBM Cert Umweltgutachter GmbH	No further action needed
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	51	Scope 3 Category 14 Emissions from franchise operations (Franchises)	This category is not material for the Lufthansa Group; the emissions are therefore not calculated.	n/a	n/a	n/a	n/a
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	51	Scope 3 Category 15 Emissions from capital expenditure, including equity investments, loans, project finance, managed investments and customer services (Investments)	Total emissions calculated from the proportional Scope 1 and Scope 2 emissions of the joint ventures and other non-consolidated Lufthansa Group equity investments. To calculate the emissions attributable to Lufthansa Group investments, the Lufthansa Group's extent of operational control (in percentage terms) of the joint ventures and other non-consolidated equity investments is used. The energy consumption is calculated in a similar way to the methodologies described under Paragraphs 37 and 38.	In principle, a potential uncertainty arises from the collection of the energy data. This may result in measurement and results uncertainty.	High	CO_2 emissions data validated by audit company Müller-BBM Cert Umweltgutachter GmbH	No further action needed
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	51	Total Scope 3 emissions	Total emissions from the following categories: 1. Purchased goods and services 2. Capital goods 3. Fuel- and energy-related activities 4. Upstream transportation and distribution 5. Waste generated in operations 6. Business travel 7. Employee commuting 9. Downstream transportation and distribution 13. Downstream leased assets 15. Investments The detailed methodology is described in detail under the individual categories.	See individual categories	See individual categories.	CO_2 emissions data validated by audit company Müller-BBM Cert Umweltgutachter GmbH	No further action needed

T062 Basis for calculating metrics in 2025 – Environment (continued)

ESRS disclosure requirement	Paragraph	Data point/metric	Basis for preparing and describing the parameters used, description of the assumptions and methodology	Sources of measurement and results uncertainty, if applicable	Resulting accuracy level	External validation	Planned measures for accuracy improvement, if applicable
E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	AR 46	Biogenic Scope 3 emissions	The incineration of SAF in flight operations produces biogenic emissions. To date, these emissions had been reported exclusively under Scope 1 (separate disclosure). In the current reporting year, these emissions are also disclosed under Scope 3. This change is driven by statutory requirements relating to the blending of biofuels, which also apply to wet-lease partners and airlines in which the Lufthansa Group holds a minority interest. Biogenic emissions are determined on an equity-share basis, calculated from the quantity of SAF consumed and multiplied by the corresponding emissions factor. For more information on emissions factors in Scope 3, see Paragraph 51.	In principle, a certain degree of measurement uncertainty arises, as part of the calculation (Q4 of the reporting year) is based on data that, at the time of reporting, had only been internally quality-assured.	Medium	SAF and CO_2 emissions data validated by audit company Müller-BBM Cert Umweltgutachter GmbH	No further action needed. Early provision of sustainability documentation (self-declarations) by suppliers.
E1-7 GHG removals and GHG mitigation projects financed through carbon credits	59	CO_2 credits retired in the current period and carbon credits planned to be retired in future periods	The Lufthansa Group surveys its providers that retire CO_2 credits on behalf of Lufthansa Group airlines on an annual basis to find out the number of CO_2 credits retired in the reporting year. The amount of retired credits must match the contributions of Lufthansa Group customers for a particular period. The Lufthansa Group receives confirmation of the retired credits from the providers as proof. In respect of the CO_2 credits to be retired in the future, the reported forecast figure is based on the contributions already made by customers and the respective volume.	The number of credits retired in this reporting period is based on primary data from service providers. Accordingly, there is no measurement uncertainty in this respect. As the amount of credits to be retired in the next reporting period will be determined very early on in the new year, the forecast figure may still deviate to a small extent from the later actual figure	For CO_2 credits retired in the reporting year: high For CO_2 credits planned to be retired in the future: medium	No external validation	No further action needed
E2-4 Pollution of air, water and soil	Company-specific	Active noise abatement metric	With respect to noise abatement, the Lufthansa Group determines the impact from modernising the operational Group fleet using as a performance indicator the number of aircraft that meet or exceed what is known as the “minus-ten-decibel criterion” set by the ICAO Chapter 4 standard. This standard requires that all aircraft cumulatively fall below the ICAO Chapter 3 noise limits by a margin of ten decibels or more. The Corporate Responsibility – Emissions Management department requests noise certificates from the maintenance organisations, compares the noise data for the aircraft with the noise limits defined by the ICAO in Chapter 4 of the Chicago Convention and determines the active noise abatement metric on this basis.	Precise calculation. Low measurement uncertainty	High	No external validation	No further action needed
E5-4 Resource inflows	Company-specific	Replacement of single-use plastic and single-use aluminium at Passenger Airlines	As a first step, all items used in the customer experience during passenger flights were identified. These were then classified to determine whether an item was made from single-use plastic or single-use aluminium. The totals from all the items classified as single-use plastic or single-use aluminium form the first part of the performance indicator. As a second step, the Passenger Airlines are surveyed quarterly to determine how many of the items classified as single-use plastic or single-use aluminium have been replaced with more sustainable alternatives that do not contain single-use plastic or single-use aluminium.	Precise calculation. Low measurement uncertainty	High	No external validation	No further action needed

T062 Basis for calculating metrics in 2025 – Environment (continued)

ESRS disclosure requirement	Paragraph	Data point/metric	Basis for preparing and describing the parameters used, description of the assumptions and methodology	Sources of measurement and results uncertainty, if applicable	Resulting accuracy level	External validation	Planned measures for accuracy improvement, if applicable
E5-4 Resource inflows	Company-specific	Replacement of single-use plastic and single-use aluminium at Cargo	All loading aids that may be used to secure cargo for transport on freighters, passenger aircraft and road feeder services are among those listed in the Lufthansa Cargo Ground Handling Manual. All loading aids that were actually used can be found in the inventory list used to record the daily inventory information. This list dated 31 December 2025 was used as the basis as a first step. The Global Handling Performance, Environmental Management, Corporate Responsibility, Procurement, Cargo Sales Services and Loading Equipment departments then used the technical specifications for each loading aid to identify whether it was made from single-use plastic or single-use aluminium. The totals from all the items classified as single-use plastic or single-use aluminium form the first part of the performance indicator. As a second step, each item classified as single-use plastic or single-use aluminium was reviewed to determine whether it was even possible to replace it with more sustainable alternatives given safety or procedural requirements and to find out which tests were conducted and which items replaced in 2025.	Precise calculation. Low measurement uncertainty	High	No external validation	No further action needed

Applicability and disclosures in accordance with the EU Taxonomy Regulation (EU) 2020/852

The EU Taxonomy Regulation is a standardised classification system for green economic activities within the scope of the EU action plan on “financing sustainable growth” and defines activities for the EU’s six environmental objectives:

1. Climate change mitigation
2. Climate change adaptation
3. Sustainable use and protection of water and marine resources
4. Transition to a circular economy
5. Pollution prevention and control
6. Protection and restoration of biodiversity and ecosystems

According to the definitions provided in the EU Taxonomy, economic activities are “environmentally sustainable” if they “contribute substantially” to the achievement of one or more of the six above-mentioned environmental objectives, “do no significant harm” to the achievement of the EU’s five other environmental objectives and comply with the “minimum safeguards” for occupational health and safety and human rights.

Technical screening criteria are applied in the analysis of whether an economic activity contributes substantially to one of the objectives and does no significant harm to the achievement of the other five objectives.

Reporting on the type of taxonomy-eligible and taxonomy-aligned economic activities is in line with the following delegated regulations:

- Delegated Regulation (EU) 2021/2139
- Delegated Regulation (EU) 2021/2178
- Delegated Regulation (EU) 2023/2485
- Delegated Regulation (EU) 2023/2486

In light of the simplification of reporting requirements and technical screening criteria adopted by the European Commission (Delegated Regulation (EU) 2026/73), the Lufthansa Group has decided to apply the available reliefs in the current reporting year. These relate in particular to the scope and presentation of the taxonomy disclosures, as well as to the application of simplified technical criteria for assessing whether economic activities avoid significant harm to the environmental objectives.

Economic activities are “taxonomy-eligible” if they can be allocated to an economic activity described in the EU Taxonomy Regulation, while they are “taxonomy-aligned” if they meet the technical screening criteria and comply with the minimum safeguards.

In accordance with Delegated Regulation (EU) 2023/2485, detailed information on the taxonomy alignment of the economic activities in the aviation sector which are relevant to the Lufthansa Group has to be disclosed for the 2025 financial year.

In accordance with the EU Taxonomy Regulation and relevant delegated acts, the Lufthansa Group reports below on the proportion of its revenue, capital expenditure (CapEx) and operating expenditure (OpEx) resulting from its taxonomy-eligible, taxonomy-aligned or taxonomy-non-eligible economic activities and provides additional qualitative information. In accordance with the requirements of the EU Taxonomy Regulation, information on total revenue, CapEx and OpEx is also disclosed.

The EU Taxonomy Regulation and the delegated acts enacted for the purpose of this regulation include phrases and terms whose interpretation remains subject to considerable uncertainty. Clarifications have not yet been published in every instance.

Implementation of the EU Taxonomy Regulation

Analysis of taxonomy eligibility
The Lufthansa Group’s business activities were initially allocated to the activities as described in the EU Taxonomy Regulation. The material taxonomy-eligible activities were identified according to the descriptions provided in the regulation. The analysis is largely based on the results obtained in the previous year and was reviewed for the current financial year, in particular with regard to its continued relevance and taking into account the current scope of consolidated companies.

As a result, the following relevant taxonomy-eligible economic activities of the Lufthansa Group have been identified:

- 3.21 Manufacturing of aircraft
- 6.19 Passenger and freight air transport
- 7.7 Acquisition and ownership of buildings

In line with the new Delegated Regulation, the Lufthansa Group does not report on immaterial economic activities that cumulatively contribute less than 10% to the respective EU Taxonomy KPI. The activities not assessed are cross-cutting activities, such as IT-based solutions, charging and mobility infrastructure and other enabling activities, which are in some cases taxonomy-eligible but do not form part of the core business segment of the Lufthansa Group’s aviation business.

Analysis of taxonomy alignment
As a first step, the reportable economic activities were reviewed based on the respective technical screening criteria to determine whether they make a substantial contribution to climate change mitigation. This is true for economic activities 3.21 Manufacturing of aircraft and 6.19 Passenger and freight air transport.

The extent to which economic activity 6.19 Passenger and freight air transport makes a substantial contribution to climate change mitigation also depends on the use of sustainable aviation fuel (SAF). The Group fleet is used when determining the aircraft that meet the technical screening criteria for making a substantial contribution to climate change mitigation solely through the use of SAF. In addition to the volumes of SAF used in the reporting year, particular relevance is also attributed to aircraft that were scrapped or newly acquired during the financial year, as changes in fleet composition have a material impact on which aircraft are able to meet the technical screening criteria.

The amount of aviation fuel with an 11% SAF blend is determined based on the SAF acquired by the Lufthansa Group in the reporting year for its own use. The actual fuel consumption per aircraft in the financial year was used to identify the aircraft that could have been operated with the SAF blend and thereby meet the technical screening criteria for a substantial contribution to climate change mitigation.

For economic activity 7.7 Acquisition and ownership of buildings, there is no substantial contribution to climate change mitigation based on the technical screening criteria.

As an additional step, compliance with the “do no significant harm” (DNSH) criteria in respect of the other environmental objectives was analysed for economic activities 3.21 Manufacturing of aircraft and 6.19 Passenger and freight air transport. For economic activity 3.21, fulfilment of these criteria was primarily reviewed at the level of the consolidated Lufthansa Technik production locations at which maintenance, repair or overhaul activities are conducted on aircraft or parts thereof that make a substantial contribution. For economic activity 6.19, the DNSH criteria were mainly reviewed by the Lufthansa Group airlines and at Group level. Economic activities 3.21 and 6.19 were found not to cause significant harm to the environmental objectives 2 to 6.

There was no review of the DNSH criteria in respect of economic activity 7.7, as the criteria for a substantial contribution were not met.

The Lufthansa Group uses established processes and documentation at Group level to verify compliance with minimum safeguards, which is also required as part of the implementation of the EU Taxonomy Regulation. Through policies and related processes and monitoring measures, the Lufthansa Group ensures that the EU Taxonomy Regulation’s requirements relating to respect for human rights (including labour rights), avoidance of bribery and corruption, taxation and fair competition are met in full. The companies are obliged to implement processes and monitoring measures. Responsibility for compliance lies with the respective companies. ↗ ESRS S1-1 – Policies related to own workforce.

Calculating the key performance indicators (KPIs)
The share of revenue, CapEx and OpEx accounted for by the identified economic activities in relation to the overall activities of the Group was determined in accordance with the requirements of the EU Taxonomy Regulation. Revenue is defined as net sales in accordance with IFRS (International Financial Reporting Standards), as shown in the consolidated income statement, and therefore only relates to fully consolidated entities. Accordingly, companies accounted for using the equity method and other equity investments have not been included. Further information on revenue can be found in the ↗ Notes to the consolidated financial statements, Notes to the consolidated income statement.

CapEx is calculated on a gross basis, i.e. without including revaluations or depreciation, amortisation or impairment. CapEx comprises capital expenditure in non-current intangible or tangible assets, including goods purchased through asset or share deals, as presented in the consolidated statement of financial position. Taxonomy-relevant CapEx has been calculated while taking the underlying accounts into consideration and in combination with the asset classes.

OpEx includes non-capitalisable expenses recognised in the consolidated income statement, such as research and development, building renovation work, short-term leasing, maintenance and repairs and all other direct expenses resulting from the maintenance of property, plant and equipment to ensure the operational readiness of the taxonomy-eligible and taxonomy-aligned assets.

Potential overlaps were identified and analysed to avoid any double counting of economic activities.

3.21 Manufacturing of aircraft

Lufthansa Technik AG and the Lufthansa Technik group’s equity investments provide technical aviation services relating to the manufacture, maintenance, repair and overhaul of aviation components. ↗ MRO business segment.

Taxonomy-eligible revenue from this economic activity is generated in connection with maintenance, repair and overhaul services and the sale of spare parts. The resulting revenue of EUR 6,044m represents 15% of the Group’s overall revenue. ↗ T001 Key figures Lufthansa Group.

Taxonomy-eligible revenue increased year-on-year by EUR 1,146m due to higher demand for maintenance and repair services and other products and services from Lufthansa Technik. The proportion of taxonomy-aligned revenue amounted to EUR 682m and thus 2% of the Group’s overall revenue in the reporting year.

Segment capital expenditure attributable to this economic activity in the MRO business segment has been recognised as CapEx. It consists primarily of intangible assets, technical equipment and other operating and office equipment. CapEx consists exclusively of CapEx (a) and at EUR 101m accounts for 2% of the Lufthansa Group's capital expenditure in the reporting year. Taxonomy-eligible CapEx thus increased by EUR 4m, primarily because of increasing investing activity. Taxonomy-aligned capital expenditure accounts for EUR 8m or 0.2% of the Lufthansa Group's capital expenditure.

OpEx expenses as defined by the EU Taxonomy Regulation comprise the direct expenses incurred in order to ensure the operational readiness of the taxonomy-eligible assets. This economic activity accounts for EUR 60m (previous year: EUR 53m) and thus 2% of the Group's total maintenance expenses. Taxonomy-aligned OpEx for this activity came to EUR 11m, a share of under 1% of the Group's total OpEx.

To determine the taxonomy-aligned OpEx, total OpEx expenses are weighted according to the share of potentially taxonomy-aligned revenue before the global replacement ratio is applied.

In the previous year, the assessment of taxonomy alignment did not identify any taxonomy-aligned share.

6.19 Passenger and freight air transport

This economic activity comprises the key business activities of the Lufthansa Group which relate to the Passenger Airlines ↗ **Passenger Airlines business segment** and Logistics ↗ **Logistics business segment** business segments.

The revenue recognised as taxonomy-eligible for this economic activity corresponds to the traffic revenue shown in the financial reporting. At EUR 32,325m, this represents 82% of the total revenue of the Lufthansa Group. Taxonomy-aligned revenue accounts for EUR 6,887m or 17% of total revenue. ↗ **T001 Key figures Lufthansa Group**.

Compared with the previous year, taxonomy-eligible revenue increased by EUR 886m, primarily due to higher passenger numbers and freight volumes.

The CapEx for this economic activity consists solely of CapEx (a) and includes spending on aircraft and reserve engines, rights-of-use to aircraft and reserve engines, aircraft under construction and advance payments for aircraft and reserve engine orders. At EUR 4,666m, this accounts for 86% of the Lufthansa Group's total capital expenditure. ↗ **T116 Aircraft and reserve engines including right-of-use assets.**

The increase in CapEx of EUR 754m stems from the larger number of new aircraft put into service by the Lufthansa Group airlines. Taxonomy-aligned capital expenditure accounts for EUR 3,752m or 69% of total capital expenditure.

In connection with this economic activity, OpEx comprises the direct expenses incurred to ensure the operational readiness of aircraft and engines of the Lufthansa Group airlines as well as the charter costs paid in the context of wet lease agreements. Where these services were provided by Group companies rather than by the airlines themselves, consolidation effects are taken into account in the OpEx calculation. At EUR 3,588m, 92% of the Lufthansa Group's total OpEx relates to this economic activity.

Taxonomy-aligned OpEx for this economic activity came to EUR 1,274m, a share of 33% of the Group's total OpEx.

In the previous year, the assessment of taxonomy alignment did not identify any taxonomy-aligned share.

7.7 Acquisition and ownership of buildings

No reportable revenue is realised through the acquisition and ownership of buildings. The scope of this economic activity exclusively relates to internal requirements.

All the buildings and rights of use to buildings and fittings covered by this economic activity were included in the calculation of the taxonomy-eligible CapEx. This CapEx is classified exclusively as category (c) according to the definition in the EU Taxonomy Regulation. CapEx was assessed to determine whether it meets the technical screening criteria (alignment check). On balance it was found not to be taxonomy-aligned.

Taxonomy-eligible CapEx came to EUR 362m in the reporting year, an increase of EUR 160m on the previous year. It represents 7% of the Lufthansa Group's total capital expenditure.

Taxonomy-eligible property maintenance work included in OpEx went up year-on-year by EUR 17m to EUR 197m during the reporting year. It therefore represents 5% of the Group's total OpEx.

T063 Proportion of revenue, CapEx and OpEx from products or services associated with taxonomy-eligible or taxonomy-aligned economic activities – disclosure for the year 2025 (summary KPIs)

Reporting year 2025

					Breakdown by environmental objectives of the taxonomy-aligned activities										
	Total	Proportion of taxonomy-eligible activities	Taxonomy-aligned activities	Proportion of taxonomy-aligned activities	Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity	Proportion of enabling activities	Proportion of transitional activities	Not assessed activities considered non-material	Taxonomy-aligned activities in previous financial year (2024)	Proportion of taxonomy-aligned activities in previous financial year (2024)
KPI	in EUR m	in %	in EUR m	in %	in %	in %	in %	in %	in %	in %	in %	in %	in %	in EUR m	in %
Revenue	39,597	97	7,569	19	19	0	0	0	0	0	0	19	3	0	0
CapEx	5,453	94	3,760	69	69	0	0	0	0	0	0	69	6	0	0
OpEx	3,885	99	1,285	33	33	0	0	0	0	0	0	33	1	0	0

T064 Proportion of revenue from products or services associated with taxonomy-eligible or taxonomy-aligned economic activities – disclosure covering year 2025 (activity breakdown)

KPI: Revenue
Reporting year 2025

					Environmental objective of taxonomy-aligned activities								
	Code	Taxonomy-eligible revenue (proportion of taxonomy-eligible revenue)	Taxonomy-aligned revenue (monetary value of revenue)	Taxonomy-aligned revenue (proportion of taxonomy-aligned revenue)	Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity	Enabling activity	Transitional activity	Proportion of taxonomy-aligned in taxonomy-eligible
Economic activity		in %	in EUR m	in %	in %	in %	in %	in %	in %	in %			in %
Manufacturing of aircraft	CCM 3.21	15	682	2	2	0	0	0	0	0		T	13
Passenger and freight air transport	CCM 6.19	82	6,887	17	17	0	0	0	0	0		T	21
Sum of alignment per objective					**19**	**0**	**0**	**0**	**0**	**0**			
Revenue – total value		**97**	**7,569**	**19**	**19**	**0**	**0**	**0**	**0**	**0**			**20**

T065 Proportion of CapEx from products or services associated with taxonomy-eligible or taxonomy-aligned economic activities – disclosure covering year 2025 (activity breakdown)

KPI: CapEx
Reporting year 2025

					Environmental objective of taxonomy-aligned activities								
Economic activity	Code	Taxonomy-eligible CapEx (proportion of taxonomy-eligible CapEx)	Taxonomy-aligned CapEx (monetary value of CapEx)	Taxonomy-aligned CapEx (Proportion of taxonomy-aligned CapEx)	Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity	Enabling activity	Transitional activity	Proportion of taxonomy-aligned in taxonomy-eligible
		in %	in EUR m	in %	in %	in %	in %	in %	in %	in %			in %
Manufacturing of aircraft	CCM 3.21	2	8	0.2	0.2	0	0	0	0	0		T	10
Passenger and freight air transport	CCM 6.19	86	3,752	69	69	0	0	0	0	0		T	80
Acquisition and ownership of buildings	CCM 7.7	7	–	0	0	0	0	0	0	0			0
Sum of alignment per objective					**69**	**0**	**0**	**0**	**0**	**0**			
CapEx – total value		**94**	**3,760**	**69**	**69**	**0**	**0**	**0**	**0**	**0**			**73**

T066 Proportion of OpEx from products or services associated with taxonomy-eligible or taxonomy-aligned economic activities – disclosure covering year 2025 (activity breakdown)

KPI: OpEx
Reporting year 2025

					Environmental objective of taxonomy-aligned activities								
Economic activity	Code	Taxonomy-eligible OpEx (proporton of taxonomy-eligible OpEx)	Taxonomy-aligned OpEx (monetary value of OpEx)	Taxonomy-aligned OpEx (proportion of taxonomy-aligned OpEx)	Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity	Enabling activity	Transitional activity	Proportion of taxonomy-aligned in taxonomy-eligible
		in %	in EUR m	in %	in %	in %	in %	in %	in %	in %			in %
Manufacturing of aircraft	CCM 3.21	2	11	0.3	0.3	0	0	0	0	0		T	15
Passenger and freight air transport	CCM 6.19	92	1,274	33	33	0	0	0	0	0		T	36
Acquisition and ownership of buildings	CCM 7.7	5	–	0	0	0	0	0	0	0			0
Sum of alignment per objective					**33**	**0**	**0**	**0**	**0**	**0**			
OpEx – total value		**99**	**1,285**	**33**	**33**	**0**	**0**	**0**	**0**	**0**			**34**

S1 – Own workforce

Employees are one of the key factors driving the Lufthansa Group's success. The Lufthansa Group positions itself as an attractive and modern employer in order to strengthen the loyalty of existing employees while also attracting talent from outside the Company. This is essential to address future challenges such as changes within the aviation sector and structural transformations in the working world. Both developments have a direct impact on employees. Key topics for the Human Resources department include training and professional development opportunities, the promotion of employee health and safety at work, diversity and equal opportunities.

Overview of material impacts, risks and opportunities

The Lufthansa Group is exposed to a wide range of impacts, risks and opportunities identified as part of the double materiality assessment.

In view of the skills shortage and competitive market conditions, the Lufthansa Group could be affected by increased employee turnover, which may damage its reputation and brand value. The Lufthansa Group can counteract this with a strong corporate culture, but also by introducing work-life balance measures and flexible working conditions. Adopting corresponding policies can enhance the Company's competitiveness as an employer and its ability to retain and attract employees. Reasonable working hours and work-life balance measures have the power to improve overall employee satisfaction and productivity, reduce overtime and turnover, and bring down recruitment costs.

Measures on diversity, equality and inclusion help prevent risks such as gender inequality in recruitment and pay, as well as insufficient protection against violence and harassment at work. The inclusion of persons with disabilities and ensuring equal opportunities for all employees counteracts discrimination and strengthens the psychological wellbeing of the Company's workforce. Factors such as a lack of job security and social protection can negatively affect both financial stability and employee health. The Lufthansa Group is optimising measures on employee retention and employer attractiveness to improve satisfaction, safety and loyalty, which can have a positive impact on the Company's reputation and recruitment costs.

A complete overview of the Lufthansa Group's material impacts, risks and opportunities can be found under ↗ ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model.

Strategy

ESRS 2 SBM-2 – Interests and views of stakeholders

The Lufthansa Group places great emphasis on an open, continuous and trusting dialogue with its internal and external stakeholder groups, and actively seeks exchanges with them through a range of different dialogue formats. In the hybrid discussion series "Offen gesagt" ("frankly speaking"), Carsten Spohr, Chairman of the Executive Board, informs all employees of the Lufthansa Group several times a year about current developments within the Group. He also answers questions raised by employees either in person or submitted online. Another virtual information format is "Let's Talk", in which individual members of the Group Executive Board report on current developments in their respective areas of responsibility and respond to questions from the workforce.

In addition, since 2025 the "Connect!" webcast has provided a new exchange format in which the entire Lufthansa Group Executive Board engages in dialogue with employees. These webcasts are held in a hybrid format twice a year or as required by specific communication needs.

A cornerstone for the dialogue with its own workforce is the Group-wide employee survey "involve me!". Based on this annual survey, important ideas on key topics are identified and a wide range of measures are initiated across the Group. The perspectives of employees from the survey are evaluated and subsequently integrated into the human resources strategy. In addition, a continuous exchange is maintained with the co-determination bodies, whose views are also taken into account.

ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model

The human resources strategy forms an important component of the Lufthansa Group's corporate strategy. It sets the priorities for the coming years in order to best prepare the workforce for the future. The Lufthansa Group reviews both its corporate strategy and its human resources strategy annually in view of current events and continuously develops them further.

Materiality assessment identifies impacts on a variety of topics

Employees and temporary workers of the Lufthansa Group are the primary focus of the impacts discussed in the materiality assessment. Under the German Law on Labour Leasing (Arbeitnehmerüberlassungsgesetz) and EU Directive 2008/104/EC, temporary workers receive "equal pay for equal work", meaning they are treated on par with permanent employees. The material impacts, risks and opportunities

with a focus on our own workforce, including temporary workers, mainly concern the following topics:

- Flexible work organisation and working time models
- Adequate wages and collective bargaining agreements
- Social dialogue and trade unions (such as unions, employee representatives)
- Health and safety at work
- Diversity, equality and inclusion
- Training and development
- H&S management (hazard and security management)
- Pandemic
- Data security
- Social protection

The Human Resources department also addresses potential impacts, risks and opportunities arising from the ongoing sustainable transformation and the associated activities affecting the Lufthansa Group's own workforce. In particular, sustainable employability remains a key focus of the human resources strategy. The Lufthansa Group promotes lifelong learning and long-term employability through training and development.

Since 2022, the Company has launched additional training and support programmes, in particular in relation to the environment. For example, the Green Mobility Trainee programme enables participants to work on three sustainability projects at different companies within the Lufthansa Group over an 18-month period. For instance, the carbon footprint of a Lufthansa Group company was calculated and visualised, and measures to reduce emissions were identified. This programme took place for the third time in the reporting year. The "Green Explorers" learning and engagement programme for 150 selected above-average performers took place in 2024. The aim behind the programme is to transform participants into multipliers and driving forces for the promotion of sustainability in everyday business operations. Green Explorers brought together employees from across the Lufthansa Group to address new challenges arising from the Company's ESG strategy. The programme aims to enable participants to continuously apply the knowledge they have acquired within their work areas. Topics such as sustainable product development, customer loyalty and the use of sustainable materials were covered. To date, the Lufthansa Group has observed no negative impacts on its own workforce resulting from the sustainable transformation in the context of these activities aimed at promoting sustainable employability.

Additional impacts on employees relate to privacy, as data protection incidents involving employees' personal data could occur. The Lufthansa Group has implemented a Group-wide data protection policy designed to prevent such incidents. ↗ G1-1 – Data protection is regulated Group-wide at the Lufthansa Group.

Material impacts from business operations solely affect employees and temporary workers of the Lufthansa Group in the first instance. German contract law distinguishes between employees, temporary workers and service or work contracts. Service providers engaged under service and work contracts operate under different conditions and are consequently less protected than Lufthansa's own employees and temporary workers. The Lufthansa Group is aware of this and takes it into account. ↗ S2 – Workers in the value chain.

In crisis and conflict situations, such as wars, epidemics, political unrest or hybrid threats, Lufthansa Group employees may be affected in various roles and regions. The Lufthansa Group continuously assesses such risks and implements situation-specific protective measures, which may range from enhanced communication and support to the temporary suspension of activities, particularly in flight operations. To date, such events have not had any adverse impact on the safety or wellbeing of employees.

The Lufthansa Group has defined initiatives for cooperation and efficiency improvements

The Lufthansa Group employs a Group-wide cultural initiative to promote cooperation across hierarchies and companies for more efficient and flexible business operations. Furthermore, cost-cutting and efficiency-enhancing measures are taken to create the conditions for generating reasonable profits on a long-term basis.

Risks were identified mainly in relation to collective bargaining agreements and employer attractiveness

There is a general risk of labour disputes within the Lufthansa Group, mainly arising from pending collective bargaining agreements with various employee groups. This currently affects Deutsche Lufthansa AG and Lufthansa Cargo AG in particular. The no-strike obligation under the framework collective bargaining agreement for cabin crew and on retirement and transitional benefits for cockpit crew has expired. These collective bargaining agreements remain open, with no agreement on renewal reached to date. In addition, the collective bargaining wage agreements for ground staff at Deutsche Lufthansa AG, Lufthansa Cargo AG and Lufthansa Technik AG expired at the end of 2025, with a subsequent no-strike obligation of six weeks. This increases the risk of industrial

action from mid-February 2026. Strike risks also exist at Eurowings Germany, Lufthansa CityLine, Lufthansa City Airlines and Discover Airlines, either due to open collective bargaining agreements, a lack of collective agreement coverage or competing trade unions.

A relationship of trust and effective cooperation with works council and collective bargaining partners is crucial to the Lufthansa Group's success. To promote and further strengthen this cooperation, numerous measures aimed at fostering open dialogue and constructive co-determination were also implemented in 2024 and 2025. Market changes, such as regulatory requirements, EU environmental regulations, competitive pressure and consolidation, as well as resource constraints in aircraft deliveries, made further organisational adjustments at Deutsche Lufthansa AG necessary. In 2025, the focus was on ensuring the economic success of the Lufthansa Group while retaining and recruiting employees in relevant professional groups and core home markets in line with demand.

There will continue to be a need to recruit skilled workers. This means the Group has to be attractive as an employer, which is another focus for the 2025 financial year and a key focus of our HR activities. The challenge lay in implementing organisational changes at the speed necessitated by the economic environment and the labour market in order to remain adaptable. A trusting relationship between the works council and the management has a vital influence on decision-making on operating matters. A lack of trust can result in delayed decisions and tougher negotiations. To counteract this and improve collaboration with labour union partners, numerous measures were implemented across the individual companies. Adopted measures included full-day exchange formats (for example, labour union partner dialogues) and meetings between management and the works council.

Discrepancies between strategic human resources requirements, the existing skill sets of employees and how they are distributed across the individual companies in the Lufthansa Group continue to constitute a structural human resource planning risk. This risk arises in particular from the challenge of flexibly aligning skills and capacities across the Group with changing market and business requirements.

Given reduced hiring volumes, the focus of the human resources strategy is shifting. While operational recruitment, for example in technical professions, continues to require targeted employer branding measures, greater emphasis is being placed on the Group-wide bundling of processes, internal requalification and internal placement. The Lufthansa Group manages recruitment and employer branding activities at Group level through the Talent Attract Council. This comprises representatives from the largest Group companies as well as key personnel in the Human Resources department. Its responsibilities include the development and implementation of uniform standards, processes and KPIs, as well as the coordination of Group-wide initiatives. The aim is to ensure a consistent, market-oriented approach that promotes competitiveness, efficiency, synergies and sustainability, thereby strengthening the Lufthansa Group's long-term positioning as an attractive employer.

The Lufthansa Group identifies opportunities primarily in employee engagement
In order to drive employee engagement and become more attractive as an employer, the Lufthansa Group revised working conditions for employees in cooperation with the labour union partners. In light of demographic change and the projected skills shortage, the Lufthansa Group is intensifying its employer branding and human resources marketing activities, while making improvements to its recruitment process and certain key elements of its employees' experience, such as onboarding. Various apprenticeships, student and trainee programmes are offered to this end, and talents in a variety of groups are supported and systematically networked. Furthermore, an assortment of professional development programmes is offered to enable employees to work on their personal and career development.

Impact, risk and opportunity management

S1-1 – Policies related to own workforce

The Lufthansa Group uses a proven HR strategy with clear priorities
Megatrends such as demographic change, particularly in Europe, increasing individualisation and pervasive digitalisation present significant challenges and opportunities for the Lufthansa Group. They underscore the need for the Lufthansa Group to maintain a sustained high level of capacity for transformation and adaptation.

The Lufthansa Group HR strategy focuses on the following six pillars:

- Modern and flexible career paths
- New forms of work
- A contemporary leadership culture and diversity
- Sustainable employability
- Trust-based collective bargaining partnerships
- Competitive staff costs

The Lufthansa Group reviews its HR strategy every year on the basis of the prevailing framework conditions. New priorities are set as required by incorporating them into operations through targeted actions. The strategy applies worldwide to all employees of the Lufthansa Group. Annual employee surveys engage the workforce in further developing the strategy. Continuous monitoring tracks the actions and performance indicators derived from the strategy. The Executive Board of Deutsche Lufthansa AG bears ultimate responsibility for implementing the strategy.

Policy statement sets out the Lufthansa Group's human rights strategy

The Lufthansa Group's policy statement on the German Supply Chain Due Diligence Act (LkSG) from 2023, updated in November 2025, outlines its human rights strategy. It also sets out how the Lufthansa Group fulfils its due diligence requirements, which human rights and environmental impacts have been identified as high priorities on the basis of the analysis, and which human rights and environmental expectations apply to the employees and suppliers of the Lufthansa Group. ↗ S2-1 – Policies related to workers in the value chain.

The policy statement is updated and published annually in line with the impact assessment conducted during the reporting year. To prevent negative impacts on human rights or the environment, the Lufthansa Group reviews the effectiveness of its preventive and remedial measures on an ad hoc basis – at least annually – and makes adjustments as necessary. This process includes evaluating feedback from affected parties, gathering input from target groups and conducting audits. In addition, an active exchange is sought with internal stakeholder groups such as employee initiatives and works councils, as well as with external stakeholders.

The Lufthansa Group pursues a two-pronged strategy to protect human and environmental rights. On the one hand, it aims to prevent impacts from occurring in the first place. On the other hand, it tries to respond to structural impacts identified in the analysis with appropriate actions to prevent or at least minimise adverse consequences for human rights and the environment. If the Lufthansa Group becomes aware of an actual or imminent breach of human rights or environmental obligations, it immediately strives to take appropriate remedial action. If the person responsible for a violation is unable to immediately cease, prevent or minimise a breach, the Lufthansa Group will develop and implement a corresponding remedial and/or prevention plan. This also applies in cases where violations are caused by individuals who are not directly employed by the Lufthansa Group but act on behalf of service providers. In such cases, a range of measures may be considered, including the joint development and implementation of a plan with the responsible company to eliminate or reduce the breach, as well as the temporary suspension of the business relationship for the duration of risk mitigation efforts. As a last resort, the Lufthansa Group reserves the right to terminate the business relationship.

The international conventions and declarations listed below form the framework for the Lufthansa Group's actions in connection with the requirements of the German Supply Chain Act and apply to the relevant Lufthansa Group guidelines:

- United Nations' Universal Declaration of Human Rights,
- the International Covenant on Civil and Political Rights (ICCPR),
- the International Covenant on Economic, Social and Cultural Rights (ICESCR),
- the four core labour standards of the International Labour Organization (ILO),
- the UN Guiding Principles on Business and Human Rights
- the ten principles of the UN Global Compact,
- the OECD Guidelines for Multinational Enterprises,
- the International Air Transport Association (IATA) Resolution against Trafficking in Persons, and
- environmental agreements such as the Minamata Convention on Mercury, the Stockholm Convention on Persistent Organic Pollutants and the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal.

The Lufthansa Group's Code of Conduct supports ethical values

The Lufthansa Group's Code of Conduct supports employees in making decisions that align with the Company's principles and values. For customers, business partners and shareholders, the Code of Conduct describes what the Lufthansa Group stands for as one of the leading groups in the aviation sector. It is binding for all employees of the Lufthansa Group worldwide, regardless of their role or level. Violations of the Code of Conduct can lead to severe penalties for the Company and for individual employees. The Code of Conduct is updated by the Chief Compliance Officer of the Lufthansa Group and approved by the Group Executive Board. It is available on the Lufthansa Group website.

The Code of Conduct covers topics such as fair competition as the foundation of business success, respect for human rights, occupational health and safety, anti-corruption measures, handling conflicts of interest, digitalisation and data protection, and external communication in social networks.

In accordance with the Code of Conduct, the Lufthansa Group treats employees and other stakeholders with respect and rejects all forms of discrimination, harassment and violence. Conduct within the Lufthansa Group is based on valuing and including people regardless of their national or ethnic background, gender, religion, beliefs, disability, age or sexual identity. The Company therefore opposes discrimination of any kind.

The Code of Conduct also includes information for anonymous whistleblowers and ensures their protection. A central complaints procedure has been set up to allow individuals to inform the Lufthansa Group about human rights and environmental risks – whether within a Lufthansa Group company or concerning one of its suppliers – on the basis of the publicly available rules of procedure. In these rules of procedure, the Lufthansa Group sets out clear guidelines to ensure the careful and transparent handling of every complaint. The subjects of complaints regulated in this document include discrimination in the workplace. The aim of the complaints procedure is to obtain information on human rights or environmental risks within the Lufthansa Group and its suppliers at the earliest possible stage to ensure measures can be taken to avoid any corresponding violations. The complaints procedure also ensures that affected parties have access to appropriate remedial measures as far as this is possible for the Lufthansa Group.

The corporate occupational safety policy protects health
The globally applicable Lufthansa Group occupational safety policy provides the central framework for safety and health at work in the Lufthansa Group. It requires that board members, managers and employees fully comply with the applicable occupational health and safety rules worldwide. The objective is to protect employees, contractors and third parties from health risks. This includes work-related accidents and occupational hazards, as well as ensuring humane working conditions in accordance with the German Occupational Safety and Health Act. The policy covers occupational safety regulations, outlines responsibilities, describes the organisational structure of the occupational safety function, and defines escalation levels and approval requirements.

The effectiveness of the policy is monitored by the Occupational Safety Committee (OSC), the central steering committee for all issues concerning health and safety at the Lufthansa Group. The OSC includes, in addition to the Lead Safety Engineer, safety experts responsible for flight operations, MRO, logistics, ground operations, administration (office tasks), hazardous substances management and select safety coordinators from subsidiaries. The Lead Safety Engineer (Vice President Occupational Safety) bears ultimate responsibility for implementation of the policy.

Group works agreement "Lufthansa and Family" governs work-life balance
The Group works agreement "Lufthansa and Family" governs work-life balance at the Lufthansa Group. The agreement seeks to align business requirements with family needs. In addition to counselling services, statutory parental leave, and options for reduced working hours, the agreement grants employees dedicated family time to focus solely on caring for relatives or partners. This family time leave entitlement may be taken for up to 364 days. Responsibility for the correct implementation of this group works agreement lies with the Labor Relations and HR Policies department, which reports directly to the Chief Officer Human Resources and Legal Officer.

Life-phase-oriented HR policy as part of sustainable value creation
The Lufthansa Group has embedded the reconciliation of professional requirements with individual life circumstances as a core element of its HR strategy. The aim is to provide tangible relief for employees in different life phases and to offer reliable frameworks that support both their private and professional lives. Through offerings such as company-supported childcare and care services, the Company seeks to increase employees' personal capacity to act and to help alleviate stressful situations at an early stage. This strategic focus underscores the Lufthansa Group's commitment to sustainable value creation that aims to ensure the long-term employability and wellbeing of its employees.

S1-2 – Processes for engaging with own workforce and workers' representatives about impacts

Since 2015, the Lufthansa Group has conducted the annual employee survey "involve me!". The Employee Feedback and Performance Management department, which is part of the Chief Human Resources and Legal Officer's division, is responsible for this operational process. The survey alternates between a full survey and a shortened version every two years. It is sent directly to employees and can be answered anonymously and voluntarily. The resulting engagement index provides insight into employer attractiveness and measures employee satisfaction and motivation. It also enables a cross-industry comparison with other employers. The survey measures, among other things, the extent to which employees identify with the Company, as well as their level of commitment and their willingness to recommend the Company to others. The survey was carried out again in 2025. The results of the engagement index are measured on a scale from 5 (best) to 1 (worst). The Company exceeded its target benchmark value of 3.6, reaching 3.9 in 2025. Across the entire Lufthansa Group, the engagement index is 0.1 points higher than in the previous year's survey.

The results of "involve me!" are presented to the Executive Board and Supervisory Board of the Lufthansa Group. The management teams of the individual companies then discuss and analyse the results. Based on the survey results, the managers of the Lufthansa Group, together with their teams, derive measures to further improve the engagement index. The results are also analysed and evaluated by management levels, functions and occupational groups in order to identify specific areas for action and develop targeted measures.

Based on the results of the 2023 employee survey, the cultural initiative “Cultural Journey” was defined as a shared area of action and subsequently established within the organisation. The initiative reports directly to the Chairman of the Executive Board and is managed by the Culture and Executive Program department. The Cultural Journey aims to promote the individual identity of the different Lufthansa Group companies and simultaneously strengthen a shared cultural understanding across the Group – with diversity forming a central pillar of our cultural identity.

Drawing on the results of the 2024 employee survey, core areas of action were once again identified and, in 2025, incorporated into the measures of the cultural initiative. In particular, the focus of the initiative was placed on the themes of feedback, psychological safety, decision-making and health. These focus areas are intended to promote open dialogue, mutual trust and a healthy and sustainable leadership culture within the Lufthansa Group.

To implement the measures derived from the employee survey results, a range of activities were offered and delivered in the reporting year, including workshops on feedback culture and psychological safety. The concept of psychological safety aims to strengthen trust, inclusion and participation within a team or group. Employees from various areas of the Lufthansa Group were trained in these workshops to act as multipliers for psychological safety and to disseminate understanding of the concept across the Group. In addition, a Group-wide podcast entitled “Voices of Vielfalt” (“voices of diversity”) was established. It discusses and examines how today’s rapidly changing world is affecting corporate cultures and how they need to evolve in order to meet upcoming challenges. A total of eight episodes were released in 2025.

Health-related action days were also organised, during which employees were provided with practical tips, inspiring ideas and useful information on nutrition, physical activity and mental resilience.

These activities are intended to underscore the Lufthansa Group’s commitment to actively involving employees and to embedding cultural development as an integral component of responsible corporate governance. Co-determination bodies are kept informed about the progress and outcomes of the Cultural Journey.

In the area of human rights, the Lufthansa Group Human Rights Office holds discussions with its own employees, for example as part of audits or on specific occasions, as well as with employee representatives and internal network groups such as “CourageUp” and “BiasFighters”. The Human Rights Office reports directly to the Head of Labor Relations and HR Policies. They in turn report to the Chief Human Resources Officer of the Lufthansa Group. At least once a year, an exchange takes place between the Human Rights Office and the works council. The Human Rights Office also gains insights into the perspectives of the workforce through findings from human rights audits – especially when direct discussions take place with employees and the corresponding findings are then included in the audit report. Three audits were conducted (previous year: two) in 2025. The audits focused on the implementation of human rights obligations in the North America region and in global procurement. The adequacy of human rights risk management was also subject to review.

The Lufthansa Group evaluates the effectiveness of employee involvement by distributing a self-assessment questionnaire both before and after the launch of an engagement measure. If awareness of the human rights topics discussed increases, the engagement is considered effective. Such insights, together with the audit findings, are used in the risk analysis to further improve processes.

Employee engagement is also reflected in exchanges between local employee representatives, the Human Resources department, and the central Human Rights Office responsible for the locations identified in the analysis. These exchanges take place before the introduction of prevention measures or in order to assess the effectiveness of measures, for example. It is the responsibility of the human rights coordinators at the Lufthansa Group to ensure that the described engagement takes place and that the results are incorporated into the Company’s risk management.

S1-3 – Processes to remediate negative impacts and channels for own workforce to raise concerns

The Lufthansa Group has established multiple whistleblowing channels for reporting concerns and potential violations.

Employees can raise issues regarding specific topics with their immediate supervisors or designated contacts. In addition, the Lufthansa Group has set up an electronic whistleblower system and an ombudsperson. Both are also publicly accessible to internal and external whistleblowers. The electronic Business Keeper Management System (BKMS) allows whistleblowers to submit reports in writing at any time, with the option to remain anonymous. The ombudsperson is an independent lawyer who is not employed by the Lufthansa Group. Reports can be submitted to the ombudsperson by phone, in writing or in person. Concerns related to discrimination, sexual harassment, human rights violations, or breaches of environmental laws can also be reported directly to the Human Rights Office.

Online and local communication campaigns further aim to improve the visibility of these whistleblowing channels. Networks of local contact persons further facilitate access for employees who prefer raising concerns through personal interaction. Reports submitted to the Corporate Compliance Office or the Human Rights Office through these channels are first checked for plausibility and then classified into categories such as criminal offences or human rights violations. Depending on the topic, the reports are then forwarded to the designated Human Resources departments for further action. The processes for handling, monitoring and providing feedback to whistleblowers are defined in the respective process descriptions. The Human Rights Officer and Internal Audit department of the Lufthansa Group conduct the review of the complaints procedure's effectiveness. To promote the involvement of target groups and stakeholders, employees are informed about the Lufthansa Group's complaint channels via the intranet. The involvement of stakeholders such as works councils and trade unions also represents a way to incorporate the interests of workers in the value chain.

Employees who report unlawful or non-compliant behaviour, or who assist in investigations, are fully protected against any related personal disadvantage in accordance with applicable legal requirements.

S1-4 – Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions

Comprehensive measures implemented under the Human Resources strategy

The Lufthansa Group develops and sets targets for its personnel measures in line with its Human Resources strategy, focusing on topics such as health and safety, adequate wages, work-life balance, occupational safety, a diverse workforce and human rights impacts. Subsidiaries are largely free when it comes to incorporating the Group's Human Resources strategy into operations and may tailor it individually based on their own strategies. Actions are developed at the Group level to achieve strategic objectives. Corresponding working groups are formed for this purpose. In Germany, measures affecting the Company's own workforce are subject to co-determination requirements and must be presented to the relevant committees. The Human Resources Committee, which is made up of top-level personnel executives, Labour Directors and Human Resources managers from the individual subsidiaries, serves as the steering, decision-making and control body. The Lufthansa Group implements these measures using resources from the respective departments. Additional full-time capacity is provided when staffing needs increase.

The Lufthansa Group has developed and implemented measures derived from its Human Resources strategy to address the impacts, risks and opportunities of its business activities on its own workforce. These measures apply to all segments of the Lufthansa Group, although their geographic scope varies.

Measures relating to employee health and sustainable employability

- Comprehensive occupational medical care: The Lufthansa Group's Medical Services offer employees occupational health care, adapted to their individual needs and taking their workplace and individual health conditions into account. The Medical Services also have outstanding expertise in aviation medicine and offer psychosocial advisory services.
  Geographic scope: Germany, Austria, Switzerland and Belgium

- Group-wide health management: Group-wide health management supports health managers in the individual companies. The Medical Operations Center (MOC) also offers support to Lufthansa Group passengers with pre-existing medical conditions or disabilities.
  Geographic scope: worldwide

- Annual flu vaccinations: In October and November 2025, flu vaccinations were offered to all Lufthansa Group employees.
  Geographic scope: Germany, Austria and Switzerland

- Communication on the 2025 health calendar: The Lufthansa Group Health Hub communicated monthly focus topics and organised health-related action days for all Lufthansa Group employees. The objective was to support employees in maintaining, improving and restoring their health through personal responsibility.
  Geographic scope: worldwide

- Introduction of a nutritional traffic-light system: To promote healthy eating, a standardised visual labelling system for meals was introduced in 2025 in Lufthansa Group staff restaurants in Germany. The system allows employees to quickly and clearly assess the nutritional profile of the dishes on offer. Key indicators such as fat and sugar content, as well as preparation methods, are visible at a glance, supporting informed choices and a healthy, balanced diet.
  Geographic scope: Lufthansa Group staff restaurants in Germany

- Partnership with a health insurer: In order to improve employee health, the Lufthansa Group's health management in Germany continued its existing partnership with a statutory health insurer during the reporting year. The cooperation aims to support employee health on a long-term basis. It ensures the ongoing availability of occupational health management measures, including initiatives related to physical activity, nutrition and resilience.
  Geographic scope: Lufthansa Group business entities in Germany

Measures related to occupational safety

- Occupational safety survey: Building on the pilot project conducted in the previous year, a Group-wide occupational safety self-assessment survey was rolled out worldwide in 2025. The objective is to obtain a comprehensive overview of the current status of occupational safety and the implementation of the occupational health and safety management system across the Group. All Group companies with at least 20 employees were included in the survey.
  Geographic scope: worldwide

- Occupational safety audits: External occupational safety audits were commissioned and carried out at selected Group companies. The selection was based on the results of the self-assessment. Criteria included elevated accident rates and the occurrence of serious workplace accidents. The audits, conducted by an external service provider, assessed compliance with country-specific statutory occupational health and safety requirements. In addition, selected internal minimum standards of the Lufthansa Group were audited.
  Geographic scope: worldwide

- Introduction of minimum standards for external contractor coordination: In September 2025, the Group Occupational Safety department developed and implemented a Group-wide minimum standard for the coordination of external contractors. The standard defines requirements for coordinating contractor activities, irrespective of their type, duration or scope, and regulates cooperation between Lufthansa Group companies and external contractors from an occupational health and safety perspective.
  Geographic scope: worldwide

Measure relating to adequate pay

- Continued validity of collective bargaining agreements: In 2024, the Lufthansa Group reached new collective wage agreements with the unions representing cockpit, cabin and ground staff. The agreements concluded guarantee a no-strike period of at least two years. Additions were also made to the existing collective agreements at Austrian Airlines, and collective pay increases were agreed for cockpit, cabin and ground staff. In Belgium too, collective agreements on pay increases were signed for all three professional groups at Brussels Airlines. A new collective agreement was signed with the trade union for cabin staff at SWISS in Switzerland.
  Geographic scope: Lufthansa Group in Germany; Passenger Airlines in Austria, Belgium and Switzerland

Measures relating to work-life balance

- Extension of company-supported childcare provision: At its hubs in Frankfurt and Munich, the Lufthansa Group provides company-supported childcare places to support employees with children.
  Geographic scope: Frankfurt and Munich sites

- Family service portal: The family service portal provides access to a wide range of support services, including help with finding childcare providers through ad hoc and regular childcare arrangements, as well as parent-and-child offices at selected sites that can be used if a need arises at short notice.
  Geographic scope: Germany

- Support services for employees caring for family members: Since January 2025, additional formats and advisory services have been available to employees via the CareBenefit service portal. These services are designed to ease everyday burdens and support employees in reconciling work with family caregiving responsibilities. They include, for example, individual consultations on topics such as advance care planning documents and care benefits, as well as access to digital tools such as a care level calculator.
  Geographic scope: Germany

- Conclusion of "Tarifvertrag Teilzeit Nummer 3": In 2025, a new part-time collective bargaining agreement (no. 3) was concluded for cabin crew employees at Lufthansa Airlines. The agreement aims to support cabin crew in achieving more reliable planning and a better balance between professional and private life, while also enabling Lufthansa Airlines to pursue long-term, demand-oriented workforce planning for part-time employees.
  Geographic scope: Germany

Other measures relating to topics such as training, data protection, diversity and equal opportunities

- Established online training programmes: Through the Lufthansa Group Learning Management System, employees automatically receive mandatory training courses, for example on occupational safety, information security awareness, compliance and data protection in accordance with the EU General Data Protection Regulation (GDPR). These training courses may include company-specific or role-specific modules. For example, online occupational safety training differs depending on whether employees work in station and apron operations, administration or MRO functions. The frequency of the training courses is determined by statutory requirements.
  Geographic scope: worldwide

- Continuation of the "GoAhead4LC3" Female Leadership Programme: Launched in 2022 to increase female representation in the two management levels below the Executive Board. The programme was continued in 2025.
  Geographic scope: worldwide

- Continuation of the "Globalists" International Talent Programme: The Lufthansa Group aims to foster an inclusive culture based on intercultural understanding and appreciation while positioning the Company as an attractive destination for international talent. Since 2023, this has included a programme available to international talent who have not yet worked in one of the Company's home markets in Germany, Austria, Switzerland or Belgium but are interested in doing so. The programme prepares these individuals for such a rotation and supports them throughout the entire process. The programme was continued in 2025.
  Geographic scope: worldwide

- Communication on grievance mechanisms: In 2025, information materials continued to be published, including fact sheets and QR codes on business cards. These materials provide information on the following topics: "What can I report?"; "Who do I report to?"; "What happens to my report?"; "What information is required?", as well as links to the relevant websites, a QR code linking to the website and a link to the ombudsperson. The objective of this measure is to continuously increase the visibility of existing grievance mechanisms and to promote a more transparent and accessible communication culture.
  Geographic scope: worldwide

- Training on human rights: The in-person and online human rights training programmes introduced by the Lufthansa Group in 2024 continued to be offered during the reporting year, with the aim of strengthening workforce awareness of human rights and the handling of violations.
  Geographic scope: worldwide

The Lufthansa Group intends to continue the measures and programmes outlined above. Among other objectives, the Lufthansa Group aims to boost employee health and prevent illness in order to promote sustainable employability, improve work-life balance and facilitate the reconciliation of work and family life through more flexible arrangements, increase diversity within the workforce, and enhance working conditions and occupational safety. For example, in March 2025, the second collectively agreed pay increase became financially effective for approximately 20,000 ground employees covered by collective bargaining agreements. In addition, emergency childcare arrangements were successfully provided via the family service portal to support employees in reconciling work and family responsibilities. The measures are financed by the Lufthansa Group and are incorporated into the annual planning.

Each measure is overseen by the relevant organisational units or department heads, who are responsible for implementation, monitoring and evaluating effectiveness. This also includes overarching effectiveness reviews, for example, through audits, analysis of the results of the "involve me!" employee survey, usage analyses and monitoring of the measures in place. A majority of the measures are approved and overseen by management. The strategy department tracks and assesses their effectiveness using performance indicators defined for the respective measures. In most cases, the Lufthansa Group has established qualitative targets for these measures. However, a specific quantitative target has been set for female leadership, with a goal to be achieved by 2025.

Metrics and targets

S1-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

The Lufthansa Group derives its targets from both the Group strategy and its Human Resources strategy. In Germany, the targets set are presented to the co-determination bodies, such as the Group Works Council and the Group Economic Committee. Key performance indicators are iteratively developed and defined at the Group level by the responsible specialist departments, the strategy departments, and the Lufthansa Group Executive Board. The Group strategy department monitors these targets and reports on them to the Group Executive Board.

In the employee survey, employees may submit suggestions for improvement, which are then evaluated for feasibility.

The Lufthansa Group has defined the following Group-wide targets:

T067 ESRS S1-5 | 46 Lufthansa Group human resources targets

Category	Value in 2025	Value in 2024	Target
Women in management positions (%)[1]	27.6	25.3	25 by 2025
Value for engagement index	3.9	3.8	According to the benchmark

[1] Women in management positions comprises the proportion of female managers in the Group Executive Board and the three subordinate management levels.

In 2025, Lufthansa Technik was awarded the Helga Stödter Prize for "Mixed Leadership". The Hamburg Chamber of Commerce and the Helga Stödter Foundation recognised the Company for its clear strategies and demonstrable success in promoting women into leadership positions. Following the women@LHT programme (2022–2024), the proportion of female managers at leadership levels increased significantly, from an initial 9% to over 23%.

The award underscores the Lufthansa Group's commitment to a modern, inclusive leadership culture and highlights the strategic importance of diversity within the organisation.

S1-6 – Characteristics of the undertaking's employees

T068 ESRS S1-6 I 50a – Characteristics of the undertaking's employees as of the reporting date 31 Dec 2025

Gender		31 Dec 2025	31 Dec 2024
Male	Headcount	56,722	55,193
Female	Headcount	46,533	46,229
Non-binary	Headcount	0	0
Not specified	Headcount	0	0
Total number of employees	**Headcount**	**103,255**	**101,422**

T069 ESRS S1-6 | 50a Employees by country[1] as of the reporting date 31 Dec 2025

Country		31 Dec 2025	31 Dec 2024
Germany	Headcount	70,772	69,971
Switzerland	Headcount	11,939	11,545
Other[2]	Headcount	20,544	19,906
Total number	**Headcount**	**103,255**	**101,422**

[1] According to company headquarters for each country.
[2] Other includes the further employees in other countries.

T070 ESRS S1-6 & S1-9 I 50a & 66a Employment categories by gender as of the reporting date 31 Dec 2025

	Employee headcount as of 31 Dec 2025	Employee headcount as of 31 Dec 2024	Employee headcount in top management[1] as of 31 Dec 2025	Employee headcount in top management[1] as of 31 Dec 2024	% of employees in top management[1] as of 31 Dec 2025	% of employees in top management[1] as of 31 Dec 2024
Male	56,722	55,193	535	547	0.9	1.0
Female	46,533	46,229	204	185	0.4	0.4
Non-binary	0	0	0	0	0	0
Not specified	0	0	0	0	0	0
Total number of employees	**103,255**	**101,422**	**739**	**732**	**0.7**	**0.7**

[1] Top management comprises the Group Executive Board and the three subordinate management levels.

The total number of employees who left subsidiaries or the parent company during the reporting period was 6,532 (previous year: 6,826), and the employee turnover rate for the reporting period was 6.1% (previous year: 6.4%).

T071 ESRS S1-6 | 50b Type of employment contract by gender as of the reporting date 31 Dec 2025

		Male	Female	Non-binary	Not specified	Total as of 31 Dec 2025	Total as of 31 Dec 2024
Number of employees	Headcount	56,722	46,533	0	0	103,255	101,422
Number of employees with permanent contracts	Headcount	55,765	45,659	0	0	101,424	99,070
Number of employees with temporary contracts	Headcount	957	874	0	0	1,831	2,352
Number of non-guaranteed hours employees	Headcount	1,136	827	0	0	1,963	1,052
Number of full-time employees	Headcount	44,730	22,289	0	0	67,019	66,365
Number of part-time employees	Headcount	11,992	24,244	0	0	36,236	35,057

In 2025, 98.2% of Lufthansa Group employees were employed on permanent contracts (previous year: 97.7%). This high percentage reflects the Group's commitment to sustainable employability and job security. In addition, the part-time employment rate stood at 35.1% (previous year: 34.6%), reflecting the use of flexible working time models. These measures support the reconciliation of work and family life and promote a healthy work-life balance. Job security and flexible working models are key drivers of employer attractiveness and demonstrate the Lufthansa Group's social responsibility.

S1-8 – Collective bargaining coverage and social dialogue

Employees covered by collective bargaining agreements in countries in the European Economic Area (EEA) alone make up 65% (previous year: 64%) of the Lufthansa Group's total worldwide employees. Below is an additional presentation of coverage by collective bargaining and employee representatives for EEA countries with significant employment (i.e. >10% of the total workforce).

T072 ESRS S1-8 | 60b & 63a Collective bargaining coverage & employee representation as of the reporting date 31 Dec 2025

	Collective bargaining agreements		Social dialogue – employee representatives	
Coverage rate for Lufthansa Group employees worldwide[1)]	Employees – EEA countries as of 31 Dec 2025 (for EEA countries with >50 employees constituting >10% of the total workforce)	Employees – EEA countries as of 31 Dec 2024 (for EEA countries with >50 employees constituting >10% of the total workforce)	Workplace representation – EEA countries as of 31 Dec 2025 (for EEA countries with >50 employees constituting >10% of the total workforce)	Workplace representation – EEA countries as of 31 Dec 2024 (for EEA countries with >50 employees constituting >10% of the total workforce)
0–19%				
20–39%				
40–59%	Germany	Germany		
60–79%			Germany	Germany
80–100%				

[1)] This table relates the information to the total number of employees worldwide at the Lufthansa Group.

The Lufthansa Group is subject to the so-called Euro Info Agreement. The agreement involves employee representatives from the various European companies and locations of the Group who are briefed by management on structural, economic and financial matters.

S1-9 – Diversity metrics

T073 ESRS S1-9 | 66a Gender distribution at top management level [1] as of the reporting date 31 Dec 2025

Gender	Headcount as of 31 Dec 2025	Headcount as of 31 Dec 2024	in % as of 31 Dec 2025	in % as of 31 Dec 2024
Male	535	547	72.4	74.7
Female	204	185	27.6	25.3
Non-binary	0	0	0.0	0.0
Not specified	0	0	0.0	0.0
Total number	**739**	**732**	**100.0**	**100.0**

[1] Top management comprises the Group Executive Board and the three subordinate management levels.

T074 ESRS S1-9 | 66b – Distribution of employees by age group as of the reporting date 31 Dec 2025

Age group	Headcount as of 31 Dec 2025	Headcount as of 31 Dec 2024	Proportion as of 31 Dec 2025 in %	Proportion as of 31 Dec 2024 in %
Over 60	9,080	7,945	8.8	7.8
55–59	12,772	12,863	12.4	12.7
50–54	11,798	11,673	11.4	11.5
45–49	13,235	12,899	12.8	12.7
40–44	12,126	12,104	11.7	11.9
35–39	12,733	12,325	12.3	12.2
30–34	12,018	11,946	11.6	11.8
25–29	11,582	11,052	11.2	10.9
20–24	7,003	7,380	6.8	7.3
18–19	697	1,050	0.7	1.0
15–17	211	185	0.2	0.2

S1-14 – Health and safety metrics

In the 2024 financial year, the Lufthansa Group introduced an occupational safety management system that covers all companies and is based on the Group policy approved by the Group Executive Board. 100% of the Company's own workforce (previous year: 100%) is covered by a management system.

The Lufthansa Group recorded no fatalities as a result of workplace accidents in the reporting year (previous year: 1) and one fatality due to work-related illness (previous year: 1).

Across all companies, a total of 1,324 (previous year: 1,357) workplace accidents occurred that resulted in at least one calendar day of absence. This corresponds to a rate of 8.2 (previous year: 9.4) workplace accidents per 1 million working hours.

S1-16 – Remuneration metrics

The Lufthansa Group aims to ensure comparable pay for comparable work and is continuously working to advance this objective. Nevertheless, the present report shows a gender pay gap. This is primarily due to structural differences among our groups of employees, which largely result in a difference in average total pay for female and male employees across the workforce.

The gender pay gap shown here represents the difference between the average total remuneration of female and male employees. It is calculated by deducting the gross hourly wage of female employees from the average gross hourly wage of male employees and dividing this figure by the average gross hourly wage of male employees.

The gender pay gap calculation is based on a comparison of total remuneration, accounting for all components such as fixed and variable payments and benefits. It is based on the overall comparison of all remuneration figures regardless of employee group, position, subsidiary or country. In the reporting year, the gender pay gap amounted to 24% (previous year: 27%) in favour of male employees. This is an unadjusted figure, in line with the calculation requirements of ESRS S1–16, and therefore does not reflect structural differences, such as professional experience or occupational groups. The characteristics of large groups of employees in the Lufthansa Group mean that the figure is of minimal relevance. At the end of 2025, for example, out of around 34,000 (previous year: 34,200) flight attendants at the Lufthansa Group, including pursers, approximately 80% (previous year: 80%) were female and 20% (previous year: 20%) were male. Among the 11,400 pilots (previous year: 11,300) at the Lufthansa Group, 7% (previous year: 7%) were female and 93% (previous year: 93%) were male.

This shows that the above figure does not necessarily indicate a lack of fairness in remuneration.

The annual total remuneration ratio expresses the ratio of the highest paid individual's annual total remuneration to the median annual total remuneration of all employees. To reach this figure, the annual total remuneration of the highest paid individual is divided by the median annual total remuneration for all employees (excluding the highest-paid individual). In the reporting year, the highest paid individual was the Chairman of the Executive Board of Deutsche Lufthansa AG. The annual total remuneration ratio for the Lufthansa Group came to 1:94 in the reporting year (previous year: 1:86). All components of remuneration – fixed and variable payments as well as benefits received during the 2025 financial year – were included in the calculation.

S1-17 – Incidents, complaints and severe human rights impacts

The Lufthansa Group's Human Rights Office received complaints from internal and/or external stakeholders across all operations on the following grounds:

T075 ESRS S1-17 | 103 Incidents and complaints related to human rights in 2025

	2025	2024
Number of reported incidents of discrimination, including harassment	51	45
Number of complaints submitted using the channels for own workforce	5	10
Number of complaints submitted to the national contact points for multinational companies of the OECD	0	0
Total amount of fines, penalties and compensation payments	EUR 0,000	EUR 0,000

T076 ESRS S1-17 | 104 Cases of severe human rights violations and incidents in 2025

	2025	2024
Number of severe human rights violations and incidents related to the Company's own workforce	0	0
Number of severe human rights violations and incidents related to the Company's own workforce (violations of the UN Guiding Principles, OECD Guidelines and/or ILO Declaration)	0	0
Total amount of fines, penalties and compensation payments	EUR 0,000	EUR 0,000

The total amount of fines, penalties and compensation payments is recognised in the income statement under other operating expenses. In the Notes to the financial statements, this item is disclosed under auditing, consulting and legal expenses. ↗ T104 Other operating expenses.

S2 – Workers in the value chain

Giving consideration to sustainability issues in its supply chain is an important aspect of acting responsibly for the Lufthansa Group. In addition to economic factors, the purchasing process considers the impact of business activities on the environment and on workers in the value chain. To meet the standards the Lufthansa Group sets for the sustainability of its own products and services, the Lufthansa Group relies on close collaboration with suppliers who share and implement these standards.

Overview of material impacts, risks and opportunities

Suppliers and business partners in the Lufthansa Group's value chain may have potential negative impacts on the human rights of workers in the value chain, for example, through unsafe working conditions, inadequate wages or the absence of freedom of association. Sustainable supplier management can improve working conditions, health and safety, and the human rights situation for workers. Systematic management of working conditions within the supply chain strengthens supplier performance, enhances transparency, and increases efficiency and resilience across the value chain, helping to reinforce customer trust in the Lufthansa Group while supporting its financial and operational stability. Failure to comply with laws may result in legal repercussions, reputational

damage and penalties for the Lufthansa Group and its partners, which can lead to business losses and financial difficulties.

A complete overview of the Lufthansa Group's material impacts, risks and opportunities can be found under ↗ ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model.

Strategy

ESRS 2 SBM-2 – Interests and views of stakeholders

Protecting the interests of all workers in the value chain is of central importance to the Lufthansa Group. The Company is aware of the considerable impact it has on the adherence to human rights and environmental standards together with its suppliers and business partners, as well as in the selection and management of its suppliers and business partners. Although the Lufthansa Group cannot influence the political situation in the countries where its suppliers operate and cannot rule out violations, it actively contributes to the respect of human rights among its suppliers through various measures.

The Lufthansa Group aims to identify potential negative human rights and environmental impacts early and to prevent violations. For this reason, the Company carefully selects its suppliers and contractually obliges them to comply with human rights as well as with occupational, safety and environmental protection requirements.

Since workers in the value chain represent a key affected stakeholder group, the Lufthansa Group takes their views into account to the best possible extent and considers their rights when making certain decisions. A number of procedures have been established to capture the perspectives of workers in the value chain and integrate these into the purchasing strategy and supplier selection process. In addition, the Lufthansa Group maintains close cooperation with its suppliers to promote compliance with rights and standards.

ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model

The potential impacts, risks and opportunities identified during the materiality assessment with respect to workers in the value chain primarily relate to the following topics:

- Human and labour rights
- Social dialogue
- Training and development opportunities
- Diversity and inclusion

Impacts on suppliers and downstream business partners identified
As a globally operating aviation group, the Lufthansa Group is aware of the influence it has together with its suppliers and downstream business partners on upholding human and labour rights in the value chain. In this context, the following rights and obligations are particularly relevant. In addition to fair working conditions, safe employment, appropriate wages, freedom of association, and health and safety standards, aspects such as equal opportunities and inclusion, equal pay for equal work, measures against violence and harassment in the workplace, and the prevention of child and forced labour play an essential role. Suppliers and business partners can also make a significant contribution to diversity within the value chain. The Lufthansa Group can indirectly influence its suppliers in this regard by fostering a culture of diversity. In addition, potential positive impacts on workers in the value chain include an improved social dialogue as well as the provision of training and development programmes for suppliers and business partners.

Identified risks may affect both the value chain and the Lufthansa Group itself
Based on the impacts described, disregarding human and labour rights standards and diversity policies can pose risks. These risks may affect workers in the value chain as well as the companies of the Lufthansa Group. Possible repercussions include reputational damage and penalties for the Lufthansa Group, its suppliers and business partners. Social unrest such as strikes resulting from human rights violations may further lead to inefficiencies, reduced productivity and higher current costs in the value chain. A failure to engage in social dialogue may also lead to inadequate consideration of the views of suppliers and business partners, which in turn can result in less resilient value chains and higher current costs.

Opportunities focus on policies and more transparency
In addition to the risks described above, the material opportunities for the Lufthansa Group lie in its ability to introduce policies on human rights and gain more transparency, in particular. This can enhance the Company's reputation, ensure financial and operational stability and enable access to regulated markets while simultaneously promoting human rights among its business partners. Promoting diversity among suppliers may improve the Company's ability to attract and retain qualified employees and thereby increase productivity and resilience throughout the value chain.

Opportunities also arise from sustainability-related social dialogue and training programmes for suppliers. For example, workplace accidents and associated lost time as well as breaches of policies can be reduced while increasing efficiency in the supply chain.

The Lufthansa Group's commitment to upholding human and labour rights and the resulting strategic implications are set out in its policy statement on human rights, the Supplier Code of Conduct and the procedure descriptions for the due diligence processes. In this context, the Company aims to continue taking into account the identified potential impacts, risks and opportunities of its actions when developing sustainability-related strategies for the Lufthansa Group and in its supply chain operations. In order to take advantage of opportunities and mitigate risks as effectively as possible, the Lufthansa Group has implemented policies and due diligence processes in its business activities. These include the Supplier Code of Conduct and procedures for human rights and environmental supplier risk assessments. In particular, the risk assessment is intended to identify potential human rights violations in the supply chain at an early stage and mitigate them to the greatest extent possible. Another element of the due diligence processes is the implementation of development and corrective measures among suppliers. In this context, training and further education for business partners on the topics of environment, occupational safety and human rights provided by business partners represent a central opportunity for supplier development. As a signatory of the "Charta der Vielfalt" (Diversity Charter) the Lufthansa Group sees itself as a driver for diversity and places great value on respecting diversity among suppliers and business partners. Established channels such as the complaints procedure also enable the Lufthansa Group to engage with suppliers and business partners, solicit their views and enter into a dialogue on social and environmental topics.

The Lufthansa Group wants to uphold the rights of its employees and those who work for service providers at its sites and in the upstream and downstream supply chain, while promoting their safety. The basis for respecting these rights includes, among other things, the Lufthansa Group Code of Conduct, occupational safety regulations and complaints management procedures.

In the upstream supply chain, the Lufthansa Group examines potential negative impacts and financial risks along the supply chain. The relevant employee types in the value chain include those working for business partners in the upstream value chain – in particular, workers who provide various services or contribute to the production of technical components or goods as well as workers employed at the Lufthansa Group's sites by service providers. ↗ S1 – Own workforce.

Employees of suppliers in the downstream supply chain are considered primarily in the areas of logistics and in the procurement and distribution of services, as well as employees working in fully consolidated joint ventures within the Lufthansa Group. All affected groups are subject to the Lufthansa Group's regulations, including access to the complaints procedure.

Human rights and environmental risk analyses aim to protect the Lufthansa Group and its suppliers

The Lufthansa Group has established a risk management system with the goal of identifying, preventing and eliminating potential negative human rights and environmental impacts and legal rights infringements within its own business operations and along the supply chain. Within this framework, the Company conducts annual and ad hoc human rights and environmental risk analyses for all existing suppliers of the Lufthansa Group. At the core of the analyses are the protected rights under the German Supply Chain Act (LkSG) – including the prohibition of child labour and forced labour, the ban on all forms of slavery, compliance with occupational safety and freedom of association, adequate wages, the prohibition of discrimination and the promotion of equal opportunities.

Failure to comply with laws and frameworks relating to human and labour rights can lead to fines and potentially negative financial consequences for the Lufthansa Group as well as less resilient supply chains. Based on the 2025 human rights and environmental risk analysis, the Lufthansa Group considers harmful changes to soil, water, air and noise, and excessive water consumption to be of particular relevance. In 2024, the risk analysis placed particular emphasis on the relevance of freedom of association and occupational safety among the Group's suppliers. In addition, potential negative impacts of the Lufthansa Group in relation to working conditions, equal treatment and other labour and human rights were taken into account in 2025. To adequately assess, weight and prioritise the potential negative impacts, suppliers are subjected to country, industry and media-based screening. The identified potential negative impacts are weighted and prioritised based on the adequacy criteria of the LkSG. The most recent analysis conducted during the reporting year indicated that potential negative impacts occur primarily in the transport sector and in the hospitality industry. All direct suppliers are included in the risk analysis, in which they are weighted according to their priority for action.

The identified potential financial risks and opportunities relate to all workers in the value chain and are not limited to specific groups. Indirect suppliers are also subject to an ad hoc risk analysis if substantiated information is obtained.

Suppliers with potential negative impacts regarding child labour, forced labour and modern slavery are located, for example, in China and the Philippines, which were identified by the 2025 risk analysis. In the 2024 risk analysis, Senegal and Sierra Leone were identified, among others, as countries with the highest number of suppliers associated with potential negative impacts regarding child labour. Potential negative impacts in relation to forced labour and modern slavery have been identified in the United Kingdom and India, among other countries. The potential negative impacts identified in relation to working conditions, equal treatment and equal opportunities as well as other labour-related rights do not indicate a systemic effect and are not based on individual incidents but on the potential negative impacts determined in the risk analysis.

The Human Rights Officer informs the Lufthansa Group Executive Board annually about the results of the risk analysis. These results are also communicated to other key decision-makers, including the Group Works Council and the Group Economic Committee.

In addition, the Lufthansa Group has identified potential positive impacts. These may result from more sustainable supplier management and can lead to improved working conditions as well as enhanced occupational health and safety for workers in the value chain.

Impact, risk and opportunity management

S2-1 – Policies related to value chain workers

The Lufthansa Group's risk management is described in its LkSG policy statement
The Lufthansa Group expects its employees and suppliers to respect human and environmental rights, to prevent related impacts and risks and to avoid, mitigate or eliminate violations. The Lufthansa Group has established a risk management system to promote compliance with these due diligence obligations, which is described in the annual policy statement on the LkSG approved by the Executive Board. Alongside the Code of Conduct, the Group procurement policy and the Supplier Code of Conduct, the policy statement forms the basis for implementing the due diligence obligations under the LkSG and reflects the Lufthansa Group's expectations of its managers, employees and suppliers. It is publicly available on the Lufthansa Group website.

The policy statement applies worldwide to all consolidated companies of the Lufthansa Group unless they are legally required to publish their own statement. To oversee risk management, the role of Human Rights Officer was established within the Human Rights and Infrastructure department, reporting directly to the Executive Board. The Human Rights Officer reports to the Group Executive Board on the work of the responsible persons every six months and on an ad hoc basis. The Corporate Internal Audit department is deployed to support the Human Rights Officer and to conduct audits of the implementation level. In the 2025 reporting year, the Corporate Internal Audit department verified the appropriateness and effectiveness of implementation during three internal audits. In addition, the Group Human Rights Steering Board was established as a governance body to provide recommendations on risk management. It is chaired by the Human Rights Officer and consists of the management representatives of the Corporate Responsibility, Corporate Compliance, Group Procurement, Corporate Internal Audit and Occupational Safety departments. As part of its policy statement on the German Supply Chain Act (LkSG), the Lufthansa Group sets out its human rights strategy and reports on how it fulfils its due diligence obligations. In doing so, it highlights, in particular, those human rights and environmental risks that have been identified as priorities on the basis of a risk analysis. The policy statement refers to the risks identified through this analysis along the value chain, with a particular focus on human and labour rights, training and development opportunities, and social dialogue.

Group procurement policy obligates suppliers to assume social and environmental responsibility
The Lufthansa Group expects its suppliers to respect human and environmental rights and to support the Lufthansa Group in preventing, minimising or eliminating related impacts and risks. The obligation to assume social and environmental responsibility is an element of the Group procurement policy. This policy is a mandatory requirement for all purchasing units of Group companies and their employees involved in the procurement process, and is centrally approved by the Group Executive Board. It is accessible to all employees on the intranet. By including obligations in contracts with suppliers, the Lufthansa Group endeavours to ensure responsible practices by its direct suppliers in order to meet its own standards for corporate responsibility and prevent negative impacts. The suppliers' obligations include adherence to the ten principles of the UN Global Compact, the five core labour standards of the International Labour Organization and contractual requirements under the German Supply Chain Act (LkSG). The Group procurement policy addresses the

following impacts, risks and opportunities (IROs) identified in the materiality assessment: human and labour rights in the value chain.

Supplier Code of Conduct describes the basic rules of cooperation for suppliers
The Supplier Code of Conduct applies to all suppliers of the Lufthansa Group. It primarily addresses three core sustainability areas: environmental protection, social aspects and responsible business conduct. It sets the minimum standards for suppliers, their employees and subcontractors. The focus is on respecting human rights, complying with labour and health standards, protecting the environment and conducting business with integrity. The Lufthansa Group expects its suppliers to comply with the applicable laws and regulations of the countries in which they procure, manufacture, offer or supply products or services. The Lufthansa Group does not tolerate any unethical business conduct such as corruption, bribery, forced labour, child labour or violations of environmental, labour and social standards, and expressly prohibits such practices. The Supplier Code of Conduct is approved by the Senior Vice President Procurement Group and is publicly available on the Lufthansa Group website. In addition, supplier contracts refer to it. The Supplier Code of Conduct takes into account the following IROs identified in the materiality assessment: human and labour rights in the value chain and diversity and inclusion in the value chain.

Lufthansa Group policies take international frameworks into account
Integrating human rights and sustainability into the business processes, policies and global supply chains of the Lufthansa Group is an ongoing task. In doing so, the Company aligns itself with key international conventions and declarations such as:

- the United Nations' Universal Declaration of Human Rights,
- the International Covenant on Civil and Political Rights (ICCPR),
- the International Covenant on Economic, Social and Cultural Rights (ICESCR),
- the core labour standards of the International Labour Organization (ILO),
- the UN Guiding Principles on Business and Human Rights,
- the ten principles of the UN Global Compact,
- the OECD Guidelines for Multinational Enterprises,
- the International Air Transport Association (IATA) Resolution against Trafficking in Persons and
- environmental agreements such as the Minamata Convention on Mercury, the Stockholm Convention on Persistent Organic Pollutants and the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal.

S2-2 – Processes for engaging with value chain workers about impacts

Engaging with workers in the value chain on relevant decisions
The Lufthansa Group follows a needs-based approach to involving workers in the value chain. In this context, the Lufthansa Group takes into account the perspectives of workers in the value chain through processes such as human rights and environmental risk analyses as part of due diligence procedures and the targeted inclusion of suppliers. This ensures that potential material impacts are addressed proactively. The views of workers in the supply chain may also be obtained through on-site audits and supplier questionnaires as part of preventive and remedial measures. In addition, procurement officers may directly contact suppliers and their employees.

Involving stakeholder representatives, such as works councils and trade unions, offers another way to capture the interests of workers in the value chain, mitigate potential impacts and introduce remedial measures in the event of violations. Such involvement occurs as needed and is triggered, for example, by a complaint, a detected potential impact or a rule violation that leads to appropriate remedial action.

In light of the LkSG, cross-sector dialogues and discussions with the business community are also used to share knowledge, experiences and views. For example, the Lufthansa Group Human Rights and Non-Discrimination Team and Group Procurement Team take part in events such as the "Peer Learning Group Human Rights" of the UN Global Compact's German network and the "econsense Forum for Sustainable Development of German Business" several times a year. In addition, the Lufthansa Group Human Rights Officer, together with econsense, has established a Human Rights Officer Roundtable to share experiences on effective risk management.

The Human Rights and Non-Discrimination Team coordinates the Lufthansa Group's activities regarding its human rights responsibility as defined by the LkSG. The Group Procurement Team manages risk with regard to the Lufthansa Group's suppliers. Both teams are supported by contact persons from specialist departments such as Occupational Health and Safety, Human Resources, Compliance and Procurement, as well as by key accounts from prioritised Lufthansa Group companies.

S2-3 – Processes to remediate negative impacts and channels for value chain workers to raise concerns

Complaints procedures

Complaints and reports regarding potential negative human rights and environmental impacts or compliance violations by suppliers can be submitted confidentially using an electronic whistleblower system or the external ombudsperson for the Lufthansa Group. Moreover, in the Code of Conduct, suppliers are prompted to notify their suppliers and their suppliers' employees of the Lufthansa Group's reporting channels. The Lufthansa Group's rules of procedure on handling reports are available on the Company's website. The Human Rights and Non-Discrimination Team consolidates all complaints and forwards them to the Group Procurement Team. If necessary, the Human Rights and Non-Discrimination Team also provides technical support to the Group Procurement Team. In cases of specific negative impacts or assigned measures, the Group Procurement Team contacts suppliers directly. The Human Rights and Non-Discrimination Team may also initiate contact with workers in the value chain as part of the complaints procedure. Interaction may be initiated either by a central expert team in Procurement, by the responsible procurement officers or by the Human Rights Officer.

The complaints procedure is designed to be publicly accessible to whistleblowers and is described in the rules of procedure, while ensuring confidentiality, data protection and respect for legally protected interests. If the Lufthansa Group Human Rights Team deems a complaint credible, it is forwarded to the responsible department, which then investigates the matter and contacts the whistleblower to discuss the complaint and obtain a detailed account of the incident. For this purpose, the whistleblower must either provide contact details when submitting the complaint or, in the case of an anonymous complaint submitted using the electronic whistleblowing system, have a designated mailbox that permits communication. The main investigation may include, depending on the case, interviews with suppliers, witnesses or other parties with knowledge of the matter. Based on the outcome of the investigation a decision is made on which remedial or preventive measures are necessary to end the identified negative impacts or violations, mitigate their extent or prevent a recurrence. Such measures may include repercussions under labour law for employees or the termination of business relationships. The whistleblower is informed of the conclusion and outcome of the complaints procedure. After the complaint procedure concludes the Lufthansa Group monitors the implementation of remedial measures. The results of the implementation are evaluated. This may, depending on the case, involve further correspondence with the whistleblower.

Within the framework of the complaints procedure, the Lufthansa Group has established various reporting channels. Complaints may be submitted in writing using the Lufthansa Group's electronic whistleblowing system (including anonymously), or in writing, by telephone or in-person to the Lufthansa Group's ombudsperson, by email to the Lufthansa Group Human Rights Office or by post to the registered office of Deutsche Lufthansa AG.

Information on how to reach these reporting channels – including telephone numbers, website links, email addresses, registered addresses and details about the ombudsperson – is provided in the complaints procedure document available on the Lufthansa Group website. The Lufthansa Group's electronic whistleblowing system and the ombudsperson are available in several languages. Employees of the Lufthansa Group may also submit complaints using any of the channels agreed for this purpose between employee representatives and the respective Lufthansa Group company.

The effectiveness of the complaints procedure is reviewed at least once a year and on an ad hoc basis. A review occurs on an ad hoc basis when the Lufthansa Group anticipates a significantly changed or expanded risk situation in its own business area or among its direct suppliers – for example, due to the introduction of new products, projects or a new business segment. The review covers, among other things, the actual utilisation of the complaints procedure by whistleblowers, compliance with the rules of procedure, monitoring of any remedial measures taken, and, if necessary, adjustments to the risk analyses required under the LkSG. The Human Rights Officer and Corporate Audit department of the Lufthansa Group conduct the review of the complaints procedure's effectiveness. To promote the inclusion of end users and stakeholders, the Lufthansa Group instructs its suppliers in their contractual documents to inform their employees, including their own suppliers and their employees, that the Lufthansa Group has provided complaint channels for them to use.

In 2025, seven complaints were reported via the Lufthansa Group's complaints channel, in relation to sexual harassment (2), inappropriate working conditions (1) and unequal treatment (4). All complaints were thoroughly examined; where necessary, feedback was obtained from the relevant suppliers. One complaint relating to sexual harassment was still under review at the time of publication of this report. By the end of the reporting period, none of the complaints that had been fully examined (6) could be substantiated. Accordingly, no further remedial action was taken. Consequently, no substantiated cases of non-compliance with the referenced international frameworks concerning workers in the value chain were identified during the reporting year.

Protection against retaliatory measures for whistleblowers established
The Lufthansa Group follows a zero-tolerance policy regarding retaliation against whistleblowers and, as far as legally possible, protects those reporting concerns from any disadvantage arising from their complaints. In principle, every complaints procedure is conducted confidentially and no one outside the procedure is informed of the whistleblower's identity. Exceptions to this rule exist only where legally permitted under the German Whistleblower Protection Act. Employees of the Lufthansa Group are protected in all Group companies against disadvantages, disciplinary measures and discrimination because of a complaint.

Retaliation against whistleblowers is not tolerated. Such measures are investigated if reported to the Lufthansa Group through the designated complaint channels. Persons against whom a complaint is lodged may be subject to disciplinary measures. If a report of retaliation against a whistleblower is received, the complaints office must be informed immediately. Whistleblowers who are not employees of the Lufthansa Group also receive corresponding protection. The Lufthansa Group intends to ensure with its suppliers that no investigations are conducted to determine a whistleblower's identity and that whistleblowers are neither disadvantaged nor penalised. Personal data is collected, processed, transmitted and stored during the complaints procedure in compliance with data protection requirements. Section 10 (1) LkSG applies. Whistleblowers are informed on the website through which the electronic whistleblowing system is accessed about how they will be protected and can choose to remain anonymous.

The Lufthansa Group further emphasises on the website that it protects whistleblowers from retaliation. These provisions are described in the publicly available Rules of Procedure for Complaints.

S2-4 – Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions

Sustainability criteria are considered in supplier selection
Sustainability criteria are considered in the Lufthansa Group's procurement processes and are a factor in supplier selection. For example, human rights and environmental requirements are included during the tender process. These requirements must be included in the evaluation matrix for supplier selection.

Before concluding contracts, suppliers are generally assessed for compliance with human rights, labour and environmental standards and integrity. A supplier review process is conducted to detect potential risks and negative impacts. If a supplier falls within a risk category, an in-depth review will be carried out, including external sources, if necessary. By incorporating obligations into contracts with suppliers, the Lufthansa Group aims to achieve responsible conduct among its direct suppliers so that risks of negative impacts are prevented from arising in the first place. In its review, the Company considers both external data sources and internal insights such as information received through complaints channels including the anonymous whistleblowing system. Through the inclusion of human rights and environmental aspects in the procurement process, the Lufthansa Group aims to ensure that business relationships are only established with companies that share and implement its requirements. In addition, suppliers are informed about the expectations the Lufthansa Group places on its suppliers in the tender documents referencing the Supplier Code of Conduct. This process continuously monitors the review of human rights and environmental aspects. No changes were made to the currently implemented standards in the reporting year.

As part of its risk analysis, the Lufthansa Group continuously monitors and evaluates freedom of association for workers in the value chain. Global framework agreements are yet to be concluded with international trade union federations in this context.

Remedial measures jointly developed with affected companies as required
A weekly exchange takes place between the experts from the Human Rights department and Group Procurement. In these meetings, any complaints and material negative impacts are discussed along with possible measures and further action. The central expert team from Group Procurement monitors the implementation of measures.

If the Lufthansa Group detects an actual or imminent violation of human rights or environmental obligations, it introduces appropriate remedial and preventive measures. In cases when it is not possible to eliminate, prevent or minimise a violation in relation to a supplier, the Lufthansa Group develops and

implements an appropriate remedial and/or preventive concept. Various measures are considered when developing and implementing a remedial concept. The first step is to develop and implement a plan to eliminate or minimise the violation together with the responsible company. To reduce risk, the business relationship may be temporarily suspended. As a last resort, the Lufthansa Group reserves the right to terminate business relationships.

The Lufthansa Group monitors the implementation of remedial measures in its risk management system and evaluates the results achieved. Depending on the case, implementation of remedial measures may also involve correspondence with the whistleblower.

If potential negative impacts are detected in relation to a supplier, the Lufthansa Group selects appropriate measures according to a defined logic based on risk categories. A central team of experts from Procurement take care of this for suppliers. Measures will subsequently be agreed with the supplier in consultation with the responsible purchasers with related discussions and follow-up. Potential measures may involve, for example, awareness training, statements or contract reviews with possible adjustments. This is followed up in the risk management system by recording the agreed measures. Each measure is assigned a corresponding processing status and, where applicable, a deadline.

If an actual negative impact is identified in relation to a supplier, the Lufthansa Group also reviews whether it is contributing to the issue. This includes checking delivery times and purchase prices, as well as the duration of the contractual relationship. Based on this review, appropriate remedial measures are either implemented immediately or targeted action plans are developed.

Regarding business partners in the upstream and downstream value chain, the following prevention measures were carried out, planned or implemented in 2025: Over 200 internal and external investigations of critical suppliers and external incidents were concluded, with more than 200 further investigations initiated. Six self-assessment questionnaires were collected from business partners and, in nine cases, further information was requested in the form of individual statements and direct correspondence with suppliers. Moreover, in 61 cases additional documents were requested from suppliers and have already been reviewed. These documents include certificates, codes of conduct and rules of procedure for supplier grievance mechanisms. In addition, contracts concluded by the Lufthansa Group with 17 suppliers were reviewed, including their terms and conditions, and were revised or supplemented to include ESG criteria where necessary. The implementation and monitoring of these measures are carried out by a central expert team from Group Procurement, who work in collaboration with the responsible purchasers. Measures taken are intended to continuously improve the Lufthansa Group's supplier base, particularly with regard to human rights aspects. So far, the Lufthansa Group has not specifically examined direct opportunities in relation to workers in the value chain and has therefore not defined any further measures in this regard.

Human Rights Officer ensures integration within the Company
To oversee risk management, the role of Human Rights Officer was established within Human Rights and Infrastructure, reporting directly to the Executive Board. This role is exercised by the head of the Group HR Management DLH & Learning function. The Human Rights Officer reports to the Group Executive Board on the work of the responsible employees several times a year and on an ad-hoc basis. The Corporate Internal Audit department is deployed to support the Human Rights Officer and to conduct audits of the implementation level. In 2025, the Corporate Audit function verified the appropriateness and effectiveness of implementation on several occasions. In addition, the Group Human Rights Steering Board was established as a governance body to provide recommendations on risk management. It is chaired by the Human Rights Officer and consists of the management representatives of the Corporate Responsibility, Corporate Compliance, Group Procurement, Corporate Audit and Occupational Safety departments.

Audits ensure compliance with human rights and environmental due diligence obligations
Audits are conducted within the Lufthansa Group to review whether human rights and environmental due diligence obligations are being upheld and whether the Lufthansa Group's risk management system is adequate. These audits are primarily conducted by the Corporate Audit department. For direct suppliers – and, depending on the circumstances, indirect suppliers – audits may be carried out by external auditors in individual cases. Additionally, audit findings contribute to the sustainability-focused design of procurement processes and purchasing strategies.

The allocation and follow-up of preventive, mitigating and remedial action in relation to direct suppliers and the implementation of due diligence requirements in relation to indirect suppliers are also electronically tracked and evaluated. As a result, measures are tracked on a continuous basis. A measure with a positive outcome can contribute to improving the risk assessment, whereas a measure with a negative outcome, such as an audit with critical findings, can contribute to a deterioration in the risk assessment. Media monitoring is also conducted for high-risk suppliers. Violations identified through media observation, grievance mechanisms or other findings also contribute to a deterioration in the risk assessment. The assessment thus continuously reflects the current risk situation and assists with evaluating the effectiveness of measures taken.

Lufthansa Group is committed to promoting occupational safety for workers in the value chain
The Lufthansa Group is also committed to occupational safety for employees in joint ventures and at supplier companies. This commitment is supported through various initiatives outlined in documents such as the Lufthansa Group's Code of Conduct, Supplier Code of Conduct and policy statement on respecting human and environmental rights. Among other conditions, the Supplier Code of Conduct set forth requirements for ensuring occupational safety and health protection, as well as compliance with applicable rights at the place of employment for workers in the value chain.

Metrics and targets

S2-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

Group Procurement at Lufthansa Group is committed to accounting for material impacts, risks and opportunities related to workers in the value chain when developing relevant procurement processes. The purpose behind this is to identify potential human rights, environment-related and compliance risks and violations in the supply chain in order to prevent, minimise or eliminate these risks and violations through appropriate measures. Targets are defined on the basis of the previous risk assessment as well as complaints received via the complaints procedure. Depending on the case, insights gained from this process feed into the continuous development of the risk management system. The Lufthansa Group did not set itself any quantitative targets for the reporting year, since it focused on the implementation and stabilisation of measures.

The overarching targets have been broken down and specified for relevant areas. These include the implementation of a risk assessment for existing suppliers using the risk assessment system, as well as continuously updating supplier questionnaires based on regulatory requirements and insights. Workers in the value chain and their legitimate representatives are not currently directly involved in the process of identifying and monitoring targets. However, information regarding their situation is taken into consideration via information sources such as risk assessment data, warnings or the whistleblower system. This information is incorporated in the process for defining targets and identifying improvement measures.

S4 – Consumers and end-users

A clear focus on customers, operational stability, innovative products and services and an emphasis on quality are essential for the Lufthansa Group. The Lufthansa Group places reliable travel solutions, customer services, personalised experiences and simple, flexible processes at the core of its operations. They are essential for long-term customer relationships.

The Lufthansa Group's customer base ranges from private and business travellers to corporate customers such as logistics and freight companies, as well as airlines and MRO service providers. The Company's portfolio is further complemented by flight schools and aviation organisations that use the Lufthansa Group's training solutions.

Overview of material impacts, risks and opportunities

The Lufthansa Group places great importance on data protection to ensure that customers can make informed decisions while keeping their personal data secure. This is intended to strengthen customer trust, promote customer loyalty and help to bring down customer service costs. High-quality information is critical, as liability costs and regulatory penalties due to accidents or misleading information can erode customer trust and loyalty. The Lufthansa Group also focuses on its customers' health and safety. Improper handling and maintenance of products and services poses the risk of injuries and accidents which might lead to reputational damage. Likewise, inadequate product design or a lack of inclusivity due to the high price segment may have negatively affected customer satisfaction and sales volumes.

A complete overview of the Lufthansa Group's material impacts, risks and opportunities can be found under ↗ ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model.

Strategy

ESRS 2 SBM-2 – Interests and views of stakeholders

Customer perspectives, interests and rights are integrated into the development of the Lufthansa Group's business model through feedback on its products and services. Based on this input, the product portfolio is continuously adjusted in close consultation with customers. These adjustments are tested and reviewed in the designated Co-Creation Hub, for instance. This allows customers to play an active role in

shaping and refining products. Decisions made on this basis also influence the development of the Lufthansa Group's strategy and the setting of key priorities. Accordingly, the Lufthansa Group aligns its strategy and business model with customer feedback, customer behaviour and technological advancements. ↗ ESRS 2 SBM-2 – Interests and views of stakeholders.

In addition, the Lufthansa Group is committed to respect human rights and strives to protect them in connection with its operations, suppliers and customers. The basis for its activities includes recognised international standards such as the UN Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights. Further information can be found in ↗ G1-1 – Lufthansa Group Code of Conduct defines the framework for moral and responsible behaviour.

ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model

Potential impacts and risks arise from product design and service offerings. The Lufthansa Group has identified potential negative impacts associated with certain products and services that could affect customers' health and safety. These include catering services and potential malfunctions of products or services.

To mitigate safety risks related to products or services, the Lufthansa Group provides an internal procedures manual. This manual specifically addresses compliance with internal codes of conduct and procedural instructions related to health and safety, personal safety and child protection. Through these measures, the Lufthansa Group aims to ensure the responsible use of its products and services while establishing standards for all employees. The Lufthansa Group considers equal access to products and services and protection against discrimination to be core aspects of responsible business conduct. As a global airline group, potentially negative impacts may arise if individual customer groups are disadvantaged due to physical limitations, socio-economic barriers or a lack of digital accessibility.

Gaining competitive advantages through alignment with customer preferences
The Lufthansa Group sees significant opportunities in aligning its business model with customer preferences to gain competitive advantages. For example, customer feedback or structural analysis of sales and customer data can be used to gain insights into passenger behaviour and identify trends and patterns. These findings are factored into the development of targeted products and personalised recommendations which may help to increase revenues. In addition, the insights gained enable process and product improvements, the further development of loyalty programmes, and the promotion of demand for travel in higher-value cabin classes such as Premium Economy, Business and First Class.

Data protection, privacy and security are customer benefits
As the foundation of a trust-based business relationship, the Lufthansa Group is committed to protecting the personal data of its customers. Failure to comply with data protection laws, such as the General Data Protection Regulation (GDPR), and endangering customer security are considered potential risks, as they could lead to fines, penalties and reputational damage. In relation to data protection, the Lufthansa Group acknowledges a risk of cyberattacks due to increasing digitalisation. Opportunities arise from trust-based business relationships built on strong data protection practices, leading to enhanced customer satisfaction. Through its information security management system, which operates within the framework of the Group's data protection policy, the Lufthansa Group aims to ensure the systematic and sustainable protection of information while balancing operational and economic considerations. The goal is to safeguard information against manipulation, unauthorised access and loss while maintaining a robust level of security. The required degree of information security depends on the sensitivity of the data being processed and, while taking economic efficiency into account, the availability of future-proof technologies.

Lufthansa Group committed to protecting customer health and safety
The Lufthansa Group recognises that its products and services may pose risks to the health and safety of its customers across all customer groups. Identified risks could arise from inadequate maintenance, in-flight catering or hygiene standards. The Lufthansa Group considers pandemics and disease outbreaks to be potential risks, as these can affect passenger numbers and require enhanced health protocols on aircraft. The Company considers the introduction and enforcement of stringent health and safety standards, coupled with clear communication, as an opportunity and a means of improving trust among passengers. These measures contribute to customer loyalty by ensuring that passengers feel safe and well-informed.

Lufthansa Group supports families and people with disabilities

The Lufthansa Group acknowledges both risks and opportunities related to serving families and people with disabilities. Rising operational costs due to new or evolving global regulations on the protection of these groups present a risk, while targeted consideration of the needs of families and persons with disabilities presents opportunities. By developing and providing tailored services, the Lufthansa Group intends to increase its customers' level of satisfaction and open up new market potential.

The Lufthansa Group recognises that families travelling with infants and young children face unique challenges. The Passenger Airlines in the Lufthansa Group have therefore implemented special safety measures. These include special seat belts and seats equipped with additional oxygen masks on board, as required by law, as well as the infant carriers which the Lufthansa Group voluntarily provides on long-haul flights. For unaccompanied minors, the Lufthansa Group offers additional care services to support their safety and wellbeing during flights.

To further support families, particularly those with young children, the Lufthansa Group's Passenger Airlines provide family-friendly services, such as priority boarding for families, in-flight entertainment for children and special meal options. These services are not only intended to contribute to child safety but also improve the overall travel experience for families with small children, increasing customer satisfaction.

To improve accessibility for people with disabilities, the Lufthansa Group offers additional assistance beyond its standard processes. This includes special support during boarding and enhanced access to digital information on websites and IT applications. The introduction of accessible user interfaces, larger font sizes, higher screen contrast and simplified navigation makes the applications easier to use. In the reporting year, the Lufthansa Group held an Accessibility Conference for the first time in Frankfurt am Main. This aimed to improve the travel experience for persons with disabilities. Initially, members of various associations and representatives of the Lufthansa Group met to discuss their current experiences along the travel chain and to consider improvements. They agreed to work together more closely in future. This is intended to pave the way for future product developments that take into account the special needs of passengers with disabilities.

In addition, Lufthansa Airlines and SWISS joined the "Sunflower Initiative" in the reporting year. This global initiative is intended to improve how people with non-visible disabilities are treated. Lufthansa Group employees at its hubs in Frankfurt and Munich and on board aircraft are being made aware of the initiative, so that they can offer affected passengers an accommodating and conscious travel experience and, where necessary, proactively support them.

Lufthansa Group pursues responsible marketing practices and product information

Activities to boost its brand recognition and promote sales present risks for the Lufthansa Group when false or misleading advertising messages or inaccessible product information undermine customer trust or lead to liability and compensation claims. The Company is therefore committed to ensuring that its product claims and product information are truthful and not misleading, minimising the risk of lawsuits and associated reputational damage.

Opportunities and risks in appropriate product design

The Lufthansa Group recognises that the design of its products and services can have both negative impacts and associated risks, as well as opportunities. In the premium segment, for example, high prices for flights and services of the Lufthansa Group may be unaffordable for disadvantaged individuals, potentially excluding them, which has a negative impact. At the same time, premium offerings and reduced accessibility and affordability for certain customer groups present financial risks in terms of a decline in revenue and reputational damage. Passengers with limited mobility or special needs may also be affected by negative impacts. Significant impacts arise from potential service gaps for these passengers, such as difficulties faced with regard to airport accessibility or boarding and disembarking. The Lufthansa Group offers a variety of travel classes and service packages to accommodate different needs. For passengers affected by delays, the Lufthansa Group provides services such as rebooking options and hotel accommodation.

To counter these impacts, the Lufthansa Group is continuously working on ensuring discrimination-free and easier access to its flights and services. This includes improving accessibility in all travel classes and sales channels, targeted awareness-raising and training programmes for employees with customer contact as well as systematic monitoring of customer feedback and complaints procedures. The Passenger Airlines are thus seeking to identify and eliminate potential disadvantages early on. In addition, socio-economic barriers can be reduced by means of dynamic pricing and differentiated fares in all booking classes.

When designing its products, the Lufthansa Group acknowledges that environmentally conscious consumers are increasingly concerned about the impacts of climate change

and expect more sustainable travel options. Companies' environmental footprints and more sustainable alternatives are particularly important to the business traveller customer group. This includes their choice of means of transport. To meet their needs, the Lufthansa Group is analysing how strongly these consumers are influenced by environmental concerns and which climate change impacts are affecting their decision-making patterns. This includes concerns about CO_2 emissions and the overall environmental impact of air travel. In response, the Lufthansa Group is providing its customers with information on the environmental impacts of flying, for example, and developing specific measures to reduce them. Lufthansa's more sustainable offerings include its "Green Fare" tickets and Lufthansa Cargo's "Sustainable Choice" product add-on option. ↗ S4-4 – Lufthansa Group offers sustainability initiatives and services for its customers.

An insufficiently inclusive design for products or services or one which does not meet passengers' needs may pose risks for the Lufthansa Group. These include reputational damage, legal liability risks and potential decreases in revenue due to limited accessibility or a lack of affordability for certain customer groups. In the long term, this type of loss of customer satisfaction and trust could weaken Lufthansa's market position and lead to a decline in customer loyalty. The Lufthansa Group therefore places strong emphasis on the continuous improvement of accessibility, user-friendliness and service quality.

Capital expenditure on digital products and services also presents opportunities for improving the customer experience and related product design. Examples include AI-powered customer service, automatic flight rebooking and data-driven personalisation.

Impact, risk and opportunity management

S4-1 – Policies related to consumers and end-users

The Lufthansa Group places great importance on valuing and including people regardless of their national or ethnic background, gender, religion, beliefs, disability, age or sexual identity. The Company is firmly opposed to all forms of discrimination and has anchored this principle in a policy statement ↗ S2-1 – Policies related to value chain workers.

The Lufthansa Group's goals include ensuring the health and safety of its customers and guaranteeing the comprehensive protection of personal data. Both aspects are firmly embedded in the Company's Code of Conduct. ↗ G1-1 – Corporate culture and business conduct policies.

By strictly adhering to global data protection regulations and fostering integrity across the Lufthansa Group, the Company works to uphold these standards. Relevant information is freely available on the Lufthansa Group's website. The effectiveness of these measures is continuously monitored and actively promoted by the Executive Board of the Lufthansa Group. ↗ G1-1 – Corporate culture and business conduct policies.

Group policy serves data protection at the Lufthansa Group
The Lufthansa Group aims to use digital technologies responsibly for all of its customers and to ensure the protection of all personal customer data. It does so on the basis of the Group's data protection policy. This policy is designed to safeguard customers' privacy and ensure the security of their data. In addition to compliance with applicable data protection regulations, the policy also incorporates additional regulatory requirements. The policy applies across all areas of the Lufthansa Group and is accessible to all employees. It was approved by the Executive Board of the Lufthansa Group, which is ultimately responsible for it. ↗ G1-1 – Data protection is regulated Group-wide at the Lufthansa Group.

Lufthansa Group is actively committed to passenger safety and care
Within its Passenger Airlines business area, the Lufthansa Group prioritises the safety of its passengers. The Company seeks to minimise flight-related risks for customers when flying with Lufthansa Group airlines. Furthermore, Passenger Airlines aim to protect its passengers against external threats. For example, aircraft are secured in accordance with applicable regulations when no crew is on board. This includes extensive access controls through electronic security systems, aircraft being parked in secured areas and the installation of security locks and seals in sensitive areas, which are subject to regular inspections.

The scope of this policy covers Lufthansa Passenger Airlines. The Company has implemented comprehensive policies to address the needs of specific passenger groups. In this way the Lufthansa Group aims to ensure their safety. The focus is on children and people with disabilities. The Lufthansa Group offers dedicated services for these groups, including designated seating areas. Unaccompanied minors are accompanied by trained personnel for the entire duration of their flight. Detailed guidelines are in place for dealing with unaccompanied minors and passengers with limited mobility. These are integrated into the Company's booking systems and implemented by the Lufthansa Group's ground staff and flight crews. The Executive Board of the Lufthansa Group is responsible for this policy.

Lufthansa Passenger Airlines also work to personalise customer communications based on preferences and travel history. This includes tailored offers, travel recommendations and loyalty rewards communicated across multiple channels. Processing of customer data to tailor services is always carried out in compliance with applicable data protection regulations and subject to customers' express consent.

Additionally, the Lufthansa Group follows international frameworks that also apply to its customers, such as the Resolution Against Trafficking in Persons adopted by the International Air Transport Association (IATA) and the International Covenant on Economic, Social and Cultural Rights. The IATA resolution is based on the Palermo Protocol, which supplements the United Nations Convention against Transnational Organized Crime. For this purpose, the Lufthansa Group has implemented a reporting process for flagging suspected cases of human trafficking that has been approved by the authorities. The authorities do not inform the Lufthansa Group of any action they take. ↗ S2-1 – Policies related to workers in the value chain.

Lufthansa Technik applies structured management approaches for corporate customers

Lufthansa Technik has established management approaches to strengthen safety management at the Company, minimise potential liability risks and avoid regulatory sanctions which may arise from product- or service-related accidents, injuries due to insufficient customer information or misleading statements. Lufthansa Technik's services are specifically tailored to the requirements of corporate customers. Compliance with all legal and aviation regulations is a top priority. The goal is to ensure a consistent, high-quality service in all segments and business areas.

The Integrated Management Manual provides an overview of Lufthansa Technik's process-oriented, integrated management system. It serves as a reference for all employees, managers, regulatory authorities and corporate customers. The manual defines key processes designed to ensure that Lufthansa Technik's sales department operates in line with customer requirements and quality standards. Implementation of the manual is the responsibility of the Lufthansa Technik Executive Board.

Core procedures are incorporated in supplements from the aviation authority and the corresponding documentation system. These systems and policies apply to all Lufthansa Technik employees, as well as the affiliated companies listed in the Integrated Management Manual, including worldwide branches, subsidiaries and equity investments of Lufthansa Technik AG in companies in Germany and abroad. The aim is to ensure consistent service quality and provide corporate customers with the necessary information on the reliability and safety of Lufthansa Technik's services.

This approach is intended to mitigate risks and ensure that all end-users have the information required for the safe and effective use of Lufthansa Technik products and services. Measures in all business areas are based on clearly defined processes, policies, guidelines and manuals. They include regular training, adherence to established standards and the consistent use of checklists, which are continuously reviewed and updated. Measures are implemented according to department-specific requirements and adapted to individual operational needs.

S4-2 – Processes for engaging with consumers and end-users about impacts

The Lufthansa Group actively engages in dialogue with customers, suppliers, authorities and the public, incorporating both internal and external feedback. This can help to improve safety and quality standards. Within the Lufthansa Group, the Customer Journey department oversees customer experience initiatives of the Passenger Airlines. The highest authority responsible for the operational execution of these processes and customer experience initiatives is the Chief Commercial Officer of Passenger Airlines.

Lufthansa Group strengthens customer loyalty through a range of communication channels

The Lufthansa Group maintains contact with its customers through various channels, including call centres, email, live chat, social media, its website and in-person interactions at airports for the Passenger Airlines. To support proactive communication, employees of the Passenger Airlines may contact customers after a flight to request feedback. This initiative aims to improve service quality and customer satisfaction. Participation in these surveys is voluntary. Customers can opt out of receiving survey requests. This process is included in the Lufthansa Group's Code of Conduct.

Lufthansa Group business segments have established additional specific communication channels
At Lufthansa Cargo, most customer interactions occur with forwarders. Business-critical information is shared between these corporate customers and Lufthansa Cargo in sales and advisory meetings. These interactions primarily take place through sales and service employees, digital channels such as company websites or external platforms, service partners and industry trade fairs. Over the course of the year, Lufthansa Cargo provides its corporate customers with continuous updates on company developments, including in the form of newsletters sent by its Executive Board.

Lufthansa Technik also engages with customers through competitive tenders, regular meetings, consultations, conferences, trade fairs and on-site visits with corporate customers to gain insight into their needs. When necessary, the relevant sales teams also initiate direct customer outreach. Depending on the product, multiple points of customer contact can be utilised. Moreover, Lufthansa Technik continuously assesses the effectiveness of its collaboration with corporate customers. This aims to ensure that their needs and expectations are met. In tender processes, sales managers are responsible for incorporating as many customer requests as possible. At the same time, they adhere to the guidelines outlined in the Integrated Management Manual and other relevant documents, while also considering current economic conditions.

Lufthansa Systems is not in direct contact with consumers, but considers their interests and concerns via its relationships with its corporate customers.

The company provides customer contact options through its service management process. The focus in this regard is on product-related services such as change requests or technical support. However, corporate customers also have the opportunity here to raise issues and ask questions on behalf of their end-users. These concerns can be addressed in meetings, in consultations, at conferences or trade fairs or directly with a designated contact person.

At Lufthansa Aviation Training, the sales department serves as the link between the company and its customers. Collaboration is conducted by employees who manage a designated customer base through written correspondence or personal interactions. This takes place at regular intervals, at least quarterly. Ad hoc issues are managed immediately with the responsible sales staff. The objective is to build long-term, trust-based customer relationships and ensure customer satisfaction. This results in the conclusion of framework agreements that provide a flexible foundation for long-term business partnerships.

The Passenger Airlines measure customer satisfaction through various tools
Lufthansa Group Passenger Airlines utilise various tools to analyse the customer experience and customer requirements. All customer data collected in this way is analysed anonymously. In addition to monthly social media analysis and continuous engagement with premium customers, a “Passenger Satisfaction Tracking” (PST) programme is also in place. It receives over 30,000 customer responses each month, which provide insights into the travel experience across the travel chain. The survey used to obtain feedback was developed in collaboration with multiple departments and is regularly updated. It is used to identify specific customer trends and derive targeted actions as needed. Lufthansa Group Passenger Airlines customers who consent to follow-up contact receive a request for feedback on their travel experience three days after their flight.

As well as direct feedback following a flight, Passenger Airlines have established a means of determining its Net Promoter Score (NPS) through the PST process. This metric assesses the customer recommendation rate and is used by Passenger Airlines as part of the PST process to identify suitable opportunities for improving customer satisfaction. Insights from NPS surveys are also used to provide a transparent picture regarding the current level of customer satisfaction and initiate improvement measures. The Passenger Airlines product management team for corporate customers is continuously conducting global surveys on product preferences and areas for improvement. The surveys are conducted by means of telephone interviews with corporate customers throughout the year. The insights gained from these surveys are systematically evaluated in order to adjust products in line with customers’ needs and expectations. The Chief Commercial Officer of the Passenger Airlines has the highest level of responsibility in this process and is involved here since they have the authority to decide on product changes.

In addition to the NPS, the Passenger Airlines segment operates a dedicated online platform, the "Co-Creation Hub". This platform serves as a central place for the sharing of ideas and the development of forward-looking solutions. It enables collaboration between internal and external stakeholders, with the goal of jointly developing and testing products and services that meet customer expectations.

Customers are involved in product development processes through surveys, workshops and interviews. During the reporting period, the Co-Creation Hub was used for projects covering digital and operational innovations. All interested parties have access to this platform, and non-customers are likewise able to participate. Moreover, interested status customers were invited to attend Lufthansa Group events in order to contribute their own perspectives and ideas. These initiatives aim to make product development even more customer-centric and to enhance the customer experience. Particularly notable is the involvement of partner companies, start-ups and academic institutions, which are intended to contribute to a dynamic and diverse ideation process.

Lufthansa Technik and Lufthansa Cargo have established processes for the analysis of customer feedback

Lufthansa Technik and Lufthansa Cargo each have their own processes to calculate their Net Promoter Score (NPS), in order to systematically identify and improve their levels of customer satisfaction. Lufthansa Technik's sales department performs this exercise twice a year by contacting selected customers using a criteria-based approach and requesting feedback. The insights obtained are used not only for a conventional NPS calculation but also provide the basis for specific improvement measures. The goal is to strengthen the customer experience at a holistic level, achieve a long-term improvement in satisfaction and boost customer loyalty in a targeted manner.

The Lufthansa Cargo Customer Experience Team also conducts periodic surveys. These aim to gather feedback on customer satisfaction and other relevant topics. Once a quarter, the team uses its customer relationship management (CRM) tool to send out a survey by email to measure Lufthansa Cargo's NPS. Additionally, every two years Lufthansa Cargo carries out a more extensive survey focusing on service quality, customer satisfaction, improvement suggestions, efficiency and complaints management. For this survey, corporate customers are contacted by an external agency by telephone or email and asked to provide detailed opinions and feedback. In addition, account managers at Lufthansa Cargo hold personal phone conversations with corporate customers to discuss their experience, current concerns and potential areas for improvement. These customer interactions are overseen by the Customer Experience Council, account managers and Lufthansa Cargo department heads. Additional feedback is collected on a case-by-case basis following customer service interactions related to transport irregularities, services and claims & complaints. This process ensures comprehensive support and coordination across all relevant areas. Based on these surveys, structural issues are identified, and concrete actions and measures are developed. These insights feed into quality management, customer service and product adaptations at Lufthansa Cargo.

The Lufthansa Group transparently communicates environmental impacts to its customers

The Lufthansa Group sales team conducted numerous interviews and surveys during the reporting year to assess desire among corporate customers to reduce CO_2 emissions in air travel and their willingness to pay for this. According to the findings, willingness to pay to reduce CO_2 emissions was higher in Europe than in other regions. This is partly due to the introduction of the EU Taxonomy and the Corporate Sustainability Reporting Directive (CSRD). Insights into the relevance of flight-related CO_2 emissions for corporate customers were gathered through customer feedback, market analyses and direct discussions. During the booking process for products which include a contribution to CO_2 emission savings via usage of SAF or support for climate change mitigation projects, consumers are informed of the impact their contributions will have for extra transparency. The Lufthansa Group is thus aiming to increase the levels of acceptance and uptake of these products. It is also pursuing a dialogue with corporate customers which is intended to enhance transparency about the positive environmental impacts of SAF and the negative environmental impacts of fossil fuel-based kerosene. These impacts are detailed in sales presentations. Products are marketed through digital advertisements, sales presentations, webcasts and other digital media. Additionally, the Lufthansa Group engages with companies in other industries to explore opportunities for increasing SAF usage. ↗ **E1-3 – Actions and resources in relation to climate change policies.** The Lufthansa Group uses a reporting system to measure the use of more sustainable products. Corporate customers receive a monthly report detailing their CO_2 emission savings. The Lufthansa Group also issues official CO_2 emission certificates. Performance is reviewed with Lufthansa Group sales representatives and the corporate customer's procurement department. If individual targets for usage of more sustainable products are not met, further measures are discussed to increase adoption. In addition, any negative effects reported by corporate customers to Lufthansa Group sales teams are addressed through tailored corrective actions.

Moreover, the Lufthansa Group aims to use this transparency during the booking process to encourage corporate customers to give preference in their business travel policies to products that help reduce CO_2 emissions, through the use of SAF or support for climate change mitigation projects. The Chief Commercial Officer is ultimately responsible for this initiative. It may be possible to sell more of these fares for business travel in this way. When corporate customers adopt such a travel policy, it becomes part of their corporate agreement with the Lufthansa Group. This is intended to motivate more corporate customers to sign agreements with the Lufthansa Group for the use of the aforementioned products. At

Lufthansa Cargo, CO_2 transparency is likewise provided during the booking process, and customers can request an emissions report.

The Lufthansa Group is committed to removing barriers for customers
The companies of the Lufthansa Group dedicated to corporate customers – including Lufthansa Systems, Lufthansa Cargo and Lufthansa Technik – have not identified any particularly vulnerable or marginalised customer groups within their business segments. Nonetheless, the Lufthansa Group aims to ensure that no barriers are encountered by marginalised groups, including individuals with disabilities and children, when using air travel. This commitment also extends to training programmes offered by Lufthansa Aviation Training, provided that the relevant aviation authorities confirm the individual's fitness to fly. The overarching objective is to promote accessibility and inclusion across all Lufthansa Group products and services.

S4-3 – Processes to remediate negative impacts and channels for consumers and end-users to raise concerns

Complaints procedures to inform the Lufthansa Group of potential human rights or environmental violations
The Lufthansa Group has established a central complaints procedure to enable it to receive reports of human rights and environmental impacts or violations of standards within the Lufthansa Group or by its suppliers in the event of a dispute. The Lufthansa Group Rules of Procedure are designed to ensure that every complaint is handled with care, maintaining confidentiality, data protection and legally protected interests. Anyone can report human rights or environmental impacts or violations by the Lufthansa Group or its direct suppliers. Whistleblowers may also include Lufthansa Group customers. Reports can be made by email, via an electronic whistleblowing system or to an external ombudsperson.
↗ S2-3 – Processes to remediate negative impacts and channels for workers in the value chain to raise concerns.

Beyond human rights and environmental impacts or the complaint channels mentioned above, Lufthansa Group customers may also raise concerns regarding the Lufthansa Group's products and services. Reports may be submitted in writing, for example by email, on the website, or by calling the call centres. Customers receive a ticket number, which Lufthansa Group employees use to process the complaint. Additionally, complaints can be submitted on the website by completing a form provided on the website. The Lufthansa Group regularly reviews the effectiveness and accessibility of consumer channels. Customers can also send messages to the Lufthansa Group at any time during the booking process. The corresponding channels are available online. Corporate customers can also file complaints through their Lufthansa Group sales contacts. In this case, the process follows the specific structure of the respective company and contact person.

The Lufthansa Group has implemented additional measures in order to build confidence and make its complaints procedure more accessible. Whistleblowers can use multilingual notification channels, digitally and by telephone, which make it easy and convenient for them to submit complaints. It is also possible to do so anonymously, to protect the identity of affected persons or whistleblowers.

The Lufthansa Group places a particularly strong emphasis on transparency throughout the procedure. It provides descriptions of the process, responsibilities and communication on feedback, which are designed to be easily understandable. The people handling complaints are trained to do so fairly, sensitively and in a discrimination-free manner.

The type, number and processing status of incoming complaints are subject to structured monitoring in order to evaluate the system's effectiveness and continuously improve it. This evaluation process is intended to achieve the ongoing optimisation of processes and strengthen stakeholders' confidence in the Lufthansa Group's complaints procedure.

Business segments use additional specific complaint and notification channels
Lufthansa Cargo customers can submit complaints to the complaints management team on the website, by telephone or by email. Enquiries made to designated regional sales contacts by phone or email are forwarded to the complaints management team, above all where they involve issues requiring structural solutions or in-depth research that cannot be addressed by the sales team alone. The Lufthansa Group strives to treat all enquires in line with its data protection policy in order to protect the people concerned from any reprisals. Lufthansa Cargo customers with repeated compliance violations are flagged accordingly and excluded from further business activities.

Beyond the Lufthansa Group's general complaint channels, Lufthansa Technik has established additional specific channels for corporate customers to communicate their concerns and needs. This is intended to ensure that customer concerns are handled quickly, reliably, and transparently. Each product-related concern, such as enquiries regarding delivery periods or quality deviations, including design or production defects, is first received by a designated contact person and manually entered into a system that categorises the concern and forwards it to the responsible department. This process aims to ensure that responses are timely and thorough. Lufthansa Technik aims to support the availability of these channels in its business relationships through open communication and transparent processes. Policies and programmes, such as the Integrated Management Manual, are communicated to all employees and relevant stakeholders. The manual is published by the Quality Management department. Implementation of the manual is the responsibility of the Lufthansa Technik Executive Board, which is operationally represented by the Vice President Quality Management. The manual sets forth clear standards for conduct and describes processes designed to promote integrity and compliance. These processes are intended to foster a safety culture

and ensure that all stakeholders understand and uphold ethical standards.

Lufthansa Technik tracks and monitors reported and resolved issues through its internal reporting system and with safety investigations. Work-related errors, observed incidents, and hazards are viewed as opportunities to enhance systems and processes. In this context, Lufthansa Technik applies the principles of "Just Culture". This means all reports – including anonymous ones – are treated confidentially and are used solely to improve safety performance. Errors made due to following safety and regulatory guidelines are not penalised and are reported without assigning blame. However, gross disregard for risks or professional responsibilities is not tolerated and leads to corresponding individual measures. Lufthansa Technik ensures that reported incidents are properly investigated and that findings are incorporated into decision-making.

At Lufthansa Aviation Training, training participants can submit reports in the IQSMS safety, quality and risk management system. Reports may also be submitted anonymously. A distinction is made between "General Reports" and "Flight Safety Related Reports." General Reports cover issues such as communication problems, data protection concerns, medical emergencies or harassment. In the Flight Safety Related Report, incidents that could impact aviation safety during flights, such as incorrectly trained procedures and non-compliant training documentation or training equipment are reported. Reports are processed through a system workflow. General Reports are forwarded to quality managers, while Flight Safety Related Reports are sent to safety officers for further processing. Reports are evaluated on a monthly basis by the training department heads. Implemented measures are documented in the system and assigned to the relevant individuals. This process ensures the full traceability of actions taken. In addition to the general complaint channels of the Lufthansa Group, Lufthansa Systems customers are also able to submit questions and complaints via its internal tool "trackspace". They can also contact service or account management via its website, by telephone, by email or in person and thus submit questions and complaints. All reported topics are reviewed and monitored by the service management and product organisation teams to determine potential actions.

S4-4 – Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions

Sustainable and responsible corporate conduct is an integral part of the Lufthansa Group's corporate strategy. The Lufthansa Group is convinced that it has an obligation to create added value for customers, employees and investors, and to meet its responsibility towards the environment, people and society.

Risk management at the Lufthansa Group considers risks related to consumers

The Lufthansa Group employs a structured risk management process to determine necessary and appropriate measures in response to actual or potential negative impacts on consumers. This process includes identifying risks, assessing their severity and implementing suitable measures to mitigate or eliminate them. Key elements include direct communication to address concerns without delay, regular meetings to review emerging issues and engagement with the industry to gather feedback.

The Lufthansa Group has allocated resources to manage material risks associated with consumers. The activities of its Corporate Communications departments are one example of this. They specifically focus on handling reputational risks. This involves continuous risk monitoring through daily reviews of press reports and social media content in close coordination with the Corporate Communications department. Care is also taken when reviewing and responding to press and media enquiries. To manage these risks, the Lufthansa Group follows clear communication guidelines and maintains

a social media policy. Addressing liability risks is another material matter. Here the Company establishes clear and stringent liability limitations, also in its standard contracts. Any deviations from these limitations are regulated in the Pricing and Authorisation Policy. This serves to minimise potential risks for the Company.

The Lufthansa Group tracks and evaluates the effectiveness of its measures and initiatives by monitoring performance indicators such as revenue, gathering consumer feedback and conducting regular reviews. This ensures that the intended outcomes for customers are achieved.

The Lufthansa Group takes measures to prevent negative impacts
The Lufthansa Group has already allocated specific resources such as personnel and technologies to the management of material impacts and will continue to do so in future, including in the medium and long term. With regard to health and safety, this responsibility lies with the Safety department. Additionally, the Lufthansa Group aims to reduce potential negative impacts in product design by promoting various technologies that enable the further development of SAF.

The Company's approach to remedying or mitigating material negative impacts is guided by the principles set out in the Lufthansa Group's Code of Conduct and Compliance Policy. These documents outline the Company's commitments to ethical business practices, adherence to legal standards and protecting the interests of all stakeholders. This is reflected in the active management of consumer and end-user health and safety, which is further detailed in the safety and security policy. ↗ G1-1 – Corporate culture and business conduct policies.

The Lufthansa Group takes proactive measures to prevent material negative impacts on consumers through responsible practices in marketing, sales and data usage. Where trade-offs between mitigating negative impacts and business pressure need to be made, consumer wellbeing and compliance with legal requirements take precedence.

The Lufthansa Group strives to ensure that procedures for providing remediation in cases of material negative impacts are accessible and effective. Stakeholders can express their concerns via various channels. ↗ S2-3 – Processes to remediate negative impacts and channels for workers in the value chain to raise concerns.

The Lufthansa Group does not implement any explicit additional measures in its end-customer and corporate business to produce positive social impacts.

Lufthansa Technik and Lufthansa Aviation Training have defined additional measures
Lufthansa Technik has introduced mandatory training programmes for all employees as part of its comprehensive quality management system. These programmes are designed to ensure employees are well-equipped to identify, prevent and address potential negative impacts in product design.

Lufthansa Aviation Training has defined specific procedures and measures to address negative impacts during training processes, such as training equipment failures, instructor unavailability or participant absence, and will maintain these procedures and measures in future. Participants can report issues directly on the training equipment if the training is disrupted in any way. Reports are logged, and an individual solution is developed. Additionally, personnel are available on-site to support operational training preparation and follow-up. Together with central contact persons, appropriate measures are evaluated and implemented in coordination with customers. The designated contact person ensures that procedures are executed correctly and that collaboration remains unaffected despite the negative impact.

Improving customer service, data protection and safety standards to reduce risks
The Lufthansa Group aims to mitigate material risks related to consumers by enhancing customer service and data protection and maintaining safety standards. Effectiveness is monitored through audits, feedback and ongoing evaluations to ensure continuous improvement. Depending on the business model employed by companies within the Lufthansa Group, measures are planned and implemented to leverage material opportunities related to consumers. These include enhancing the customer experience, expanding digital services and promoting sustainability initiatives. These efforts are intended to drive long-term growth and customer satisfaction. In the reporting year, the Lufthansa Group addressed material impacts, risks and opportunities through the following measures:

Data protection and training measures are intended to ensure the security of customer data

The Lufthansa Group aims to ensure compliance with data protection regulations and uphold the security of customer data in accordance with the General Data Protection Regulation (GDPR). As part of Group-wide training initiatives covering both customer data and general data protection topics, all employees are made aware of the importance of responsible data handling. These mandatory training sessions are web-based and available throughout the year to foster continuous awareness of secure data management. They must be completed by employees every year. The training programme will be maintained over the coming years as part of ongoing awareness efforts. A monitoring system aims to ensure full participation and successful completion of the training by all employees. Lufthansa Group employees are among the key stakeholders trained through these measures to handle sensitive data responsibly. The Lufthansa Group is committed to protecting personal and customer-related data to ensure customer security while making lasting improvements to the customer experience. Since 2004, the Lufthansa Group has used Advance Passenger Information (API) data, which is transmitted to security and immigration authorities in advance. This improves the efficiency of passenger screening and enhances passenger safety. The PST survey can be carried out during boarding, in order to review the effectiveness of these measures. API data includes key information such as name, date of birth, nationality and passport details, which are used exclusively for legally mandated purposes. The companies ensure compliance with GDPR requirements in relation hereto.

Medical training enhances in-flight safety

As part of its comprehensive safety management system, Lufthansa Group cabin crew receive first aid training to assist passengers who experience medical issues on board. Since 2006, the Lufthansa Group has also offered a “Doctor on Board” programme and this is set to continue. It is specifically aimed at doctors who can provide medical support during in-flight emergencies. The programme’s objective is to improve on-board medical care and safeguard passenger health. Doctors participating in the programme can voluntarily register and are recorded in the Lufthansa Group system. In the event of a medical emergency on board, flight attendants can directly request assistance from these registered doctors.

Certified simulators at Lufthansa Aviation Training meet regulatory requirements

Lufthansa Aviation Training employs qualified personnel and certified simulators. This is intended to ensure that licensing and safety-related training meets all legal requirements set by the German Federal Aviation Authority and the European Union Aviation Safety Agency (EASA). The goal is to optimally prepare on-board personnel for flight operations and prevent in-flight risks while improving passenger health and safety. With its trained personnel, the Lufthansa Group aims to uphold its standards and maintain passenger safety. The Company defines liability provisions in its framework agreements to regulate responsibilities in the event of damages.

Lufthansa Group offers sustainability initiatives and services for its customers

The Lufthansa Group is aware of the impacts arising from its business model in terms of greenhouse gas emissions, in particular CO_2 emissions. In order to reduce the CO_2 emissions arising from aircraft operations, the Lufthansa Group is investing in new, more fuel-efficient aircraft, optimising its flight operations to save fuel, and using SAF.

The Lufthansa Group offers more sustainable travel options for environmentally conscious passengers. It aims to give due consideration to its customers’ needs in terms of appropriate product design and product marketing. Since August 2019, all passengers have been able to make a voluntary contribution to CO_2 emission savings matching their estimated individual flight-related CO_2 emissions by means of SAF or global climate projects to help protect the environment. This feature was initially launched by the Lufthansa Innovation Hub, through its Compensaid programme, and has now been integrated into the Lufthansa Group’s booking platforms. ↗ S4-2 – The Lufthansa Group transparently communicates environmental impacts to its customers.

The Lufthansa Group has also created options for private customers to help reduce their CO_2 footprint by booking a special fare. These Green Fares combine the use of sustainable aviation fuels with a contribution to high-quality climate projects matching their estimated individual flight-related CO_2 emissions. For European connections, the Lufthansa Group’s Green Fares comprise 20% SAF and 80% climate change mitigation projects together with a related incentive programme. Since December 2024, Green Fares have also been available on intercontinental connections and comprise 10% SAF and 90% climate change mitigation projects. As well as booking Green Fares and contributing to CO_2 emission savings during the booking process, there are also other ways for customers to help reduce the climate impact of flying. These include Eurowings’ PlanetBlu fare; contributions during the flight via the in-flight entertainment system on Lufthansa Airlines, Austrian Airlines, SWISS and Discover Airlines aircraft; use of the Mindfulflyer app for participants of the Lufthansa Group’s Miles & More loyalty programme; and a later contribution to CO_2 emission savings, by entering a booking code on the Lufthansa Group’s websites.

The Lufthansa Group also offers corporate customers ways to reduce their CO_2 footprint. Corporate customers can invest in sustainable aviation fuels to reduce the CO_2 emissions arising from their business travel. The Lufthansa Group offers a range of products here with a package of sustainable aviation fuels: Partner Plus Benefit, Bulk Deals and Corporate Value Fund. The Lufthansa Group also offers corporate customers flight-related products: its Corporate Value Fares include contributions to climate change mitigation projects matching 100% of their flight-related CO_2 emissions, while its Sustainable Corporate Value Fares focus on usage of sustainable aviation fuels and are tailored to individual corporate customers' needs. In addition, via our sales teams and a customer platform, corporate customers have the same access as private customers to products primarily intended for the latter customer group. Investment details are kept confidential and are only accessible to the corporate customer and the Lufthansa Group.

The "Sustainable Choice" product add-on option also offers Lufthansa Cargo customers the opportunity to help diminish the climate impact of future flights by using sustainable aviation fuel (SAF) and supporting climate change mitigation projects in an amount equivalent to the estimated CO_2 emissions for air transport. Five options are available for contributing to a reduction in the CO_2 emissions arising from individual airfreight transports. These differ in terms of the combination of SAF and a contribution to high-quality, certified climate change mitigation projects. From spring 2026, this offering will be streamlined and consist of the following three options: Small (10% SAF and 90% climate change mitigation projects), Medium (30% SAF and 70% climate change mitigation projects) and Large (60% SAF and 40% climate change mitigation projects). It will also be easy to add Sustainable Choice when using the company's online booking channels to request an air waybill. This offering will thus be continuously adjusted in line with customers' requirements. Additionally, Lufthansa Cargo offers corporate customer bulk contracts for SAF and carbon climate change mitigation projects.

The Lufthansa Group aims to raise awareness of more sustainable flight options and increase their acceptance. Some NGOs have labelled these kinds of initiatives greenwashing. Deutsche Umwelthilfe (DUH) brought a lawsuit against Deutsche Lufthansa AG in the reporting year, alleging that its advertising was misleading. DUH claimed that in certain statements on its website the airline had provided customers with misleading information about the impact of climate change mitigation projects in offsetting CO_2 emissions. DUH was successful before the court of first instance, Cologne Regional Court, in its lawsuit against Deutsche Lufthansa AG; Deutsche Lufthansa AG has lodged an appeal. A further case with similar subject manner brought by the Federation of German Consumer Organisations (VZBV) against the Lufthansa Group airline Eurowings was dismissed before the court of first instance, Düsseldorf Regional Court, in favour of Eurowings. VZBV then lodged an appeal which was partially upheld. The Lufthansa Group airline Eurowings subsequently adjusted the wording in question on its website. In addition, together with 15 other airlines, the Lufthansa Group participated in a dialogue with the Consumer Protection Cooperation Network (CPC) on how airlines phrase and communicate environmental claims. The goal was to review whether such wording is compliant with European consumer protection and transparency requirements. As part of this dialogue, the Lufthansa Group expressed its willingness to adjust several passages in its customer communications for the sake of increased transparency and clarity. The Lufthansa Group aims to provide its airlines' customers with comprehensive and informative communications to enable them to understand how their individual contributions will help to reduce the climate impact of future flights and support the sponsored climate change mitigation projects.

A central team within the Lufthansa Group's sales organisation oversees all of the necessary processes in order to increase the voluntary use of SAF and thus reduce reliance on fossil fuel-based kerosene. In addition, the Lufthansa Group fuel procurement team works closely with SAF suppliers to ensure availability meets increasing demand. In doing so, it takes into consideration the fact that demand for SAF is likely to continue to increase due to blending quotas required by law, which may lead to a market shortage.

The Lufthansa Group aims to offer more sustainable products across all customer segments and sales channels. In the reporting year, the rate of use for all of its products and channels was around 5% (previous year: 4%) of tickets. The Lufthansa Group is planning measures to increase this percentage.

Incidents related to human rights should be resolved amicably
Currently, the Lufthansa Group has not identified any severe human rights violations concerning its customers.

Metrics and targets

S4-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

The Lufthansa Group did not set any specific targets regarding its material impacts, risks and opportunities in the reporting year.

Moreover, there are currently no processes in place for target-setting or reviewing the effectiveness of policies and measures in relation to material impacts, risks and opportunities associated with consumers and end-users.

The Company aims to ensure customer safety and security, service quality and appropriate product information. Due to its established standards and internal guidelines, it does not see a need for additional quantitative targets.

T077 Calculation methods in 2025 – Social

ESRS disclosure requirement	Paragraph	Data point/metric	Basis for preparing and describing the parameters used, description of the assumptions and methodology	Sources of measurement uncertainty, if applicable	Resulting accuracy level	External validation	Planned measures for accuracy improvement, if applicable
S1-6 – Characteristics of the undertaking's employees	50a	Total number of employees, breakdown by gender	Employee data collection for the Lufthansa Group, assigned at country level based on corporate headquarters. These figures relate to the end of the year in each case (as of 31 Dec 2025). These figures relate to the number of people.	Low uncertainty, as HR data is recorded at the individual companies	High	None	Measures planned to disaggregate personnel data by country of deployment
S1-6 – Characteristics of the undertaking's employees	50a	Total number of employees, breakdown by country	Employee data collection for the Lufthansa Group, assigned at country level based on corporate headquarters. These figures relate to the end of the year in each case (as of 31 Dec 2025). These figures relate to the number of people.	Low uncertainty, as HR data is recorded at the individual companies	High	None	Measures planned to disaggregate personnel data by country of deployment
S1-6 – Characteristics of the undertaking's employees	50b	Total number of employees by contract type	Employee data collection for the Lufthansa Group, assigned at country level based on corporate headquarters. These figures relate to the end of the year in each case (as of 31 Dec 2025). These figures relate to the number of people.	Low uncertainty, as HR data is recorded at the individual companies	High	None	No further action needed
S1-6 – Characteristics of the undertaking's employees	50c	The total number of employees who left the Company and staff turnover rate	Employee data collection for the Lufthansa Group, including records of employees who have left the Company. These figures relate to the end of the year in each case (as of 31 Dec 2025). These figures relate to the number of people.	Low uncertainty, as HR data is recorded at the individual companies	High	None	No further action needed
S1-8 – Collective bargaining coverage and social dialogue	60a	Percentage of employees covered by collective bargaining agreements	Collection of data on collective bargaining agreements for employees of the Lufthansa Group worldwide. These figures relate to the end of the year in each case (as of 31 Dec 2025).	Low uncertainty, as collective bargaining agreement data is recorded at the individual companies	High	None	No further action needed

T077 Calculation methods in 2025 – Social (continued)

ESRS disclosure requirement	Paragraph	Data point/metric	Basis for preparing and describing the parameters used, description of the assumptions and methodology	Sources of measurement uncertainty, if applicable	Resulting accuracy level	External validation	Planned measures for accuracy improvement, if applicable
S1-8 – Collective bargaining coverage and social dialogue	60b	Percentage of employees covered by collective bargaining agreements on a country basis (EEA countries)	Collection of data for EEA countries. Allocation of employees at the country level based on corporate headquarters. These figures relate to the end of the year in each case (as of 31 Dec 2025).	Low uncertainty, as collective bargaining agreement data is recorded at the individual companies	High	None	No further action needed
S1-8 – Collective bargaining coverage and social dialogue	60c	Percentage of employees covered by collective bargaining agreements by region (outside EEA)	Collection of data for non-EEA countries. Allocation of employees by region based on corporate headquarters. These figures relate to the end of the year in each case (as of 31 Dec 2025).	Low uncertainty, as collective bargaining agreement data is recorded at the individual companies	High	None	No further action needed
S1-8 – Collective bargaining coverage and social dialogue	63a	Percentage of employees covered by employee representatives on a country basis.	Collection of data for EEA countries. Allocation of employees by countries based on corporate headquarters. These figures relate to the end of the year in each case (as of 31 Dec 2025).	Low uncertainty, as a record of employees covered by employee representatives exists at the individual companies	High	None	No further action needed
S1-9 – Diversity metrics	66a	Gender distribution at top management level by number and percentage	Collection of employee data for the Lufthansa Group. Top management is defined as LC 1-LC 3 and the Executive Board. These figures relate to the end of the year in each case (as of 31 Dec 2025). These figures relate to the number of people.	Low uncertainty, as HR data is recorded at the individual companies	High	None	No further action needed
S1-9 – Diversity metrics	66b	Distribution of employees by age group	Collection of employee data for the Lufthansa Group. Age brackets have been redefined to include more detail within the Lufthansa Group than the ESRS requirements; see the table “Distribution of employees by age group”. These figures relate to the end of the year in each case (as of 31 Dec 2025). These figures relate to the number of people.	Low uncertainty, as HR data is recorded at the individual companies	High	None	No further action needed
S1-14 – Health and safety metrics	88a	Percentage of employees covered by the health and safety management system	Based on a Group-wide policy, 100% of Lufthansa Group employees are covered by a corresponding management system. Consequently, no further data collection is required.	Low uncertainty, as a policy exists at the Group level	High	None	No further action needed
S1-14 – Health and safety metrics	88b	Number of fatalities as a result of work-related injuries and work-related ill health	Data collection from individual legal entities within the scope of reporting. Terminology has been clearly defined and rolled out across the Group in this format. These figures relate to the end of the year in each case (as of 31 Dec 2025).	Low uncertainty due to variations in national health and safety laws and their interpretation	High	None	No further action needed

T077 Calculation methods in 2025 – Social (continued)

ESRS disclosure requirement	Paragraph	Data point/metric	Basis for preparing and describing the parameters used, description of the assumptions and methodology	Sources of measurement uncertainty, if applicable	Resulting accuracy level	External validation	Planned measures for accuracy improvement, if applicable
S1-14 – Health and safety metrics	88c	Number and rate of recordable work-related accidents	Data collection from individual legal entities within the scope of reporting. Terminology has been clearly defined and rolled out across the Group in this format. These figures relate to the end of the year in each case (as of 31 Dec 2025).	Low uncertainty due to variations in national health and safety laws and their interpretation	High	None	No further action needed
S1-16 – Remuneration metrics	97a	Gender pay gap	Data analysis based on data from the legal entities within the scope of reporting. Data is assigned to different employee categories and individual countries. The term “remuneration” has been centrally defined and rolled out across all legal entities. These figures relate to the end of the year in each case (as of 31 Dec 2025).	Medium level of uncertainty due to differences in data collection across the legal entities. Additionally, a standardised definition of the concept of remuneration has been introduced; however, manual data entry may introduce errors	High	None	System integrations and IT implementations for automated data provision through interfaces are being comprehensively evaluated.
S1-16 – Remuneration metrics	97b	Annual total remuneration ratio of the highest paid individual to the median annual total remuneration for all employees	Data analysis based on data from the legal entities within the scope of reporting. Data on the highest-paid individual is excluded from the calculation. The term “remuneration” has been centrally defined and rolled out across all legal entities. These figures relate to the end of the year in each case (as of 31 Dec 2025).	Medium level of uncertainty due to differences in data collection across the legal entities. Additionally, a standardised definition of the concept of remuneration has been introduced; however, manual data entry may introduce errors	High	None	System integrations and IT implementations for automated data provision through interfaces are being comprehensively evaluated.
S1-17 – Incidents, complaints and severe human rights impacts	103a	Total number of incidents of discrimination, including harassment, reported in the reporting period	The Human Rights department collects and evaluates relevant data across the Group using various communication and reporting systems. These figures relate to the number of incidents as of the reporting date (31 Dec 2025).	Low uncertainty, as data is directly captured through system integration	High	None	No further action needed
S1-17 – Incidents, complaints and severe human rights impacts	103b	Number of complaints submitted through channels for employees (including grievance mechanisms)	The Human Rights department collects and evaluates relevant data across the Group using various communication and reporting systems. These figures relate to the number of incidents as of the reporting date (31 Dec 2025).	Low uncertainty, as data is directly captured through system integration	High	None	No further action needed

T077 Calculation methods in 2025 – Social (continued)

ESRS disclosure requirement	Paragraph	Data point/metric	Basis for preparing and describing the parameters used, description of the assumptions and methodology	Sources of measurement uncertainty, if applicable	Resulting accuracy level	External validation	Planned measures for accuracy improvement, if applicable
S1-17 – Incidents, complaints and severe human rights impacts	103c	Total amount of material fines, penalties and compensation for damages as a result of the incidents and complaints disclosed above	Data collection based on information provided by individual legal entities. Relevant terms have been centrally defined and standardised across the Group to ensure consistent collection. Data collection includes both legal disputes and other relevant matters assigned to specific legal entities.	Low uncertainty, as legal notices are addressed directly to individual legal entities and collected accordingly	High	None	No further action needed
S1-17 – Incidents, complaints and severe human rights impacts	104a	Total number of severe human rights incidents related to the workforce	The Human Rights department collects and evaluates relevant data across the Group using various communication and reporting systems. These figures relate to the number of incidents as of the reporting date (31 Dec 2025).	Low uncertainty, as data is directly captured through system integration	High	None	No further action needed
S1-17 – Incidents, complaints and severe human rights impacts	104b	Total amount of fines, penalties and compensation for damages as a result of severe human rights incidents related to the workforce	Data collection based on information provided by individual legal entities. Relevant terms have been centrally defined and standardised across the Group to ensure consistent collection. Data collection includes both legal disputes and other relevant matters assigned to specific legal entities.	Low uncertainty, as legal notices are addressed directly to individual legal entities and collected accordingly	High	None	No further action needed

G1 – Business conduct

Responsible conduct in accordance with applicable laws and internationally recognised standards, while respecting human rights, is a core aspect of the corporate culture of the Lufthansa Group. The Lufthansa Group is convinced that economic success can only be achieved through business practices that are value-oriented and based on integrity. The aim of business management based on values, integrity and a sense of responsibility is to strengthen the confidence of employees, customers, investors and business partners in the companies of the Lufthansa Group in the long term.

Overview of material impacts, risks and opportunities

In the area of business conduct and corporate culture, the Lufthansa Group is faced with various impacts, risks and opportunities arising from its business activities and throughout its value chain. A particular focus here is on integrity and compliance, whistleblower protection as well as more sustainable supply chain management.

Business ethics and the prevention of corruption are integral parts of the Lufthansa Group's corporate culture
The Lufthansa Group has identified that a lack of clear guidelines and regulations relating to anti-corruption and anti-bribery standards may increase the risk of unethical conduct on the part of employees and weaken their awareness of compliance issues. This poses the risk of unfair competitive practices which might, in the long term, jeopardise confidence in the Company's integrity.

Whistleblower protection is designed to improve the identification of misconduct within the Company
An effective whistleblower system is a central component of the Lufthansa Group's strategy. It helps to identify misconduct – such as in connection with corruption, unsafe working conditions or environmental violations – at an early stage and to implement appropriate measures. In this way, the Lufthansa Group aims to promote a culture of transparency and responsibility, strengthening employees' trust in the organisation. Inadequate whistleblower protection, on the other hand, may lead to legal sanctions, loss of reputation and undermined investor confidence, which may have an adverse impact on financing options and Company's performance.

Supply chain management at the Lufthansa Group
By applying clear social and environmental selection criteria in its management of suppliers and through conducting regular performance evaluations based on its Supplier Code of Conduct, the Lufthansa Group aims to ensure that its business partners act responsibly. This may not only help to improve working conditions and protect the environment but also strengthen the Group's reputation, increase its efficiency, and boost the resilience of its supply chains as well as its focus on sustainability. At the same time, insufficient fulfilment of these standards might potentially lead to reputational and compliance risks.

A complete overview of the Lufthansa Group's material impacts, risks and opportunities can be found under ↗ ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model.

Corporate governance

GOV-1 – The role of the administrative, management and supervisory bodies

At the Lufthansa Group, the Executive Board is responsible for the strategic direction and operational management of the Company. The Supervisory Board monitors and advises the Executive Board on the implementation of corporate strategy and ensures that the interests of shareholders and other stakeholders are protected. Together, these bodies aim to manage the Company sustainably and responsibly, thereby ensuring long-term business success and innovative capability. The administrative, management and supervisory bodies of the Lufthansa Group possess relevant expertise regarding corporate policy. This encompasses both strategic planning and operational management to ensure the Company's long-term competitiveness and sustainable orientation. The expertise of these bodies extends across various areas, including corporate governance, finance and risk management, legal and human rights compliance, as well as market and industry knowledge. Through continuous professional development and the inclusion of external expert knowledge, they keep themselves up-to-date so as to make well-informed decisions and effectively shape corporate policy. This approach is aimed at strengthening the future viability of the Lufthansa Group in a dynamic and challenging environment. More information on the Supervisory Board and Executive Board of the Lufthansa Group can be found in the following section: ↗ ESRS 2 GOV-1 – The role of the administrative, supervisory and management bodies.

Impact, risk and opportunity management

ESRS 2 IRO-1 – Description of the processes to identify and assess material impacts, risks and opportunities

The general methodology for identifying impacts, risks and opportunities is described under ↗ ESRS 2 – General disclosures.

G1-1 – Business conduct policies and corporate culture

Responsible and lawful behaviour is a key element of the Lufthansa Group's corporate culture and is embedded in the Group strategy. This is reflected in the vision statement of the Lufthansa Group: "Connecting people, cultures and economies in a sustainable way". For the Lufthansa Group, sustainable economic success can only be achieved through business practices that are value-oriented and based on integrity. This requires that all board members, managers and employees comply with applicable laws, internal regulations and voluntary commitments at all times.

As a signatory to the UN Global Compact (UNGC), it is important for the Lufthansa Group to align its business activities with the internationally recognized principles laid down in the Compact. That is part of the Company's annual progress report to the UNGC. The Lufthansa Group's anti-corruption and anti-bribery guidelines are also aligned with the UNGC, whose anti-corruption principle is derived from the United Nations Convention against Corruption.

Lufthansa Group Code of Conduct defines the framework for ethical and responsible behaviour

The Code of Conduct of the Lufthansa Group provides the framework for acting with integrity and responsibility, within which all business decisions must be made. The principles contained therein include, in particular, corporate responsibility for society and the environment, business integrity and responsibility for the Company and its resources. As such, the Code of Conduct forms the foundation of the Lufthansa Group's value system. It also establishes guidelines that are intended to serve as orientation for the actions of its decision-making bodies, managers and employees. The Code of Conduct is available on the Lufthansa Group website. https://investor-relations.lufthansagroup.com/en/corporate-governance/compliance/code-of-conduct.html.

The Code of Conduct addresses, among other things, anti-corruption, handling of conflicts of interest, fair competition, foreign trade regulations, anti-money laundering, insider information and prohibition of insider trading. Through these topics, the following material impacts, risks and opportunities of the Lufthansa Group are covered: ethical business conduct, protection of whistleblowers when reporting non-compliant behaviour, active management of suppliers for foreign trade regulations, securing supply chains, safeguarding business operations and combating corruption and bribery.

The Code of Conduct is binding for all employees of the Lufthansa Group worldwide, regardless of their role or hierarchy level. As such, it forms the basis for the corporate culture of the Lufthansa Group. In addition, it also defines the expectations for business partners of the Company, including suppliers. Building on this Code of Conduct, the Lufthansa Group's Supplier Code of Conduct additionally applies to suppliers. The Corporate Compliance Office is responsible for the editorial coordination of the Code of Conduct, while the Executive Board of Deutsche Lufthansa AG is responsible for its implementation. Other governance functions, such as Group Data Protection, are responsible not only for monitoring but also for developing topic-specific governance structures – including through guidelines, specifications and reporting. The Code of Conduct is communicated to all employees of the Lufthansa Group. In addition, regular training on its contents takes place. The contents of the Code of Conduct are based, among other things, on internationally recognised frameworks such as the UNGC, the UN Guiding Principles on Business and Human Rights (UNGPs), the Core Labor Standards of the International Labour Organization (ILO), the OECD Guidelines for Multinational Enterprises and the International Air Transport Association (IATA) resolution against human trafficking.

Internal and external whistleblowers can report potential violations of the Code of Conduct requirements to the Corporate Compliance Office through various channels. Reports concerning human rights issues and discrimination are received directly by the Human Rights Officer and its team. If a report is compliance-relevant, it is further investigated by the Corporate Compliance Office with the support of Corporate Security.

Lufthansa Group announces policy statement on human rights

With the goal of ensuring compliance with the various human rights requirements under the German Supply Chain Act (LkSG), both within its own business operations and in relation to its direct suppliers, the Lufthansa Group implements the policy statement on human rights.

This policy statement on human rights provides the framework for the Company's human rights strategy and sets out the Lufthansa Group's expectations regarding compliance with, and protection of, human rights throughout the value chain. The goal of this statement is to identify human rights risks early on and to be able to effectively counter them by means of appropriate preventive or corrective measures. Two teams are responsible for the implementation of these requirements. One of them is in charge of fulfilment of the relevant statutory requirements, while the other handles operational integration within the Lufthansa Group's business processes.

The Human Rights & Non-Discrimination Team coordinates the Lufthansa Group's activities regarding its human rights responsibility. The Group Procurement Team manages risk with regard to the supply chain. Both teams are supported by contact persons from specialist departments such as Occupational Health and Safety, Human Resources, Compliance and Procurement, as well as by key accounts from prioritised Lufthansa Group companies. To oversee risk management, the role of Human Rights Officer was established within Human Rights and Infrastructure department, reporting directly to the Executive Board. The Human Rights Officer reports to the Group Executive Board on the work of the responsible persons on a regular and ad-hoc basis. Corporate Internal Audit department is deployed to support the Human Rights Officer and to conduct implementation-level audits. The Corporate Internal Audit department regularly verifies that implementation is appropriate and effective. In addition, the Group Human Rights Steering Board was established as a governance body to provide recommendations on risk management. It is chaired by the Human Rights Officer and consists of the management representatives of the Corporate Responsibility, Corporate Compliance, Group Procurement, Corporate Internal Audit and Occupational Safety departments.

Binding compliance guidelines apply to all Lufthansa Group employees

The structure of the Lufthansa Group's Compliance Management System and specific regulations and guidelines for the prevention of corruption and bribery are set out in several compliance guidelines for Lufthansa Group employees, including:

- The Group Compliance Guideline regulates the structure of the Lufthansa Group's Compliance Management System based on the widely recognised IDW PS980 standard. Its components also include the anchoring of individual compliance modules such as anti-corruption and the description of the organisational structure, roles and responsibilities, competencies and minimum requirements for the relevant compliance bodies and functions.
- The Group Integrity Guideline contains provisions for the prevention of corruption and bribery. It also defines clear rules for the handling of invitations and gifts – in particular, in relation to public officials – and the avoidance of potential conflicts of interest. The Guideline aims to mitigate corruption and bribery risks, ensure compliance with regulatory standards and maintain and improve the Group's reputation.

These guidelines are binding for all decision-making bodies, managers and employees of the Lufthansa Group. Group Internal Audit, the Group Compliance Committee, the Executive Board and the Audit Committee of the Supervisory Board monitor the Compliance Management System, including the guidelines.

The Lufthansa Group Code of Conduct and the Group Compliance Guideline each contain a passage on preventing retaliation. The aim is to protect employees from disadvantages and retaliation when they report justified concerns. The Lufthansa Group is committed to comprehensive protection of whistleblowers within the framework of the established whistleblower system. The identity of whistleblowers is treated as strictly confidential and only disclosed when required by law. The Company has a zero-tolerance policy towards any form of reprisal. Employees who report violations are explicitly protected from disadvantages, disciplinary measures and discrimination. Violations of this non-retaliation policy are classified as compliance violations and consistently sanctioned. Furthermore, reports can be submitted anonymously, with the Lufthansa Group taking no steps to determine the identity of whistleblowers.

Group Competition Compliance Guideline strengthens competition-related topics

The Lufthansa Group's Competition Compliance Guideline was developed to efficiently implement competition law requirements throughout the Group and ensure lawful conduct in the Group's competition with its competitors. The Guideline includes clear rules of conduct on competition-related topics. Its objectives are to promote compliance with legal standards, protect and strengthen the Lufthansa Group's reputation and support the long-term success of the Lufthansa Group.

The rules of conduct include requirements for:

- Behaviour towards competitors and non-competitors,
- Participation in purchasing groups and
- Behaviour in cases of market-dominant positions.

The Guideline is valid for all regions and countries in which Deutsche Lufthansa AG and its direct and indirect majority shareholdings operate. It is directed at key decision-making bodies and stakeholders such as employees, customers, business partners, investors and the general public. The Guideline is available to all employees via the intranet.

A monitoring process is intended to ensure compliance with the Guideline. The Lufthansa Group Internal Audit and an external auditor review the entire Compliance Management System, including the guidelines. The Guideline was approved by the Executive Board of Deutsche Lufthansa AG and is an integral part of the Lufthansa Group's commitment to compliance and integrity in daily business operations.

Group Anti-Money Laundering Compliance Guideline specifies binding requirements for prevention and fulfilment
The Group Anti-Money Laundering Compliance Guideline sets out binding requirements with the goal of identifying money laundering risks and reducing the probability of their occurrence. It also ensures compliance with anti-money laundering obligations – where these apply for the Lufthansa Group – and thus contributes to ensuring lawful conduct on behalf of the Lufthansa Group.

The Group Anti-Money Laundering Compliance Guideline is intended to promote compliant and transparent business conduct and thereby protect the integrity and long-term success of the Company. Core activities include:

- Principles for identifying circumstances that indicate money laundering risks,
- Requirements for reporting suspicious cases for companies subject to specific anti-money laundering laws, and
- Guidelines on payment transactions.

The Guideline is valid for all countries and regions in which Deutsche Lufthansa AG and its direct and indirect majority shareholdings operate. More stringent requirements may apply for companies subject to specific anti-money laundering provisions, such as Miles & More GmbH due to its role as a goods trader.

Essential decision-making bodies and stakeholders include employees, customers, business partners, investors and the general public. The Guideline is available to employees via the intranet. Compliance with the Guideline is regularly reviewed by the Lufthansa Group's Internal Audit department to ensure the effectiveness of the Compliance Management System. The Guideline is approved by the Executive Board of Deutsche Lufthansa AG and highlights the importance of responsible and lawful conduct throughout the Group.

Group Security Guideline defines security functions in the Company
The Lufthansa Group Security Guideline serves to comprehensively protect employees, customers, operational processes, assets and the brand. The Guideline is based on the use of proven practices and synergies within the companies of the Group, with risk-based and results-oriented security measures always aligned with legal requirements and security regulations. A key component of the Guideline is supporting business processes through a balanced relationship between proactive protective measures and an efficient response to security incidents.

The Guideline is integrated into the Code of Conduct and defines the roles and responsibilities of security functions within the Lufthansa Group. It also includes the mandate to establish and further develop a comprehensive Security Management System (SeMS) that sets Group-wide security standards and recommended practices. This is intended to create a uniform structure that ensures a high and consistent level of security throughout the Lufthansa Group's business operations. The Guideline provides strategic direction and promotes the harmonisation of security practices within the Company.

The Guideline applies worldwide to all consolidated Group companies of the Lufthansa Group and particularly affects employees. It is available to Lufthansa Group employees on the intranet. Ultimate responsibility for this Guideline lies with the Group Security Officer, who reports directly to the Executive Board. Two committees have been established within the Lufthansa Group in order to improve security. Each of these has its own internal regulations. Together, the Corporate Security Committee and the Passenger Airlines Security Committee ensure comprehensive supervision and coordination in the field of security.

The Security Management System aims to ensure high security standards in all areas of the Lufthansa Group
The Security Management System (SeMS) of the Lufthansa Group is an integral part of its Code of Conduct and serves toensure compliance with legal regulations, the adoption of best practices and the continuous development of its management system and security culture. Its goal is to ensure high security standards in all areas of the Company.

The SeMS aims to protect customers, passengers, employees, and the premises and assets of the Lufthansa Group from unlawful interference. It serves to secure flight and facility operations, enable optimal handling of security-relevant situations, and limit the negative consequences of such incidents. Furthermore, the system contains clear instructions on the required security measures to ensure smooth implementation.

This management system applies worldwide to all operational areas of the Lufthansa Group and particularly affects all employees of the Group. The SeMS is accessible to them via the intranet. The monitoring system includes quality management and maturity assessments intended to ensure

ongoing progress and compliance with security standards. Ultimate responsibility for approval and supervision lies with the Group Security Officer, who reports directly to the Lufthansa Group Executive Board.

Group Resilience Policy aims to increase resilience to external influences and their potential impacts
The Lufthansa Group's Resilience Policy was developed to strengthen the Company's resilience against increasingly complex operational disruptions and sudden changes. Through coordinated and harmonised action, the aim is to increase efficiency throughout the Group while taking advantage of synergies and improving the quality of work results. The Policy is an essential component of the Code of Conduct and serves as a protective shield to withstand external influences and minimise their potential impacts.

It serves as the basis for the uniform implementation of national and international regulations as well as industry standards. These include, for example, Network and Information Security 2, the Partner Information System (PartIS) to ensure IT security and data protection, the IATA standards and national legislation such as the German Act on the Federal Office for Information Security and the Family Assistance Act of the National Transportation Safety Board. This aims to ensure coordinated action in potential crises and guarantee the introduction of uniform structures, processes and methods that are essential for managing and mitigating crisis impacts.

The Guideline applies worldwide to the Lufthansa Group and is viewable and accessible to all Lufthansa Group employees on the intranet. The affected stakeholders are primarily Lufthansa Group employees. Third-party standards and initiatives for passenger airlines, such as IOSA, are taken into account in the Guideline, and the monitoring process is carried out through quality management. Ultimate responsibility for implementing the Guideline as part of operational crisis management lies with the Group Emergency Director, who reports directly to the Lufthansa Group Executive Board.

The Safety Guideline serves to ensure regulatory compliance and improve the safety culture at the Lufthansa Group
The Safety Guideline of the Lufthansa Group underscores the Group's commitment to the highest safety standards and always places safety above operational or financial objectives. Clear targets, the assignment of responsibilities at all levels, and the integration of effective risk management into daily operations are central elements of this Guideline.

The Safety Guideline serves to ensure regulatory compliance and improve the safety culture through hazard identification and incident analysis. The aim is to strengthen operational reliability and stakeholder trust and, in so doing, create a safe environment for passengers, crew members and all operational staff.

To enable each responsible Safety Manager to fulfil their responsibilities, the Lufthansa Group commits to the following:

- Development, implementation and continuous improvement of safety standards, strategies and processes
- Provision of tailored safety training for all employees according to their role
- Ensuring appropriate and timely provision of information within the Group
- Development and promotion of a safety culture characterised by safe practices and effective communication
- Use of risk management and hazard identification tools for sound management decisions
- Compliance with, and – where necessary – exceeding legal and regulatory requirements
- Ensuring the availability of trained and qualified specialists for implementing safety strategies
- Measuring and continuously improving safety performance through the adaptation of safety objectives and standards
- Ensuring that external systems and services meet the Lufthansa Group's safety standards

The Safety Guideline is intended to cover all safety-relevant activities within the scope of the operating permits under aviation law for the Lufthansa Group's Passenger Airlines. It applies worldwide. The perspectives of stakeholders were integrated in close coordination with the Group Safety Committee, Safety Manager Committee and Compliance Monitoring Management Committee.

The Guideline and associated processes are available to Lufthansa Group employees through internal communication platforms and through virtual or in-person participation in committees. Monitoring is carried out through the Lufthansa Group's safety monitoring and is anchored with the Lufthansa Group Executive Board, including the Group Safety Committee and the Group Safety Pilot.

The Safety Guideline forms the basis for the continuous development of safety standards at the Lufthansa Group.

Lufthansa Group Safety Management System aims to achieve uniform standards across Lufthansa Group Airlines
As part of its Safety Guideline, the Lufthansa Group commits to transparent and efficient management of its safety processes. A central element is the Lufthansa Group Safety Management System (SMS), which aims for uniform standards and close cooperation within the Lufthansa Group airlines as well as with central functions of the Lufthansa Group.

The Lufthansa Group Safety Management System is based on binding corporate guidelines, established cost allocation processes and the responsibility of individual airlines for risk management and conducting safety management processes. Safety and compliance-relevant information is shared proactively and transparently. Support in the form of resources or expertise is provided upon request.

The Lufthansa Group Safety Management System covers numerous safety-relevant topics, including:

- Safety Guideline and mission statement
- Identification and management of significant risks
- Linking of Group safety processes and individual passenger airline processes
- Audits and compliance-monitoring
- Safety research and development
- Risk management, including fatigue risk management and operational risk evaluation
- Safety promotion through training, communication and stakeholder management

Responsibility for safety management processes lies with the Group Safety Committee, supported by the Group Safety Pilot, the Group Officer for Safety and Compliance Monitoring Management and by Security and Crisis Management. Compliance with safety standards is continuously monitored through Lufthansa Group Safety Monitoring. The development and implementation of safety guidelines takes place with the involvement of relevant stakeholders and committees, such as the Group Safety Committee, the Safety Manager Committee and the Compliance Monitoring Management Committee. Information and documentation are accessible to Lufthansa Group employees via internal communication platforms and physical or virtual participation in the respective committees.

The Lufthansa Group Safety Management System is guided by the Minimum Group Safety Standards and the Group Safety References, which represent binding requirements for safety management, compliance monitoring and risk management within the Lufthansa Group airlines.

The Guideline is implemented Group-wide and is continuously developed to meet the Lufthansa Group's high standards regarding safety and compliance.

Lufthansa Group's Group Safety Pilot strives to improve safety above and beyond legal requirements

The Group Safety Pilot is a central component of the Lufthansa Group's internal monitoring and risk management system. The concept is based on the Group Flight Safety Guideline and is fully implemented in the relevant corporate processes. The aim is to sustainably ensure and improve flight safety beyond the legal and regulatory requirements.

The concept governs the Group-wide task definition, authorities and responsibility of the role of the Group Safety Pilot. They are authorised to conduct flight safety audits and commissioned audits at all direct or indirect majority-held companies of the Lufthansa Group. For minority shareholdings and partner companies, access is coordinated with the respective supervisory and corporate bodies.

To maintain maximum independence, the Group Safety Pilot reports directly to the Group Executive Board of the Lufthansa Group. Their activity exclusively covers flight safety-relevant aspects, with responsibility and governance regulated by the Lufthansa Group Safety Guideline.

The concept of the Group Safety Pilot was developed with the involvement of all relevant stakeholders, including the Group Safety Committee, the Safety Manager Committee and the Compliance Monitoring Management Committee. The concept is valid Group-wide in all Lufthansa Group Passenger Airlines and is accessible via internal communication platforms.

Ultimate responsibility for compliance with and further development of the concept lies with the Group Safety Committee and the Group Safety Pilot, which acts as a central monitoring instrument of the Lufthansa Group Executive Board. The activities of the Group Safety Pilot are subject to regular quality audits by Group Internal Audit.

Data protection is regulated Group-wide at the Lufthansa Group

The Lufthansa Group pursues clear objectives in terms of data protection to protect the personal rights of customers, employees, shareholders and business partners. A key concern is to avoid personal references in data processing as far as possible while always complying with legal requirements. The establishment of global data protection standards, such as guidelines, contract templates and forms, provides the foundation for Group-wide data protection. These measures support the Lufthansa Group in establishing a stable data protection organisation and necessary data protection processes.

Another objective is to comprehensively train employees in data protection principles and enable them to apply these in their daily work. By establishing a data protection management culture characterised by data protection-compliant solutions, the aim is to foster economic, innovative and sustainable actions by the Lufthansa Group.

The data protection organisation is comprehensive and extends from the Executive Board to individual employees, with Group Data Protection Officers playing a central role. Within this structure, clear processing principles have been established to ensure that the processing of personal data is lawful, transparent and purpose-bound, and complies with the tenets of data minimisation, accuracy and confidentiality. Clearly defined roles and responsibilities, such as those of local data protection officers and data protection coordinators, aim to ensure the implementation of data protection measures.

The formal implementation of data protection requirements is governed by a Group guideline that applies to all Lufthansa Group companies in the European Union and to companies in which the Lufthansa Group holds at least a 50 % stake. This guideline and the associated processes are accessible to all employees and serve the continuous improvement of data protection practices in the Group. Regular internal audits and risk assessments ensure that potential vulnerabilities are identified early on and corrective measures are initiated promptly. A monitoring process ensures that feedback is integrated and data protection measures are continuously developed.

Lufthansa Cargo and the Passenger Airlines specifically address animal welfare

Lufthansa Cargo is required to ensure the implementation of all animal transport regulations specified by national governments and the industry association IATA. The aim is to ensure the protection and welfare of animals during air transport throughout the transport chain.

The IATA guidelines and national legislation include requirements in particular regarding:

- Size and equipment of transport boxes
- Temperature and oxygen during transport
- Employee training on animal care and stress reduction
- Disease prevention and
- Compliance with species protection agreements such as CITES (Convention on International Trade in Endangered Species of Wild Fauna and Flora)

Furthermore, Lufthansa Cargo has defined its own restrictions for the transport of certain animal species for ethical and nature conservation reasons.

Lufthansa Cargo has appointed an Animal Welfare Officer who is primarily responsible for animal protection while considering the interests of all affected stakeholders. They ensure that regulatory requirements and internationally relevant standards are known to and complied with by employees and service providers involved in animal transport. Lufthansa Cargo also maintains a continuous dialogue with IATA working groups and various stakeholders such as animal and zoo associations. International and national customs and border protection authorities and governments are another important stakeholder group involved in animal transport. The CITES regulations also apply to products of animal origin. The more protected an animal is, the more extensive the prohibition on trade in products of animal origin and the stricter the transport regulations.

The Lufthansa Group Passenger Airlines are addressing the issue of animal welfare and continuously working on the development of a comprehensive strategy and a Group-wide position on this topic. The goal is to integrate animal welfare issues even more strongly and systematically in decision-making and business processes in the future.

Since 2023, the Company has implemented its first few measures which are intended to promote greater consideration of animal welfare issues in the operating business. They include the introduction of a vegan menu choice in Business Class at Discover Airlines and vegetarian menu options in every travel class at all Lufthansa Group's Passenger Airlines.

G1-2 – Management of relationships with suppliers

The Lufthansa Group places great importance on ensuring that its suppliers comply in full with the relevant laws, guidelines and regulations on fair competition, integrity and responsible business practices. This includes the protection of fundamental human rights and environmental concerns. In this way, the Lufthansa Group seeks to fulfil its due diligence requirements and to avoid entering into business relationships with persons or companies that do not meet these standards. The aim of the Lufthansa Group's risk management system for procurement processes is to identify human rights, environmental and compliance risks or violations of Group standards in the supply chain and to prevent, minimise or, if necessary, terminate them through effective action. If the risk management system identifies such a risk in relation to a supplier, appropriate measures are initiated. This will be implemented by a central team of experts in the procurement function. The actions are then agreed with the supplier.
↗ S2 – ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model.

Furthermore, through the continuous inclusion of obligations in contracts with suppliers, the Lufthansa Group strives to ensure responsible conduct by its direct suppliers, thereby meeting its own standards of corporate responsibility and avoiding risks.

Third parties can confidentially submit complaints and reports on potential human rights- and environment-related risks or violations and compliance breaches by suppliers via an electronic whistleblower system or the external ombudsperson for the Lufthansa Group. ↗ S2-3 – Processes to remediate negative impacts and channels for value chain workers to raise concerns. Additionally, Lufthansa Group suppliers are required in their contracts to inform their own suppliers and their suppliers' employees about the Lufthansa Group's reporting channels. The Lufthansa Group's rules of procedure for handling reports are available on the Lufthansa Group website. For other matters within the scope of Section 2 of the German Whistleblower Protection Act (HinSchG) ↗ S1-3 – Processes to remediate negative impacts and channels for own workforce to raise concerns.

The Lufthansa Group systematically integrates human rights and environmental requirements in its tender procedures. These requirements are included in the specifications in the tender documents and are also incorporated in the evaluation matrix which serves as a basis for the selection of suitable suppliers.

In addition, Lufthansa Group suppliers are informed about the Supplier Code of Conduct within the scope of the tender procedure. The Supplier Code of Conduct formulates the Lufthansa Group's expectations regarding social, environmental and ethical responsibility and serves as a binding basis for cooperation with business partners.

G1-3 – Prevention and detection of corruption and bribery

The Lufthansa Group has established a comprehensive Compliance Management System to ensure lawful and transparent conduct in all business activities. This system follows the audit standard IDW PS 980 and consists of seven pillars: compliance culture, compliance objectives, identification of compliance risks, compliance programme, compliance organisation, compliance communication and compliance monitoring. It comprises the following modules: Integrity (Anti-Corruption), Capital Market Compliance, Competition Compliance, Embargo and Export Compliance, External Workforce Compliance and Anti-Money Laundering Compliance.

A central measure to prevent suspicion or incidents of non-compliance, including corruption and bribery, is the development of a strong compliance culture. The Code of Conduct forms the foundation of the Lufthansa Group's value system and compliance culture. The compliance culture is fostered by the Executive Board members and managers of the Lufthansa Group living up to their role model function as decision-makers with integrity, by expressing to their teams their expectation that all business decisions and activities are based on legality, integrity and the values laid down in the Lufthansa Group Code of Conduct. Furthermore, the Lufthansa Group has established specific rules and processes to prevent corruption and bribery. The Lufthansa Group's compliance guidelines define, among other things, requirements for handling gifts, invitations and other benefits as well as memberships. The compliance guidelines are binding for all decision-making bodies, managers and employees of the Lufthansa Group. There are also specific rules on donations and sponsorships which take account of relevant compliance requirements.

The Corporate Compliance Office and compliance managers at Lufthansa Group companies are tasked with supporting decision-making in accordance with the compliance guidelines through consultation. Management and employees are encouraged to seek advice on compliance matters at any time. Additionally, the Lufthansa Group maintains an app that enables compliance checks to be conducted at any time based on its compliance rules.

Once a year, the compliance managers of all Lufthansa Group companies with operational activities must assess their exposure to relevant compliance risks and the status of their risk mitigation measures. The Corporate Compliance Office validates and consolidates the results. From this, recommendations are derived to mitigate identified risks through specific actions. The results of the risk assessments and the implementation status of the recommended instruments and actions are reported to the Executive Board, the Audit Committee and the Supervisory Board of the Lufthansa Group as part of the Group compliance report.

To investigate allegations or incidents of corruption and bribery, the Lufthansa Group maintains various whistleblower channels. All employees can also contact their direct supervisors, the compliance managers in their Group company or the Corporate Compliance Office. If whistleblowers wish to remain anonymous, concerns and potential violations can be reported via the electronic whistleblower system or the ombudsperson, which are also publicly accessible to external whistleblowers. The reporting of grievances or violations is also part of the Lufthansa Group's web-based integrity compliance training.

Investigations of potential compliance violations, including corruption and bribery allegations, are conducted by the Corporate Compliance Office and the Intelligence & Investigations Team of Corporate Security. Depending on the severity of the allegations, the investigations are reported either to the Group Compliance Committee or the responsible Central Compliance Committee. These committees are independent of the management chain involved in the matter, exercise their steering function and make the key decisions to pursue a neutral and thorough investigation. The investigation procedure for potential compliance violations is outlined in a process description. This procedure is intended to enable a prompt and independent investigation of potential compliance violations.

At least once a quarter, the Corporate Compliance Office reports to the Group Compliance Committee, summarizing all compliance-relevant allegations and incidents, including those of corruption and bribery, as well as the Lufthansa Group's relevant compliance investigations. Twice a year, the Corporate Compliance Office reports relevant incidents, allegations and investigations to the Executive Board and the Audit Committee of the Supervisory Board, and once yearly to the Supervisory Board of the Lufthansa Group. Compliance investigations that are only relevant for one Lufthansa Group company are reported by the Corporate Compliance Office to the responsible Central Compliance Committee of the Group company concerned. The Corporate Compliance Office, the Chief Compliance Officer and management regularly communicate the Lufthansa Group's expectations for business conduct with integrity, free from corruption, bribery and conflicts of interest. The Corporate Compliance Office and the Lufthansa Group companies publish the relevant compliance guidelines, including those on anti-corruption and anti-bribery, in their respective intranets. When guidelines are updated, the Corporate Compliance Office and compliance managers in the Group companies ensure that they are communicated throughout the Group. Additional communication measures include information stands at welcome events and the distribution of compliance guidelines as part of onboarding for new employees.

Compliance trainings aim to raise employee risk awareness
Compliance trainings are intended to support Lufthansa Group employees in understanding all of the relevant legal requirements and internal guidelines of the Lufthansa Group. They should serve to sharpen awareness of risks, provide guidance on handling risk situations and show where employees can obtain support. Web-based trainings are intended to raise awareness of these topics and classroom trainings to convey department- or function-specific knowledge. The web-based or classroom trainings are accessible to all employees. After the initial assignment for the employee in question, web-based trainings are repeated every two years.

In general, all management levels are required to participate in anti-corruption and web-based compliance training. In addition, the Corporate Compliance Office offers introductory training for newly appointed Board members of all Lufthansa Group companies. Depending on their role's exposure to specific compliance risks within the Lufthansa Group, employees are required to participate in compliance training. This particularly affects managers and employees who could be exposed to conflicts of interest. Reasons for this could include, for example, invitations, gifts or other benefits obtained from persons outside the Lufthansa Group. This is particularly relevant for roles potentially involving management responsibility in areas such as human resources, controlling and accounting. Other sensitive areas include procurement, sales, account management, marketing, event management, business development, communication, international relations/governmental affairs, ground operations, finance and legal. Based on available personnel master data, 100 % (previous year: 100 %) of risk-prone functions are covered by at least one training format. These target groups are reviewed and adjusted by Group companies with support from the Corporate Compliance Office, for example during organisational restructuring or developments.

Metrics and targets

G1-4 – Incidents of corruption or bribery

In 2025, there were zero convictions (previous year: zero) and EUR 0 (previous year: EUR 0) in fines imposed on the Lufthansa Group for violations of anti-corruption or anti-bribery regulations.

The Lufthansa Group does not tolerate any violations of its anti-corruption and anti-bribery regulations. If an investigation should confirm a violation of applicable anti-corruption or anti-bribery regulations, the Lufthansa Group will take appropriate individual actions, taking into account the individual circumstances of each case. This may consist of disciplinary action, claims for damages, increased training and awareness activities, extraordinary internal audits, improvements to the standards concerned and processes to prevent future violations.

G1-5 – Political influence and lobbying activities

The following are representatives of the Lufthansa Group who are active in connection with political influence or lobbying activities of the Group:

T078 ESRS G1-5 | 29a Representation of the Lufthansa Group in connection with political influence or lobbying activities in 2025

Company	Representation
Deutsche Lufthansa AG	Bartels, Andreas
	Behle, Christine Maria
	Benedict, Tom
	Benz, Tabea
	Bulling, Andreas
	Courant, Sandra
	Dietzen-Zill, Alexandra
	Dörries, Henrietta
	Dr Kley, Karl-Ludwig
	Dr Kreuzpaintner, Stefan
	Dr Lindemann, Kay
	Dr Muhle, Christoph
	Dr Niggemann, Michael
	Dr Streichert, Till
	Dr Wagner, Frank Walter
	Dr Zilles, Stephan
	Faust, Jürgen
	Güler, Batughan
	Heinecke, Anton
	Herzog, Joachim
	Hessel, Marc
	Holowenko, Markus
	Holzrichter, Alexander
	Hug, Marcel
	Kiewel, Maximilian
	Körner, Jan
	Kuchta, Helene
	Leutke, Martin
	Linke, Markus
	Lumnitzer, Frank
	Malliaras, Thrasivoulos
	Pechstein, Jan
	Pordomm, Marcel
	Raepple, Christian
	Sauerwein, Albert
	Schäfer, Christian
	Schmid, Michael
	Schulz, Kerstin
	Singh, Karan
	Spohr, Carsten
	Sproedt, Nina
	Thies, Sebastian
	Tubes, Yannick
	Vittadini, Grazia
	Vranckx, Dieter
	Wallisch, Astrid
	Winkler, Birgit Karin
	Würz, Jim
Lufthansa Cargo AG	Archer, Julia
	Bauer, Frank
	Bhat, Ashwin
	Braun, Annette
	Engelbart, Grit
	Faust, Miriam
	Grychta, Oliver
	Jansen, Bettina
	Mies, Nicole
	Pacher, Sonja
	Rauchhaus, Marc-Philip
	Schleussner, Gregor
	Schneider, Ulrike
	von Götz, Oliver
Lufthansa Technik AG	Aringhoff, Hans-Bernd
	Dr Kirschfunk, Thomas
	Dr Krüger, Jens
	Dr Leifeld, Christian
	Dr Schumacher, Janna
	Gloy, Harald
	Leitner, Sascha
	Maaßen, Anna
	Stark, Sören
	von Puttkamer, Michael
Eurowings	Bischof, Jens
Austrian Airlines	Cantele, Sofia Zoe
	Reimann, Walter
	Zugmann, Stefanie
Brussels Airlines	von Boxberg, Dorothea
	Öwerdieck, Nina
	Reinshagen, Tilman
	Saeys-Desmedt, Philippe
	Van Der Kamp, Menno

T079 ESRS G1-5 | 29b) i) Realised (where applicable, provided) financial contributions and political benefits in kind in 2025

Category	Amount in € thousands in 2025	Amount in € thousands in 2024
Financial donations	322.8	333.6
Financial contributions to political actors – Germany	108.2	–
Financial contributions to political actors – Switzerland	214.5	–
Political benefits in kind	0.0	–

No estimation was necessary for collecting the data in Table G1-5 29b) i).

The following are the topics of the Lufthansa Group that are subject to its lobbying activities and are updated quarterly in the lobbying register of the German Bundestag (Federal Parliament):

Reform of EU Air Passenger Rights Regulation 261/2004 according to the 2013 Commission proposal
The Lufthansa Group advocates implementing the Commission's 2013 proposal to reform EU Regulation 261/2004 in its current form. In particular, this includes the definition of extraordinary circumstances and the adjustment of delay thresholds.

Financing of SAF quota through uniform levy
The Lufthansa Group advocates equal financing of the SAF quota by European and non-European aviation companies, for example through a uniform European SAF levy calculated based on total travel distance.

Expansion of free SAF certificates
The Lufthansa Group advocates expanding the period and number of free SAF certificates for aviation in European emissions trading.

Introduction of European support strategy for SAF
The Lufthansa Group advocates introducing a support strategy for the production and use of SAF at the European level.

Introduction of Book & Claim mechanism for SAF use
The Lufthansa Group advocates introducing a Book & Claim mechanism to meet SAF quotas. This involves trading SAF certificates to bring sufficient SAF into circulation regardless of location.

Introduction of single European airspace
The Lufthansa Group advocates introducing a single European airspace with politically independent European regulatory authorities and independent national supervisory authorities.

Maintaining advance payment practice
The Lufthansa Group advocates maintaining the advance payment practice for flight ticket purchases.

Making provision of aircraft data to airlines mandatory
The Lufthansa Group advocates that aircraft manufacturers must enable airlines to access, control and use data generated during flight operations.

Maintaining European regulation on common rules for slot allocation at airports
The Lufthansa Group advocates that the European Slot Regulation should be maintained in its current form and, if at all, only adjusted uniformly based on recommendations from international organisations.

Creation of legal basis for modernising aviation security controls
The Lufthansa Group advocates creating a regulatory basis at the European level for automatic detection of dangerous objects during security screenings and moving forward with certification.

Revision of EU Regulation 1069/2009 (hygiene rules for animal by-products not intended for human consumption)
The Lufthansa Group advocates revising EU Regulation (1069/2009) to the effect that waste on international flights containing animal (by-)products does not have to be incinerated or landfilled.

Maintaining flight route technology ADS-C EPP obligation
The Lufthansa Group advocates maintaining the obligation to use Automatic Dependent Surveillance – Contract Extended Projected Profile (ADS-C EPP) flight route technology across Europe.

Connecting German airports to high-speed rail routes
The Lufthansa Group advocates connecting German airports to Deutsche Bahn AG's high-speed routes and long-distance network.

Application of Carbon Border Adjustment Mechanism (CBAM) in aviation
The Lufthansa Group advocates applying this CO_2 border adjustment system, as part of EU climate policy, to non-European airlines.

Introduction of prioritised air traffic control clearances
The Lufthansa Group advocates inserting a legal basis for granting prioritised air traffic control clearances according to the BEBS principle into the air traffic control implementation regulation.

No introduction of a kerosene tax
The Lufthansa Group advocates not introducing a kerosene tax under the Energy Tax Directive.

Inclusion of aviation in German carbon management strategy
The Lufthansa Group advocates the inclusion of aviation in legislation enabling carbon capture and storage (CCS) and carbon capture and utilization (CCU).

Closure of EU legislative gaps in working conditions
The Lufthansa Group advocates closing legislative gaps that enable false self-employment and the abusive posting of employees.

Reforming strike law
The Lufthansa Group advocates reforming strike law regarding notice periods, emergency service agreements and mandatory conciliation procedures.

Making employment references transmittable in text form
The Lufthansa Group advocates adapting the German Industrial Code to allow employment references to be transmitted in text form (instead of exclusively in written form).

Introduction of weekly working hours
The Lufthansa Group advocates changing the definition of working hours so that these are now counted on a weekly basis rather than a daily basis.

Design of reporting obligations in the implementation of the EU Pay Transparency Directive with minimal bureaucracy
The Lufthansa Group advocates for reporting obligations within the scope of the implementation of the EU Pay Transparency Directive to be implemented unbureaucratically and for privileges to be created for collective bargaining parties.

Privileged treatment of collective bargaining parties in implementing the EU Corporate Sustainability Due Diligence Directive (CSDDD)
The Lufthansa Group advocates for collective bargaining parties to receive privileged status in the national implementation of the CSDDD.

Transposition of EU Corporate Sustainability Reporting Directive (CSRD) unchanged into German law
The Lufthansa Group advocates for the national implementation of the CSRD to be transposed one-to-one into German law.

No further increase in location costs due to state fees
The Lufthansa Group calls for a moratorium on charges for air traffic. Specifically, there should be no fee increases in the foreseeable future. Additionally, the costs for hazard prevention should be borne by the state.

Checking of biometric data in passengers' passports for their identification
The Lufthansa Group advocates legislation permitting checking of the biometric data in passengers' passports for the purpose of their identification when using aviation services.

Adjustment of the flight restriction rule for airlines with a risk management process
The Lufthansa Group advocates exemptions from the flight restriction rule under the German Aviation Control Act for airlines with a risk management process.

Recognition of existing protective restrictions in terms of critical infrastructure (KRITIS)
The Lufthansa Group advocates recognition of existing KRITIS-related protective restrictions for companies and coherent (implementation) legislation in this area.

Recognition of safety standards in the aviation sector
The Lufthansa Group advocates reciprocal recognition of aviation safety standards at the European level.

Appropriate restrictions on liquids in the context of airport security checks
The Lufthansa Group advocates appropriate restrictions on liquids in the context of airport security checks and the maintenance of these restrictions. This includes, in particular, where liquids are carried in hand luggage and the existing easing of rules relating to liquid limits.

Consideration of the current state of technology in regard to regulation of baggage unloading
The Lufthansa Group advocates consideration of the latest technological standards in relation to the regulation of baggage unloading using new control technology.

Continued reciprocal recognition of air safety inspections in the EU
The Lufthansa Group advocates continued reciprocal recognition of air safety inspections in the EU.

Introduction of a uniform EU reporting system for air safety occurrences
The Lufthansa Group advocates the introduction of a uniform reporting system for air safety occurrences in the EU.

Risk-based statutory requirements in relation to airport security measures
The Lufthansa Group advocates risk-based statutory requirements in relation to airport security measures and stronger deterrents (criminal prosecution, advance identification, longer sentences).

Compensation for competitive disadvantages as a result of sanctions
In response to war-related airspace closures, the Lufthansa Group advocates for uniform conditions to be established in the international competitive environment, by means of either financial or air traffic measures.

Reform of the Green Deal
The Lufthansa Group advocates the rapid revision of climate policy regulations which, in the main, only affect EU companies, so as to establish competitive neutrality.

Suspension of the air traffic agreement with Qatar
The Lufthansa Group advocates the suspension of the air traffic agreement with Qatar.

Revision of the Aviation Personnel Ordinance (LuftPersV) in line with European practice
The Lufthansa Group advocates the replacement of the licensing obligation for engine and air safety equipment personnel entitled to grant approvals with internal authorisation concepts agreed with the German Federal Aviation Office.

Promotion of test flights for climate research
The Lufthansa Group advocates state funding of test flights to research climate impacts.

Revision of the ban on provision under Article 3(2) of Regulation (EU) 2023/1529
The Lufthansa Group advocates the revision of the ban on provision under Article 3(2) of Regulation (EU) 2023/1529 for ground handling services so that these remain usable.

Registration of the Lufthansa Group in transparency registers
The Lufthansa Group is registered in the following transparency registers:

European Union
- Lufthansa Group, EU Transparency Register 0714344663-32
- Brussels Airlines, EU Transparency Register 755555322381-50
- Austrian Airlines, EU Transparency Register 983474516327-48

Germany
- Deutsche Lufthansa AG, Lobby Register of the German Bundestag, Register number R001474
- Eurowings GmbH, Lobby Register of the German Bundestag, Register number R001213
- Lufthansa Cargo AG, Lobby Register of the German Bundestag, Register number R000854
- Lufthansa Technik AG, Lobby Register of the German Bundestag, Register number R003164

Austria
- Austrian Airlines, Lobbying and Interest Representation Register, LIVR-00193

Former public administration employees in administrative, management and supervisory bodies of the Lufthansa Group
The following employees in administrative, management and supervisory bodies of the Lufthansa Group held a comparable position in public administration, including regulatory authorities, in the two years prior to their appointment during the current reporting period:

- Tom Benedict
- Alexander Holzrichter
- Anna Maaßen
- Jim Würz

G1-6 – Payment practices

The Lufthansa Group aims to implement payments to all suppliers within the contractually agreed payment framework and in accordance with the Lufthansa Group's payment terms. The Lufthansa Group does not differentiate between different suppliers in this regard.

The Lufthansa Group complies with national legislation and regulations, which specifically prescribe standard payment deadlines. The Lufthansa Group's standard payment deadlines are 30, 60 and 90 days. Generally, there is no further categorisation of suppliers regarding payment terms at the Lufthansa Group. The average payment period at the Lufthansa Group is 51 days (previous year: 41 days).

The payment deadlines agreed with suppliers apply for incoming invoices. In case of a discrepancy between the payment deadlines agreed in an order, the payment deadlines registered in the master data, contractually agreed payment deadlines or the payment deadlines indicated on an invoice, as a rule the payment deadlines which are more advantageous for the Lufthansa Group will be selected. Furthermore, timely payment (on the basis of the payment deadlines applied) is a control indicator with a target of 92 %, based on the number of incoming invoices.

T080 ESRS G1-6 | 33b Standard payment terms and payments [1] complying with these standard terms in 2025

Standard payment terms	Compliant payments in % in 2025	Compliant payments in % in 2024
30 days	28.0	24.3
60 days	5.1	5.4
90 days	0.6	0.5

[1] Other payments are made on the basis of individual contract terms and are settled by the Lufthansa Group accordingly, so these are not covered by the table.

The Lufthansa Group monitors payment outflows and thus the time until settlement of an invoice Group-wide through system reports on a monthly basis. Several times a year, the results are exchanged with the Lufthansa Group's business units in coordination meetings for continuous improvement and any need for action is discussed. Additionally, payment runs are set up to enable regular payment transactions through the existing banking systems. Suppliers have several options for contacting the Lufthansa Group regarding payment queries – for example, by contacting the accounting team or by checking the status in a supplier system where data can be self-managed and viewed.

The current number of pending legal proceedings for late payment is two (previous year: zero) for the year 2025 at the Lufthansa Group.

T081 Calculation methods in 2025 – Governance

ESRS disclosure requirement	Paragraph	Data point/metric	Basis for preparing and describing the parameters used, description of the assumptions and methodology	Sources of measurement uncertainty, if applicable	Resulting accuracy level	External validation	Planned measures for accuracy improvement, if applicable
G1-3 – Prevention and detection of corruption and bribery	21b	Percentage of risk-prone functions covered by training programmes	Collection of Lufthansa Group data based on evaluations from the central learning tool and a prior risk analysis conducted on the basis of the available HR master data and in consultation with individual Group companies to determine which functions could be particularly affected.	Low uncertainty, as data is directly captured through system integration	High	None	No further action needed
G1-4 – Incidents of corruption or bribery	24a	Number of convictions and amount of fines for violations of corruption and bribery regulations	Data collection by the Lufthansa Compliance department, based on convictions and fines imposed on Lufthansa Group companies.	Low uncertainty, since the Compliance Office manages and records compliance-relevant cases	High	None	No further action needed
G1-5 – Political influence and lobbying activities	29b	Total monetary value of financial contributions and benefits in kind made directly and indirectly by the Company	The data collection is based on individual monetary values of individual legal entities. Due to the implementation of a Group-wide guideline whereby direct monetary values are excluded, there is no further consideration of this matter.	Low uncertainty due to the existing guideline regarding direct monetary values and the central function within the Lufthansa Group that directly deals with political influence	High	None	No further action needed
G1-6 – Payment practices	33a	Average time (in days) that the Company needs to settle an invoice from the start of the contractual or statutory payment period	The data collection is based on the invoice and payment data of the Lufthansa Group, which is consolidated and managed in a central database. The analyses are accordingly based on this centrally provided and maintained information.	Low uncertainty, as data is directly captured through system integration	High	None	No further action needed
G1-6 – Payment practices	33b	Percentage of payments where standard terms are applied.	The data collection is based on the standard payment terms and individual payment data of the Lufthansa Group, which is consolidated and managed in a central database. The analyses are accordingly based on this centrally provided and maintained information.	Low uncertainty, as data is directly captured through system integration	High	None	No further action needed
G1-6 – Payment practices	33c	Number of currently pending legal proceedings for late payment	The data collection is based on data from the individual legal departments of the legal entities of the Lufthansa Group.	Low uncertainty, as legal notices are addressed directly to individual legal entities and collected accordingly	High	None	No further action needed

Notes to the individual financial statements of Deutsche Lufthansa AG (HGB)

- At EUR 15.8bn, revenue was on par with the previous year.
- Previous year's loss from operating activities reduced by half.
- Total assets down to EUR 46.1bn.

The financial statements of Deutsche Lufthansa AG have been prepared in accordance with the German Commercial Code (HGB), the supplementary provisions of the German Stock Corporation Act (AktG) and the Articles of Association, and have been audited by EY GmbH & Co. KG Wirtschaftsprüfungsgesellschaft, Eschborn/Frankfurt am Main. They will be published in the Company Register. The financial statements are permanently available online at **https://investor-relations.lufthansagroup.com/en/publications/financial-reports.html**.

This annual report combines the management report for Deutsche Lufthansa AG with the management report for the Lufthansa Group. Deutsche Lufthansa AG and its results comprise the flight operations of Lufthansa Airlines as well as the expenses incurred by the central functions for Corporate Development, Finance and Controlling, Communications, Public Affairs, Human Resources, Legal and Compliance, as well as Data Security, Safety and Procurement. The economic environment of Deutsche Lufthansa AG is essentially the same as for the Group. However, accounting disparities have resulted in a significant difference between the net result for the year for Deutsche Lufthansa AG and the net profit for the period. This is mainly due to the different treatment in accounting terms of fair value changes for retirement benefit-related plan assets. ↗ **Macroeconomic situation; Sector developments; Course of business**.

Earnings position

Deutsche Lufthansa AG reported a net profit of EUR 44m for the 2025 financial year (previous year: EUR 372m). The loss from the operating activities of Deutsche Lufthansa AG was reduced by almost half compared with the previous year. However, a significantly lower financial result and a reduction in deferred tax assets due to the corporation tax cut planned from 2028 led to the decline in net profit overall.

Revenue and income

56 million passengers transported
Deutsche Lufthansa AG carried 56 million passengers in 2025, nearly 3% fewer than in the previous year (previous year: 57 million). Capacity was up by 1% and sales increased by 2%. The passenger load factor went up by 0.8 percentage points to 83.6%. Traffic revenue fell by 1% to EUR 14,245m (previous year: EUR 14,330m).

Operating income up by 2%
As yields were lower than the previous year, revenue was down slightly year-on-year in 2025 at EUR 15,770m (previous year: EUR 15,812m) despite higher capacity and sales. However, other operating income rose by 26% to EUR 1,612m (previous year: EUR 1,277m). Overall, operating income climbed by 2% to EUR 17,382m (previous year: EUR 17,089m).

Expenses

Operating expenses down 2%
Operating expenses came to EUR 18,113m in the reporting year, 2% lower than in the previous year (EUR 18,534m). This trend was mainly driven by the fall in fuel expenses and in compensation payments to passengers as a result of flight irregularities. Depreciation, amortisation and impairment and other operating expenses were also lower. By contrast, staff costs were higher due to wage rises and a year-on-year increase in the headcount.

T082 Trends in traffic regions of Deutsche Lufthansa AG

	Traffic revenue		Passengers		Available seat-kilometres		Revenue seat-kilometres		Passenger load factor	
	2025 in €m	Change in %	2025 in thousands	Change in %	2025 in millions	Change in %	2025 in millions	Change in %	2025 in %	Change in pts
Europe	5,188	–5	41,293	–5	45,174	–2	36,476	–2	80.7	–0.5
Americas	5,285	2	7,805	4	70,202	4	59,624	5	84.9	0.3
Asia/Pacific	2,642	1	3,862	0	35,020	–4	29,914	0	85.4	3.2
Middle East/ Africa	1,130	6	2,558	6	13,023	2	10,621	3	81.6	1.3
Total traffic	**14,245**	**–1**	**55,518**	**–3**	**163,419**	**1**	**136,635**	**2**	**83.6**	**0.8**

The cost of materials and services decreased year-on-year by 5% to EUR 10,723m (previous year: EUR 11,288m). Almost one third of the cost of materials and services consisted of fuel expenses, which fell by 10% to EUR 3,453m (previous year: EUR 3,834m). The drop is due to a lower procurement price, a positive exchange rate effect and lower consumption than the previous year.

Expenses for external services decreased by 4% to EUR 6,978m (previous year: EUR 7,241m). Flight operations were much more stable than in the previous year, which is the main reason why expenses to compensate passengers for flight irregularities fell to EUR 236m (previous year: EUR 525m). Expenses for operating leases and charter expenses were also down. Expenses for operating leases dropped by 6% year-on-year to EUR 668m (previous year: EUR 707m), while charter expenses decreased by 18% to EUR 466m (previous year: EUR 565m). Intra-Group chartering expenses for Lufthansa CityLine declined significantly compared with the previous year, while charter expenses for external airlines such as AirBaltic or CityJet increased year-on-year. Expenses for external MRO services were virtually unchanged year-on-year at EUR 2,039m (previous year: EUR 2,034m), whereas fees and charges increased by 7% to EUR 2,048m (previous year: EUR 1,907m), principally due to higher prices.

Staff costs went up by 6% to EUR 4,103m (previous year: EUR 3,858m). The reasons behind the increase were higher pay agreements for in-flight and ground crew, the year-on-year increase in the headcount, and higher additions to provisions for variable remuneration.

Depreciation and amortisation decreased by 16%, to EUR 331m (previous year: EUR 393m). The decline is mainly due to the addition of several aircraft to Austrian aircraft leasing companies.

Other operating expenses were around the previous year's level at EUR 2,956m (previous year: EUR 2,995m).

Certain economic hedging relationships are presented in the financial statements as balance sheet hedging relationships in accordance with Section 254 HGB. Instruments to hedge the price of future fuel requirements, foreign currency hedging transactions to hedge exchange rates and interest rate hedges for interest-bearing financial liabilities are combined with corresponding hedged items within valuation units in accordance with Section 254 HGB.

Earnings performance

Result from operating activities of EUR –731m
The loss from operating activities of EUR –731m in the 2025 financial year is roughly half that of the previous year (previous year: EUR –1,445m). Revenue was virtually unchanged year-on-year, but the significantly lower cost of materials and services in the 2025 financial year contributed to the earnings improvement.

Financial result of EUR 1,004m
The financial result dropped to EUR 1,004m (previous year: EUR 1,816m). The positive result from equity investments of EUR 1,601m (previous year: EUR 1,826m) was offset by net interest income of EUR –493m (previous year: EUR 87m) and other financial items of EUR –104m (previous year: EUR –97m).

T083 Income statement for Deutsche Lufthansa AG in accordance with HGB

in €m	2025	2024
Traffic revenue	14,245	14,330
Other revenue	1,525	1,482
Total revenue	**15,770**	**15,812**
Other operating income	1,612	1,277
Cost of materials and services	–10,723	–11,288
Staff costs	–4,103	–3,858
Depreciation, amortisation and impairment	–331	–393
Other operating expenses	–2,956	–2,995
Profit/loss from operating activities	**–731**	**–1,445**
Result from equity investments	1,601	1,826
Net interest	–493	87
Impairment of investments and current securities	–104	–97
Financial result	**1,004**	**1,816**
Current income taxes	122	109
Deferred income taxes	–321	–73
Earnings after taxes	**74**	**407**
Other taxes	–30	–35
Net profit	**44**	**372**
Transfer to other retained earnings	–	–13
Transfers from retained earnings	352	–
Distributable profit	**396**	**359**

The result from equity investments includes profit and loss transfers of EUR 1,360m (previous year: EUR 1,503m) and other income from investments of EUR 241m (previous year: EUR 323m).

The drop in the result from equity investments is principally due to the result of Eurowings GmbH, where a loss of EUR –216m (previous year: EUR –27m) had to be settled. Lufthansa Cityline GmbH also reported a greater loss of EUR –97m (previous year: EUR –55m). Lufthansa Commercial Holding GmbH increased its earnings contribution again year-on-year, however, transferring profits of EUR 1,413m (previous year: EUR 1,369m). Earnings from Miles & More GmbH of EUR 180m (previous year: EUR 185m) and Delvag AG of EUR 20m (previous year: EUR 24m) were both slightly down on the previous year. Truffle Holding AG (previously LSG Lufthansa Service Holding AG) transferred profits of EUR 60m (previous year: EUR 7m). Other income from investments mainly comprised dividends from Austrian leasing companies of EUR 238m (previous year: EUR 260m).

Following two successive years of positive net interest income, net interest in the 2025 financial year was negative again for the first time at EUR –493m (previous year: EUR 87m). The decline is mainly due to a much lower market valuation of EUR 234m (previous year: EUR 728m) for the pension fund assets held to meet retirement benefit obligations and to the higher interest of EUR 373m accrued on pension provisions (previous year: EUR 265m).

Impairment losses of EUR 104m on investments and current securities recognised in the financial result were higher than in the previous year (EUR 97 m). They were due largely to impairments on two securities held in the portfolio because of lower market values.

Net profit for the year of EUR 44m
The operating result and financial result add up to EUR 273m (previous year: EUR 371m). The negative income tax result of EUR –199m (previous year: EUR 36m) stems mainly from the lower tax rate used to calculate deferred taxes from 2028 onwards. Other tax expenses in the reporting year came to EUR 30m (previous year: EUR 35m). Altogether, net profit of EUR 44m was recognised for the 2025 financial year (previous year: EUR 372m).

Financial position

Cash flow

Liquidity of EUR 3,277m
Operating cash flow of EUR –300m in the 2025 financial year was EUR 100m lower than the previous year's figure of EUR –200m. The decline was largely due to the lower inflow from changes in working capital compared with the previous year, which was partly offset by the inflow from income tax refunds.

Cash flow from investing activities climbed by EUR 356m in the reporting year to EUR 1,511m (previous year: EUR 1,155m). The result from equity investments (EUR 1,601m), loan and capital repayments by affiliated companies (EUR 1,906m) and sales of property, plant and equipment, mainly to affiliated companies (EUR 1,229m), was offset in particular by capital expenditure in physical and long-term financial assets (EUR 3,073m).

Cash flow from financing activities increased by EUR 622m to EUR –974m in the 2025 financial year (previous year: EUR –352m). This mainly resulted from net increases in bonds, borrower's note loans and aircraft lease liabilities (EUR 217m), as well as interest (EUR 615m) and dividend payments (EUR 359m). Net additions to loans from affiliated companies (EUR 218m) had an offsetting effect.

In total, the value of cash and cash equivalents, including the net cash flows from financing activities at Group companies, increased in the reporting year by EUR 237m to EUR –1,855m (previous year: EUR –2,092m). Current securities fell by EUR 312m to EUR 5,132m (previous year: EUR 5,444m). Liquidity thereby fell overall by EUR 75m to EUR 3,277m (previous year: EUR 3,352m).

Net assets

Total assets down by EUR 204m
Total assets as of 31 December 2025 fell by EUR 204m to EUR 46,097m (31 December 2024: EUR 46,301m). Non-current assets accounted for 68% of total assets at year-end 2025, unchanged from the previous year.

Assets

Non-current assets down by EUR 121m
Non-current assets as of 31 December 2025 fell by EUR 121m to EUR 31,159m (31 December 2024: EUR 31,280m). The item Aircraft accounted for EUR 7,368m, the same level as the previous year (previous year: EUR 7,371m). Aircraft disposals were almost offset by advance payments for new aircraft. Non-current financial assets decreased by EUR 222m compared with 31 December 2024. Capital repayments at Lufthansa Commercial Holding GmbH exceeded the capital increases in the financial year by EUR 260m. New and increased loans to affiliated companies (EUR 724m) were lower than loan repayments from affiliated companies of EUR 930m. They were partially offset by the recognition of EUR 326m in shares in the joint venture Italia Trasporto Aereo S.p.A. (ITA Airways).

Current assets up by EUR 145m
Current assets rose by EUR 145m to EUR 10,954m (31 December 2024: EUR 10,809m). The increase in inventories, other receivables and other assets was higher than the decline in cash and cash equivalents, securities and trade receivables.

T084 Balance sheet for Deutsche Lufthansa AG in accordance with HGB

in €m	31 Dec 2025	31 Dec 2024
Assets		
Intangible assets	392	329
Aircraft	7,368	7,371
Other property, plant and equipment	154	113
Financial investments	23,245	23,467
Non-current assets	**31,159**	**31,280**
Inventories	448	371
Trade receivables	592	638
Other receivables and other assets	2,770	2,223
Securities	5,132	5,444
Cash and cash equivalents	2,012	2,133
Current assets	**10,954**	**10,809**
Prepaid expenses	**179**	**183**
Deferred tax assets	**3,698**	**4,019**
Excess of plan assets over provisions for pensions	**107**	**10**
Total assets	**46,097**	**46,301**
Liabilities		
Issued capital	3,070	3,068
Capital reserve	395	318
Retained earnings	7,515	7,867
Distributable profit	396	359
Shareholders' equity	**11,376**	**11,612**
Provisions	**9,155**	**8,471**
Bonds	6,679	6,992
Liabilities to banks	472	498
Advance payments for flight documents	3,264	3,145
Liabilities to affiliated companies	9,900	10,062
Other liabilities	5,210	5,487
Liabilities	**25,525**	**26,184**
Prepaid expenses	**41**	**34**
Total assets	**46,097**	**46,301**

Liabilities

Shareholders' equity down by EUR 236m
Shareholders' equity came to EUR 11,376m as of 31 December 2025, which was EUR 236m less than in the previous year (31 December 2024: EUR 11,612m). The fall in equity is chiefly due to the dividend of EUR 359m paid in the financial year. This was offset by a capital increase of EUR 7m and the conversion right under the convertible bond for EUR 72m issued in the financial year.

The equity ratio declined by 0.4 percentage points to 24.7% (31 December 2024: 25.1%). The information required on the portfolio development of treasury shares in accordance with Section 160 Paragraph 1 No. 2 AktG is provided in the Notes ↗ Note 33.

Non-current liabilities increase by EUR 395m
The Company's non-current liabilities grew by EUR 395m to EUR 13,884m (31 December 2024: EUR 13,489m). This is mainly due to higher pension provisions linked to the negative market performance of the plan assets available to meet retirement benefit obligations and, on the other hand, to the purchase of long-term bonds.

Lower equity and current liabilities were not offset by the rise in non-current liabilities. The composition of the statement of financial position did not change significantly year-on-year. Total assets increased and long-term funding (equity and non-current liabilities) accounted for 55% of total assets as of 31 December 2025, slightly more than the previous year (31 December 2024: 54%). Non-current funds covered 81% of non-current assets as of 31 December 2025 (31 December 2024: 80%).

Current liabilities down by EUR 363m
At EUR 20,837m as of 31 December 2025, current liabilities were EUR 363m lower than at year-end 2024 (31 December 2024: EUR 21,200m). The drop in other liabilities was not offset by the increase in provisions.

Net debt up by EUR 161m
Net balance sheet debt was up by EUR 161m to EUR 3,286m (31 December 2024: EUR 3,125m). The decline in bonds (EUR –313m) and liabilities to banks (EUR –26m) was more than offset by lower cash and cash equivalents (EUR –121m) and securities (EUR –312m).

Other disclosures

Risk report

Business at Deutsche Lufthansa AG is subject to essentially the same risks and opportunities as business in the Passenger Airlines segment as presented in the consolidated financial statements. Deutsche Lufthansa AG is exposed to the risks of its equity investments and subsidiaries in proportion to its respective equity stakes. ↗ Passenger Airlines segment.

Supplementary report

The main events taking place after the reporting date are those pertaining to the Passenger Airlines segment as described in the consolidated financial statements. ↗ Events after the reporting date.

Forecast

Future business performance at Deutsche Lufthansa AG is subject to essentially the same influencing factors as Lufthansa Airlines, as presented in the consolidated financial statements. Deutsche Lufthansa AG is exposed to the performance of its equity investments and subsidiaries in proportion to its respective equity stakes.

Further information on anticipated macroeconomic developments and the performance of the business segments, as well as the assumptions on which the Group forecast is based, can be found in ↗ Forecast.

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Consolidated income statement

for the 2025 financial year

T085 Consolidated income statement

in €m	Notes	2025	2024
Traffic revenue	3	32,325	31,439
Other revenue	4	7,272	6,142
Total revenue		**39,597**	**37,581**
Changes in inventories and other own work capitalised	5	858	954
Other operating income [1]	6	2,204	2,232
Cost of materials and services	7	–23,581	–22,399
Staff costs	8	–9,667	–9,036
Depreciation, amortisation and impairments [2]	9	–2,407	–2,378
Other operating expenses [3]	10	–5,235	–5,412
Profit/loss from operating activities		**1,769**	**1,542**
Result of equity investments accounted for using the equity method	11	159	86
Result of other equity investments	11	102	103
Interest income	12	331	441
Interest expenses	12	–547	–590
Other financial items	13	106	–6
Financial result		**151**	**34**
Profit/loss before income taxes from continuing operations		**1,920**	**1,576**
Income taxes	14	–564	–176
Profit/loss from continuing operations		**1,356**	**1,400**
Profit/loss from discontinued operations	15	7	–7
Profit/loss after income taxes		**1,363**	**1,393**
Profit/loss attributable to non-controlling interests		24	13
Net profit/loss attributable to shareholders of Deutsche Lufthansa AG		**1,339**	**1,380**
“Basic”/“diluted” earnings per share in €	16	**1.12**	**1.15**

[1] This includes EUR 26m (previous year: EUR 40m) from write-backs on non-current receivables and the reversal of impairments on current receivables.
[2] This includes EUR 2m (previous year: EUR 27m) for the recognition of write-downs on non-current receivables.
[3] This includes EUR 37m (previous year: EUR 61m) for the recognition of loss allowances on current receivables.

Consolidated statement of comprehensive income

for the 2025 financial year

T086 Consolidated statement of comprehensive income

in €m	Notes	2025	2024
Profit/loss after income taxes		**1,363**	**1,393**
Other comprehensive income			
Other comprehensive income with subsequent reclassification to the income statement			
Differences from currency translation	34	–115	35
Subsequent measurement of financial assets and liabilities at fair value	34, 45	5	19
Subsequent measurement of hedges – cash flow hedge reserve	34	–1,483	1,048
Subsequent measurement of hedges – costs of hedging	34	119	–79
Other comprehensive income from equity investments accounted for using the equity method	23	–34	13
Other expenses and income recognised directly in equity		–4	3
Income taxes on items in other comprehensive income	34	331	–243
		–1,181	**796**
Other comprehensive income without subsequent reclassification to the income statement			
Revaluation of defined-benefit pension plans	35	544	177
Subsequent measurement of financial assets and liabilities at fair value		–6	1
Other expenses and income recognised directly in equity	34	7	–4
Income taxes on items in other comprehensive income	34	–368	73
		177	**247**
Other comprehensive income after income taxes		**–1,004**	**1,043**
Total comprehensive income		**359**	**2,436**
of which attributable to non-controlling interests		19	15
of which attributable to shareholders of Deutsche Lufthansa AG		**340**	**2,421**

Consolidated statement of financial position

as of 31 December 2025

T087 Consolidated statement of financial position – assets

in €m	Notes	31 Dec 2025	31 Dec 2024
Intangible assets with an indefinite useful life [1]	17	1,021	1,016
Other intangible assets	18	331	321
Aircraft and reserve engines	19, 22	19,820	18,828
Repairable spare parts for aircraft	20	2,270	2,154
Other property, plant and other equipment [2]	21, 22	3,317	2,958
Equity investments accounted for using the equity method	23	1,034	597
Other equity investments	24, 45	293	266
Non-current securities	24, 45	22	21
Loans, receivables and other assets	25, 45	1,533	852
Derivative financial instruments	45	238	821
Prepaid expenses	29	47	55
Income tax receivables		46	165
Deferred tax assets	14	2,264	2,682
Non-current assets		**32,236**	**30,736**
Inventories	26	1,645	1,606
Contract assets	27	449	395
Trade receivables and other receivables	28, 45	4,586	4,257
Derivative financial instruments	45	340	803
Prepaid expenses	29	267	254
Income tax receivables		322	501
Interest-bearing securities and similar investments	30, 45	6,988	6,698
Cash and cash equivalents	31, 45	1,160	1,790
Assets held for sale	32	401	12
Current assets		**16,158**	**16,316**
Total assets		**48,394**	**47,052**

T087 Consolidated statement of financial position – shareholders' equity and liabilities

in €m	Notes	31 Dec 2025	31 Dec 2024
Issued capital	33	3,070	3,068
Capital reserve	34	269	265
Retained earnings	34	6,553	5,477
Other neutral reserves	34	1,757	2,732
Equity attributable to shareholders of Deutsche Lufthansa AG		**11,649**	**11,542**
Non-controlling interests		62	52
Shareholders' equity		**11,711**	**11,594**
Pension provisions	35	2,364	2,692
Other provisions	36	821	791
Financial liabilities	37, 45	12,106	11,413
Contract liabilities	38	25	8
Other financial liabilities		47	39
Advance payments received, deferred income and other non-financial liabilities	39	42	43
Derivative financial instruments	45	743	332
Deferred income tax liabilities	14	594	559
Non-current provisions and liabilities		**16,742**	**15,877**
Other provisions	36	1,147	1,056
Financial liabilities	37, 45	2,421	2,810
Trade payables and other financial liabilities	41, 45	6,121	6,003
Contract liabilities from unused flight documents	40	5,389	5,183
Miscellaneous contract liabilities	40	3,084	2,954
Advance payments received, deferred income and other non-financial liabilities	42	781	709
Derivative financial instruments	45	462	272
Income tax liabilities		536	594
Liabilities in connection with assets held for sale	32	–	–
Current provisions and liabilities		**19,941**	**19,581**
Total equity and liabilities		**48,394**	**47,052**

[1] Including goodwill.
[2] This includes financial investments valued at EUR 30m (as of 31 December 2024: EUR 30m).

Consolidated statement of changes in shareholders' equity

as of 31 December 2025

T088 Consolidated statement of changes in shareholders' equity

in €m	Issued capital	Capital reserve	Neutral reserves: Market valuations of financial instruments	Neutral reserves: Currency differences	Neutral reserves: Revaluation reserve (due to business combinations)	Neutral reserves: Other neutral reserves	Total neutral reserves	Retained earnings	Equity attributable to shareholders of Deutsche Lufthansa AG	Minority interests	Total shareholders' equity
As of 31 Dec 2023	**3,063**	**258**	**560**	**1,009**	**236**	**346**	**2,151**	**4,187**	**9,659**	**50**	**9,709**
Group/minority net result	–	–	–	–	–	–	–	1,380	1,380	13	1,393
Other expenses and income recognised directly in equity	–	–	746	35	–	14	795	246	1,041	2	1,043
Total comprehensive income for the period	**–**	**–**	**746**	**35**	**–**	**14**	**795**	**1,626**	**2,421**	**15**	**2,436**
Employee share programmes	–	–	–	–	–	8	8	–	8	–	8
Reclassification of cumulative gains/losses resulting from the disposal of financial assets and liabilities measured at fair value without effect on profit or loss	–	–	–23	–	–	–	–23	23	–	–	–
Hedging results reclassified from non-financial assets to acquisition costs	–	–	–199	–	–	–	–199	–	–199	–	–199
Capital increases/reductions	5	7	–	–	–	–	–	–	12	–	12
Dividends to Lufthansa shareholders / minority interests	–	–	–	–	–	–	–	–359	–359	–13	–372
As of 31 Dec 2024	**3,068**	**265**	**1,084**	**1,044**	**236**	**368**	**2,732**	**5,477**	**11,542**	**52**	**11,594**
Consolidated net profit/loss / net profit/ loss attributable to minority interests	–	–	–	–	–	–	–	1,339	1,339	24	1,363
Other comprehensive income	–	–	–1,032	–115	–	–33	–1,180	181	–999	–5	–1,004
Total comprehensive income for the period	**–**	**–**	**–1,032**	**–115**	**–**	**–33**	**–1,180**	**1,520**	**340**	**19**	**359**
Employee share programmes	–	–	–	–	–	8	8	–	8	–	8
Reclassification of cumulative gains/losses resulting from the disposal of financial assets and liabilities measured at fair value without effect on profit or loss	–	–	85	–	–	–	85	–85	–	–	–
Hedging results reclassified from non-financial assets to acquisition costs	–	–	112	–	–	–	112	–	112	–	112
Capital increases/reductions	2	4	–	–	–	–	–	–	6	–	6
Dividends to Lufthansa shareholders/ minority interests	–	–	–	–	–	–	–	–359	–359	–9	–368
As of 31 Dec 2025	**3,070**	**269**	**249**	**929**	**236**	**343**	**1,757**	**6,553**	**11,649**	**62**	**11,711**

Consolidated cash flow statement

for the 2025 financial year

T089 Consolidated cash flow statement

in €m	Notes	2025	2024
Cash and cash equivalents as of 1 Jan		**1,790**	**1,668**
Profit/loss before income taxes [1]		1,927	1,569
Depreciation, amortisation and impairment losses on non-current assets (net of reversals)	6, 9	2,406	2,383
Depreciation, amortisation and impairment losses on current assets (net of reversals)		114	111
Net proceeds from disposal of non-current assets [1]	6, 10	–96	–182
Result from equity investments	11	–261	–189
Net interest	12	216	149
Income tax payments/reimbursements	14	61	–181
Significant non-cash expenses/income	44	–434	–244
Change in trade working capital		238	525
Change in other assets and liabilities		–134	–49
Net cash from/used in operating activities		**4,037**	**3,892**
Capital expenditure for property, plant and equipment and intangible assets	17, 18, 19, 21	–4,232	–3,657
Capital expenditure for financial investments	23, 24	–46	–86
Additions to/disposals of repairable spare parts for aircraft	20	–243	–241
Proceeds from disposal of non-consolidated equity investments		1	6
Cash inflows from disposal of consolidated equity investments	49	36	376
Cash outflows for acquisitions/capital increases of/ at non-consolidated equity investments	23, 24, 44	–358	–76
Proceeds from disposal of intangible assets, property, plant and equipment and other financial investments		1,572	878
Interest income	12	367	294
Dividends received		122	114
Net cash from/used in investing activities		**–2,781**	**–2,392**

T089 Consolidated cash flow statement (continued)

in €m	Notes	2025	2024
Purchase of securities/fund investments		–11,969	–15,470
Disposal of securities/fund investments		11,731	15,537
Net cash from/used for investing and cash management activities		**–3,019**	**–2,325**
Borrowing of financial liabilities	44	2,266	2,225
Repayment of financial liabilities	44	–2,748	–2,745
Dividends paid		–368	–372
Interest paid and similar payments	12	–788	–558
Net cash from/used in financing activities		**–1,638**	**–1,450**
Net increase/decrease in cash and cash equivalents		**–620**	**117**
Changes due to currency translation differences		–10	5
Cash and cash equivalents as of 31 Dec	31	**1,160**	**1,790**
Interest-bearing securities and similar investments	30	6,988	6,698
Liquidity		**8,148**	**8,488**
Net increase/decrease in liquidity		–340	223

[1] Including result from discontinued operations.

Notes to the consolidated financial statements

Deutsche Lufthansa AG 2025

General disclosures

1. Company information

The Lufthansa Group is a global aviation group. In the 2025 financial year, its subsidiaries and investees were organised into three business segments: Passenger Airlines, Logistics and MRO.

Deutsche Lufthansa AG has its head office in Cologne, Germany, and is filed in the Commercial Register of Cologne District Court under HRB 2168.

The declaration on the German Corporate Governance Code required by Section 161 of the German Stock Corporation Act (AktG) was issued and made available to shareholders online at www.lufthansagroup.com/declaration-of-compliance.

The consolidated financial statements of Deutsche Lufthansa AG, Cologne, and its subsidiaries were prepared in accordance with the IFRS accounting standards (IFRS) issued by the International Accounting Standards Board (IASB) which are applicable in the European Union (EU).

The commercial law provisions of Section 315e Paragraph 1 of the German Commercial Code (HGB) have also been applied. All IFRS accounting standards issued by the IASB and in effect at the time these consolidated financial statements were prepared and applied by Deutsche Lufthansa AG have been adopted by the European Commission for application in the EU. The consolidated financial statements of Deutsche Lufthansa AG are prepared in millions of euros. The financial year is the calendar year.

The accounting policies applied in the previous year have been retained. The first-time application from 1 January 2025 of the mandatory accounting standards, clarifications and interpretations had no effect or no material effect on the presentation of net assets, financial and earnings position, or on earnings per share.

The Lufthansa Group acquired a 41% equity interest in Italia Trasporto Aereo S.P.A. (ITA Airways) in January 2025. ITA Airways is classified as a joint venture on the basis of Deutsche Lufthansa AG's shareholder rights. The entity is therefore accounted for in the consolidated financial statements using the equity method. No further significant changes to the group of consolidated companies occurred. (↗ Note 49).

Taking into account corporate planning and the resultant liquidity planning, the Company's Executive Board considers the Group's liquidity to be secure for the next 18 months. The consolidated financial statements were therefore prepared on a going concern basis.

On 24 February 2026, the Executive Board of Deutsche Lufthansa AG prepared the 2025 consolidated financial statements, presented them to the Supervisory Board for review and approval and released them for publication.

2. New IFRS accounting standards and summary of significant accounting policies

IFRS accounting standards and interpretations (IFRIC) to be applied for the first time in the financial year and amendments to standards and interpretations

T090 IFRS pronouncement (applicable from the 2025 financial year)

Amendments to IAS 21, Lack of Exchangeability

Amendment to IAS 21, Lack of Exchangeability
Application of this amendment had no material effect on the presentation of net assets, financial and earnings position, or on earnings per share.

Published, but not yet mandatorily applicable IFRS accounting standards and interpretations (IFRIC) and amendments to standards and interpretations
The following standards and amendments have already been adopted by the European Union but are only mandatory in respect of financial statements after 31 December 2025:

T091 IFRS pronouncement (adopted by the EU)

	Mandatory application for financial years beginning on or after
Amendments to IFRS 9 and IFRS 7, Classification and Measurement of Financial Instruments	1 Jan 2026
Annual Improvements to IFRS, Volume 11	1 Jan 2026
Amendments to IFRS 9 and IFRS 7, Contracts Referencing Nature-dependent Electricity	1 Jan 2026
IFRS 18, Presentation and Disclosure in Financial Statements	1 Jan 2027

Currently, the amended IFRS accounting standards outlined above are not considered to have any effect at all, or any material effect, on the presentation of the net assets, financial and earnings position.

The IASB has adopted the following additional amendments to IFRS accounting standards which are not yet mandatorily applicable for the 2025 financial year and which have not yet been endorsed by the EU:

T092 IFRS pronouncement (not yet endorsed by the EU)

	Mandatory application for financial years beginning on or after
IFRS 19, Subsidiaries without Public Accountability: Disclosures	1 Jan 2027
Amendments to IFRS 19, Subsidiaries without Public Accountability: Disclosures	1 Jan 2027
Amendments to IAS 21, The Effects of Changes in Foreign Exchange Rates: Translation to a Hyperinflationary Presentation Currency	1 Jan 2027

IFRS 18, Presentation and Disclosure in Financial Statements

On 9 April 2024, the IASB published its new IFRS 18 accounting standard on the presentation of financial statements and related disclosures. The key changes relate to:

- the structure of the income statement,
- required disclosures within the financial statements for certain profit or loss performance measures that are also reported outside an entity's financial statements ("management-defined performance measures", MPMs),
- the use of operating profit or loss as the starting point for the calculation of cash flows from operating activities in the cash flow statement and
- enhanced principles on aggregation and disaggregation which apply to the primary financial statements and the notes in general.

While IFRS 18 will replace IAS 1, many of the other existing principles in IAS 1 are retained in IFRS 18. IFRS 18 will not affect the recognition or measurement of items in the financial statements. However, due to a new income statement structure, it could change what an entity reports as its operating profit or loss.

The Lufthansa Group analysed the potential effects of IFRS 18 in the reporting year and structurally prepared new accounts so that the necessary data can be collected from 2026. The analysis showed that the Lufthansa Group has no specified main business activities pursuant to IFRS 18. In addition, a decision was taken to present foreign exchange differences for intra-Group loans in the operational areas. In terms of content, a decision was also taken to no longer present the results of ineffective hedging transactions and interest income and expenses in connection with tax items in the financial result as previously reported, but rather in the operating result as defined in IFRS 18. As no reliable data is available as of the reporting date, it is not currently possible to determine with certainty the quantitative effects on the categories to be presented in the future income statement and on the MPMs.

Currently, the other new or amended IFRS accounting standards outlined above are not considered to have any effect at all, or any material effect, on the presentation of the net assets, financial and earnings position.

The Lufthansa Group has not voluntarily applied any of the new regulations mentioned above before their binding date of application. Amendments to accounting policies as a result of revised and new IFRS will be applied retrospectively, unless provided otherwise for a specific standard. In this case, the income statement for the previous year and the opening statement of financial position for the comparable period will be adjusted as if the new accounting policies had always been applied. This is subject to the adoption of these standards by the EU.

Summary of significant accounting policies
The companies included in the consolidated financial statements apply uniform accounting policies to prepare their financial statements.

The application of the accounting policies prescribed by the IFRS accounting standards requires making a large number of estimates and assumptions with regard to the future. Naturally, these may not coincide with actual future conditions. However, all of these estimates and assumptions are reviewed continually and based on either past experience and/or expectations of future events that seem reasonable in the circumstances on the basis of sound business judgement. Estimates and assumptions of material importance in determining the carrying amounts for assets and liabilities are explained in the following description of the accounting policies applied to material items of the statement of financial position.

The uncertainties resulting from the crises are vital for the general assessment of the Company's status as a going concern, but also for specific accounting judgements and estimates. Global developments in the area of security policy and international trade conflicts, as well as resulting effects on international economic relations represent risks to future business development. The same applies to activities and developments related to climate change mitigation. Such geopolitical uncertainties and the related economic consequences therefore constitute a material risk for the development of the world economy, the aviation industry as a whole and the Lufthansa Group. This may be reflected in unfavourable supply scenarios on the procurement side and/or changes in demand on the sales side, along with associated adverse price trends.

The main assumptions and estimates for the measurement of recognised assets and liabilities were based partly on the Group's liquidity and profit forecasts. Critical accounting areas that may be affected most severely by the ongoing uncertainty stemming from the crises mentioned above are:

- the carrying amounts of goodwill (↗ Note 17) and equity investments (↗ Note 23), which depend to a large degree on achieving the planned earnings,
- the carrying amounts for the aircraft (↗ Note 19), which particularly depend on profitable fleet operations.
- In view of the current uncertainties, measurement of the carrying amount for deferred tax assets (↗ Note 14), particularly on the tax loss carry-forwards, took the longer-term opportunities for using them into account.
- Accounting for obligations under customer loyalty schemes and unused flight documents (↗ Note 40) also depends on how customers redeem miles or use tickets. Related estimates are subject to uncertainty and significant in terms of the measurement of miles accounts and the estimate of amounts expected from unused flight documents and miles.

The aforementioned accounting areas could also be affected by declines in demand for air travel or higher costs due to climate-related factors. In particular, there is uncertainty about the extent to which regulatory efforts in connection with discussions about climate protection could lead to higher costs for the Lufthansa Group or the extent to which the Group can pass on higher costs to its customers. Public debate is currently focused on carbon emissions. In this context, corporate planning has factored in binding costs for emissions trading and sustainable aviation fuel (SAF), which were thus included when applying IAS 36 and in the impairment considerations in relation to deferred tax assets. Other core elements of the drive to reduce carbon emissions include the ongoing and planned modernisation of the fleet and opportunities to buy carbon offsets when booking tickets. In connection with the planning mentioned above, the assumption is that sufficient quantities of sustainable aviation fuel will be available and that a certain proportion of customers will make use of carbon offsets. The Lufthansa Group does not currently see any climate-related indications of material changes in the expected useful lives of aircraft and reserve engines. However, the debate about the influence of aviation on climate change could have a negative long-term impact on air travel and thus on planned revenue. As there are no concrete findings on this subject, no explicit assumptions have been made in the corporate planning. Over the medium to long term, however, impairment testing did not consider further market growth assumed by the industry association IATA (forecast up to 2035, as of June 2025); only the effects of inflation were included, which presumably can be partially passed on to customers.

The measurement method applied to the consolidated financial statements is based on historical cost. Where IFRS accounting standards stipulate that other methods of measurement should be applied, these are used instead and referred to specifically in the following comments on measuring assets and liabilities.

Recognition of income and expenses
Revenue and other operating income are recognised when the service has been provided.

Passenger transport and ancillary services

The Lufthansa Group sells flight tickets and related ancillary services primarily via agents, its own websites or other airlines in the case of interlining. Payments are received by the Lufthansa Group via credit card billing companies, agents or other airlines, generally before the corresponding service is provided. Receivables from the sale of flight tickets and related ancillary services are exclusively amounts payable by the business partners mentioned above.

The Lufthansa Group initially recognises all ticket sales as liabilities from unused flight documents. These are presented as contract liabilities in accordance with IFRS 15. Depending on the terms of the selected fare, the contract liabilities reflect a range of possibilities for refunding services that have not yet been provided. Liabilities include both deferred income for future flights and ancillary services recognised as revenue when the flight documents are used, plus the liabilities for award miles credited to the passenger when the flight documents are used. The Lufthansa Group allocates the transaction price to all of the performance obligations identified on the flight ticket on the basis of individual transaction prices. The individual transaction prices for flight segments are determined under IATA rules, which allocate the total price payable to individual flight segments using what is known as a prorate calculation. The amounts determined in this way correspond to the relative standalone selling price within the meaning of IFRS 15. The standalone selling prices for ancillary services not included in the fare are directly observable prices within the meaning of IFRS 15. It takes 2.7 months on average (previous year: 2.5 months) for a flight coupon to be realised. Two years after the date of a flight at the latest, flight tickets lose their validity.

The Lufthansa Group reduces liabilities from unused flight documents and recognises revenue for each flight segment (including related ancillary revenue) when the respective document is used. In the case of tickets covering more than one flight segment, each flight segment is classified as a distinct performance obligation: each one is independent and can be distinguished in the context of the contract.

Interlining means that the passenger is carried by another airline for one (or more) flight segment(s). Only the commission paid by the other airline is recognised as revenue for these flight segments, since the Lufthansa Group acts solely as an agent under these performance obligations. If passengers with tickets sold by other airlines are carried partly or fully by the Lufthansa Group, the Lufthansa Group shows the pro rata ticket income received from the other airlines less the commission retained by the ticketing airline as revenue.

Generally speaking, the Lufthansa Group does not expect to receive any amount if a flight document is not used. For this reason, it does not anticipate the possibility that documents for a flight segment will not be used. If flight documents are not used, the expected amount is only recognised as revenue where the probability that the passengers will exercise their remaining rights is low, and no later than when the expiry of flight documents is certain and known. This is done on the basis of defined passenger groups.

Revenue for award miles is recognised at the point at which the goods and services purchased with the award miles are transferred. IFRS 15 requires that income from the expiry of miles is recognised in parallel with revenue from performance obligations that do not expire. A period of three years is therefore assumed for revenue recognition; as a rule, the revenue from miles expected to expire is recognised on a straight-line basis over this time.

Logistics

Lufthansa Cargo operates a fleet of cargo aircraft and markets the freight capacities of passenger aircraft at Lufthansa Airlines, Austrian Airlines, Eurowings and Brussels Airlines. In addition to income from standard cargo services, Lufthansa Cargo generates part of its revenue from ancillary services that are closely connected to the freight service.

In its cargo business, the Lufthansa Group has identified the entire freight service as a distinct performance obligation. The contracting party receives the benefit of the transport service with each transport segment that is completed by the airline. In this case, the customer takes control of the Company's output while the carrier provides its service. The corresponding cargo revenue is therefore recognised at the prorated value when the documents for each individual freight segment are used.

Lufthansa Cargo typically receives the consideration for performing its service once the transport has been carried out.

MRO

The main distinct performance obligations in the MRO business segment are the provision of maintenance and aircraft and engine overhaul services, for which revenue is recognised over time since the condition of IFRS 15.35 (b) is generally met. Profit for these performance obligations is recognised on the basis of an input-oriented percentage of completion method, based on the services rendered as a proportion of the total volume of the customer order. Contract assets and contract liabilities are therefore both recognised. In general, the revenue is realised taking into consideration the margin shown in the business plans, which are updated annually.

In some cases, contracts in the MRO segment make it necessary not to recognise distinct services as individual performance obligations but rather as a series, as described in IFRS 15.22 (b).

Access to Lufthansa Technik's pool of spare parts and components is another key performance obligation, which is satisfied either over time or at a specific point in time, depending on the contract model agreed. Furthermore, some of the contracts include standby obligations that require the recognition of revenue over time. This is particularly the case with component contracts in which remuneration is paid in the form of a fixed rate per hour of flying time. For such contracts, the percentage of completion is primarily measured on the basis of hours invoiced to the customer each month.

A significant portion of the contracts in the MRO business segment run for several years and therefore have price adjustment clauses. These are only considered in the transaction price where an event (such as a wage increase) triggers a price adjustment.

Contract initiation costs for customer contracts will only be capitalised if the contract has a term of more than one year.

Further disclosures on the Lufthansa Group's revenue from contracts with customers can be found in ↗ Notes 3 and 4.

Operating expenses are recognised when the product or service is used or the expense arises. Provisions for warranties are generally accounted for when the corresponding revenue is recognised, while provisions for onerous contracts are generally set up when they are identified.

Interest income and expenses are accrued in the appropriate period. Dividends from shareholdings not accounted for using the equity method are recognised when a legal claim to them arises.

Initial consolidation and goodwill

The initial consolidation of Group companies takes place using the purchase method. This involves allocating to the acquisition costs an acquired company's assets, liabilities and contingent liabilities, identified and measured according to IFRS 3 rules as of the date of acquisition (purchase price allocation). The proportion of fair value of assets and liabilities not acquired is shown under non-controlling interests. Ancillary acquisition costs are recognised as expenses in the periods in which they occur.

Any excess of cost over the value of equity acquired is capitalised as goodwill. If the value of the acquirer's interest in the shareholders' equity exceeds the purchase price paid by the acquiring company, the difference is recognised immediately in profit or loss.

Differences from non-controlling interests acquired after control has been gained are set off directly against equity.

Goodwill is not amortised, and tested at least annually for impairment. Impairment testing of goodwill is carried out using recognised discounted cash flow methods. This is done on the basis of expected future cash flows from the latest business plan, which are extrapolated on the basis of long-term revenue growth rates and assumptions with regard to margin development, and are discounted for the capital costs of the business unit. Tests are performed at the level of the cash-generating unit (CGU). For the individual assumptions on which impairment tests were based in the 2025 financial year, see ↗ Note 17.

Additional impairment tests are also applied during the course of the year if events give reason to believe that goodwill could be permanently impaired.

Once an impairment loss has been recognised on goodwill, it will not be reversed in subsequent periods.

Notwithstanding the principles described above, Group companies with no material impact on the Lufthansa Group's net assets, financial and earnings position are not consolidated, but rather recognised in the consolidated financial statements at cost less any impairments.

Currency translation and consolidation methods

The financial statements of the foreign Group companies are prepared in the relevant functional currency and translated into euros before consolidation. The functional currency is usually the currency of the country in which the company concerned is located. Occasionally, the functional currency will differ from the national currency. Assets and liabilities are translated at the middle rates on the reporting date. The expense and income recognised in the consolidated income statement and the consolidated statement of comprehensive income are translated at the average exchange rates for the year. Any translation differences are recognised directly in equity without effect on profit and loss, and are only recognised in profit or loss where control is lost or the equity investment is disposed of.

Goodwill arising for foreign subsidiaries as a result of the capital consolidation is held in the functional currency of the acquired company and translated at the middle rates on the reporting date.

The flows in the consolidated cash flow statement are translated at average exchange rates for the year, while cash and cash equivalents are translated at the middle rate on the reporting date.

Transaction differences are recognised in profit or loss. These differences arise in the financial statements of consolidated companies from the measurement of assets and liabilities denominated in a currency other than the company's functional currency. Exchange rate differences here are included in revenue (exchange rate gains and losses on trade receivables) and in other operating income (other exchange rate gains) or other operating expenses (other exchange rate losses). Exchange rate effects resulting from the measurement of non-current foreign-currency receivables and financial liabilities are recognised in the financial result.

Translation differences relating to items whose fair value changes are recognised in equity are also recognised in equity without effect on profit and loss.

The most important exchange rates used in the consolidated financial statements have developed in relation to the euro as follows:

T093 Exchange rates

	2025		2024	
in €	**Balance sheet exchange rate**	**Income statement average rate**	Balance sheet exchange rate	Income statement average rate
AUD	0.57018	0.57123	0.59900	0.61056
CAD	0.62151	0.63375	0.67003	0.67558
CHF	1.07505	1.06748	1.06291	1.04702
CNY	0.12159	0.12338	0.13181	0.12815
GBP	1.14575	1.16958	1.20690	1.18181
HKD	0.10934	0.11370	0.12391	0.11814
INR	0.00947	0.01019	0.01125	0.01103
JPY	0.00544	0.00594	0.00612	0.00608
KRW	0.00059	0.00062	0.00065	0.00068
NOK	0.08479	0.08544	0.08481	0.08603
PLN	0.23681	0.23628	0.23384	0.23238
SEK	0.09252	0.09047	0.08727	0.08746
USD	0.85063	0.88629	0.96209	0.92201

The effects of intra-Group transactions are completely eliminated in the course of consolidation. Receivables and liabilities between consolidated companies are offset against one another, with intra-Group provisions reversed through profit or loss. Intra-Group profits and losses in non-current assets and inventories are eliminated – generally in connection with the internal resale of aircraft and maintenance inspections. Intra-Group income is set off against the corresponding expenses. Tax accruals and deferrals are made as required by IAS 12 for temporary differences arising from consolidation.

Other intangible assets (except goodwill)

Acquired intangible assets are shown at cost, while internally generated intangible assets from which the Lufthansa Group expects to derive future benefit and which can be measured reliably are capitalised at cost of production and amortised regularly using the straight-line method over an estimated useful life. The cost of production includes all costs directly attributable to the production process, including borrowing costs as required under IAS 23, as well as appropriate portions of production-related overheads.

Intangible assets with an indefinite useful life are not amortised but, like goodwill, are subjected to regular annual impairment tests. These essentially include brands and resellable take-off and landing rights (slots) acquired individually or as part of company acquisitions. The latter are generally allotted for an indefinite period, provided they are used regularly.

Property, plant and equipment

Tangible assets used in business operations for longer than one year are valued at their acquisition or production cost less regular straight-line depreciation. The cost of production includes all costs directly attributable to the manufacturing process as well as appropriate portions of production-related overheads. Borrowing costs closely linked to the financing of the purchase or production of a qualifying asset are also capitalised.

Key components of property, plant and equipment that have different useful lives are recognised and depreciated separately. Seats and in-flight entertainment (IFE) systems installed in commercial aircraft are recognised separately. If costs are incurred in connection with regular extensive maintenance work (e.g. overhauling aircraft and major engine overhauls), these costs are recognised as a separate component provided they meet the criteria for recognition. The useful lives and remaining carrying amounts of assets are reviewed regularly and adjusted as necessary in line with the forecast.

The Lufthansa Group is purchasing large quantities of new components for aircraft seats and IFE systems in the course of the current extensive retrofit programme (Allegris and SWISS Senses). Since the old components are derecognised in full when they are replaced in the context of these programmes, reliable information about the actual useful lives of these components is available, whereby significant differences were found to the previously assumed useful lives of six years, which were derived from earlier retrofit programmes. The useful lives of aircraft seats and IFE systems were therefore adjusted with effect from 1 January 2025.

Depreciation will take place in future over the lesser of ten years and the remaining useful life of the respective aircraft. For extensive retrofits to aircraft that are more than 16 years old at the time of the work, depreciation takes place over a remaining useful life of four years. The adjustment was made prospectively as a change in an accounting estimate in accordance with IAS 8.32. Depreciation and amortisation were reduced by EUR 21m in the 2025 financial year due to the change in the useful lives. In 2026 and 2027, depreciation is expected to decrease by EUR 8m and EUR 9m respectively. On the other hand, they will increase by EUR 14m in the following five financial years. ↗ Note 19.

The following useful lives and residual carrying amounts are applied throughout the Group:

T094 Useful lives of property, plant and equipment

Property, plant and equipment	Useful life
Buildings	45 years
Commercial aircraft and reserve engines	20 years to a residual value of 5%
Separable aircraft components and major maintenance events	3 to 10 years
Technical equipment and machinery	8 to 20 years
Other equipment, operating and office equipment	3 to 20 years

Buildings, fixtures and fittings on rented premises depreciate according to the terms of the leases or over a shorter useful life.

Assets acquired second-hand are depreciated over their expected remaining useful life.

When assets are sold or scrapped, the difference between the net proceeds and the net carrying amount of the assets is recognised as a gain or loss in other operating income or expenses, respectively.

In addition to the impairment tests for goodwill, slots and brands, individual items of property, plant and equipment and intangible assets are also tested for impairment if they are no longer intended for future use, either because they are damaged, retired or earmarked for sale. In this case, the assets are measured individually in line with the applicable standard (full write-down to scrap value, or disposal proceeds less costs to sell). When commercial aircraft are held for

service in the Lufthansa Group fleet and there is no immediate intention to sell them, they are combined with the assets of the respective operating unit for the purposes of impairment testing. The smallest separable unit (CGU) in the passenger business is the airlines' flight operations (e.g. Lufthansa Airlines and SWISS). The MRO and Logistics segments each consist of just one CGU due to the synergies between the business activities in the two segments.

Impairment losses on intangible assets and property, plant and equipment

The Lufthansa Group tests intangible assets and property, plant and equipment for impairment where events or changes in circumstances indicate that their carrying amounts exceed their "recoverable amount". The recoverable amount is defined as the higher of an asset's fair value less costs to sell and the present value of the estimated net future cash flows from continued use of the asset (value in use). Fair value less costs to sell is derived from recently observed market transactions (insofar as they are available) or, in the case of aircraft, from general external information on current market prices. If the recoverable amount for an asset is less than its carrying amount, impairment losses are recognised on the reporting date in addition to depreciation and amortisation.

If it is impossible to forecast an expected cash inflow for an individual asset, the cash inflow will be estimated for the next larger group of assets to which cash inflows largely independent of the cash inflows of other assets or groups of assets can be attributed. The calculated stream of cash flows is discounted at an interest rate reflecting the risk involved, with the recoverable amount allocated to the individual assets in proportion to their respective carrying amounts.

If the reason for an impairment loss recognised in previous years should cease to exist wholly or in part in subsequent periods, the impairment loss is reversed up to the amount of the asset's amortised acquisition or production cost.

Repairable spare parts for aircraft

Spare parts for aircraft which can be regularly repaired on a cost-effective basis are allocated to non-current assets as repairable spare parts.

The MRO business segment accounts for most of the Group's repairable spare parts. They are replaced and repaired on an ongoing basis to carry out customer orders and for the Group's own purposes, and are held in stock to support the Group's long-term business. The Group's airlines directly stockpile additional repairable spare parts.

MRO spare parts and spare parts held by the airlines are both measured at cost less depreciation. Material in the MRO business segment is depreciated over five to 20 years, depending on the expected useful life of the corresponding aircraft model. Material directly stockpiled by the airlines is depreciated in line with the expected end of the useful life of the respective fleet model and thus their expected remaining useful lives. The rolling average prices of materials are the starting point for the depreciated carrying amounts.

Leases

A lease is a contract that conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The Lufthansa Group is a lessee for certain assets, and property and aircraft in particular. In terms of property, the Group mainly leases airport infrastructure, including hangars, parking and handling spaces, lounges and offices. It also leases other office buildings as well as production and warehouse spaces. In addition, the Group uses aircraft and other operating and office equipment on the basis of leases. To the extent that these contracts include payments for non-leased components, they are not included when accounting for the right-of-use asset.

Right-of-use assets are measured at cost less accumulated depreciation and adjusted for any change in the remeasurement of the lease liability. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred and lease payments made at or before the commencement date less any lease incentives received.

The Lufthansa Group has opted not to apply IFRS 16 to intangible assets. Payments under leases with a term of no more than twelve months and leases for a contract volume of less than EUR 0.1m are recognised as expenses on a straight-line basis over the term of the lease.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease terms or the estimated useful life of the right-of-use asset in question. The lease term consists of the basic fixed term plus the term of any renewal options (to the extent that it is sufficiently probable that the lessee will exercise this option) or the term of a cancellation option where it is sufficiently probable that the lessee will not exercise the option.

If ownership of the leased asset passes to the Lufthansa Group at the end of the lease term or is included in the costs of exercising a purchase option, the right-of-use asset is depreciated on a straight-line basis over the expected useful life of the leased asset.

Impairment testing for right-of-use assets is carried out as described above for intangible assets and property, plant and equipment subject to depreciation.

At the commencement date of the lease, the Lufthansa Group recognises **lease liabilities** measured at the present value of the lease payments to be made over the term of the lease. The lease payments include fixed payments less any lease incentives owed, variable lease payments that depend on an index or a rate and any amounts expected to be paid in the context of residual value guarantees. Lease payments also include the exercise price of a purchase option or penalties for early termination if the exercise of the purchase or termination option by the lessee is reasonably certain.

The Lufthansa Group has leases that include renewal and termination options, particularly for properties. Judgement is applied when assessing the reasonable probability that the option to renew or terminate the lease will be exercised. When determining lease terms, all the facts and circumstances that offer an economic incentive to exercise renewal options or not to exercise termination options are taken into account. After the commencement date of the lease, the Lufthansa Group remeasures the lease liability if a significant event occurs or circumstances change.

Variable lease payments that do not depend on an index or a reference rate are recognised as expenses in the period in which the event or condition triggering the payment occurs.

Lease payments are generally discounted at the incremental borrowing rate. Reference interest rates based on congruent, risk-free rates in major countries and currencies were used to calculate the incremental borrowing rate. A credit risk premium was added to the respective reference rates.

When the Lufthansa Group acts as a lessor, it classifies leases as operating leases or finance leases. A lease is classified as a finance lease if it transfers essentially all the risks and rewards associated with ownership of the leased asset. If this is not the case, the lease is classified as an operating lease.

As the lessor in an operating lease, the Lufthansa Group presents the leased item as an asset at amortised cost in property, plant and equipment. Lease payments received in the period are shown as other operating income. The Lufthansa Group leases some of its properties and engines to other entities. There are currently no finance leases at the Lufthansa Group.

Accounting for sale-and-lease-back transactions depends on whether a sale has taken place or not. To assess whether this is the case, the criteria of IFRS 15 are used to determine if a performance obligation has been satisfied. If a sale has taken place, the lessee derecognises the leased item and replaces it with a right-of-use asset. A disposal gain or loss may only be recognised for the amount that relates to the rights transferred to the lessee. The remaining amount reduces the carrying amount of the recognised right-of-use asset. If the sales price does not represent the fair value of the leased item or the subsequent payments are not on market terms, corrections must be made. If the terms are below market, the difference is treated as an early lease payment; if they are above market, the difference is accounted for as a loan from the lessor. If there has been no sale according to the IFRS 15 criteria, the lessee continues to carry the asset unchanged and recognises a financial liability in the amount of the transfer price, which is accounted for in line with IFRS 9.

Equity investments accounted for using the equity method

Equity investments accounted for using the equity method are capitalised at cost at the time of acquisition.

In subsequent periods, the carrying amounts are either increased or reduced annually by changes in the shareholders' equity of the associated company or joint venture held by the Lufthansa Group. The principles of purchase price allocation that apply to full consolidation are applied accordingly to the initial measurement of any difference between the acquisition cost of the investment and the pro rata share of shareholders' equity of the company in question. An impairment test is only carried out in subsequent periods if there are indications of a potential impairment in the entire investment valuation.

Financial instruments

Within the Lufthansa Group, **financial assets** are classified in accordance with IFRS 9 as "at amortised cost", "at fair value through profit or loss", "at fair value through other comprehensive income (with and without recycling)" and "derivative financial instruments as an effective part of a hedging relationship".

The category **"at amortised cost"** consists of financial assets that are debt instruments and intended to be held to maturity in line with the company's business model. Furthermore, these instruments have fixed payment terms and meet the criteria for cash flow characteristics, i.e. contractual payments of principal and interest. For the Lufthansa Group, this item includes loans and receivables, cash in hand and bank balances in particular. They are classified as non-current or current assets according to their remaining maturity.

The category **"at fair value through profit or loss"** comprises debt instruments for which the business model envisages neither holding nor selling, or which do not pass the cash flow characteristics test. This is generally not the case for the Lufthansa Group. Equity instruments are also allocated to this category as a rule. The Lufthansa Group generally recognises shares and equity investments that are financial instruments in this category. Derivatives that do not meet the criteria for hedge accounting are also classified in this category.

Debt instruments are classified as **"at fair value through other comprehensive income (with recycling)"** when the business model envisages both holding and selling these instruments and they pass the cash flow characteristics test. For the Lufthansa Group, this applies in particular to securities held as strategic liquidity.

An option can be exercised to classify specific equity instruments as **"at fair value through other comprehensive income (without recycling)"**. The Lufthansa Group does not currently exercise this option.

In both cases, the relevant deferred taxes are recognised directly in equity.

The Lufthansa Group uses derivatives for hedging, which are classified as **"derivative financial instruments as an effective part of a hedging relationship"** provided all requirements for hedge accounting are satisfied.

Financial instruments are recognised at fair value on the settlement date, i.e. on the date that they are created or transferred. With the exception of trade receivables and financial assets at fair value through profit or loss, financial assets are capitalised at fair value plus transaction costs. Trade receivables are measured at the transaction price. The transaction costs of financial assets at fair value through profit or loss are recognised through profit or loss.

Long-term low or non-interest-bearing loans are recognised at net present value using the effective interest method. Subsequent measurement of the financial instrument depends on the classification, either at amortised cost using the effective interest method, or at fair value, through profit or loss or in equity without effect on profit and loss.

A financial asset is derecognised where the rights to payment expire or become irrecoverable, or the financial asset is transferred to a third party. A significant change in the contractual conditions for a financial instrument at amortised cost results in its derecognition and the recognition of a new financial asset. Insignificant changes result in an adjustment to the carrying amount and the financial asset is not derecognised.

Receivables denominated in foreign currencies are measured at the closing rate.

The fair value of securities is determined by the price quoted on an active market. For unlisted fixed-interest securities, the fair value is determined from the difference between the effective and the market interest rate on the measurement date.

If there are doubts as to the recoverability of receivables, then impairment losses are recognised and these receivables are recognised at the lower recoverable amount. Subsequent reversals (write-backs) are recognised in profit or loss. IFRS 9 requires that when a receivable is recognised for the first time, an expected loss is provided for, reflecting the credit risk of the receivable before a default event occurs. An external credit risk exists for the Lufthansa Group, especially in its portfolio of trade receivables, for which an expected credit loss is recognised.

Derivative financial instruments are measured at fair value on the basis of published market prices. If there is no quoted price on an active market, other appropriate valuation methods will be applied. Appropriate valuation methods take account of all factors that independent, knowledgeable market participants would consider in arriving at a price and that constitute recognised, established economic models for calculating the price of financial instruments.

In accordance with its internal guidelines, the Lufthansa Group uses derivative financial instruments to hedge interest rate and exchange rate risks, and to hedge fuel price risks. This is based on the hedging policy defined by the Executive Board and monitored by a committee. ↗ Note 45.

Forward transactions are entered into to hedge the foreign currency fluctuation risk. Interest rate swaps and interest rate/currency swaps are used to manage interest rate risks. Interest rate/currency swaps also hedge exchange rate risks linked to borrowing in foreign currencies.

Fuel price hedging takes the form of option combinations for crude oil and gas oil. To a limited extent, hedging is also undertaken for other products, such as jet fuel futures contracts.

Hedging transactions are used to secure either fair values (fair value hedge) or future cash flows (cash flow hedge).

To the extent that the financial instruments used qualify as effective cash flow hedging instruments within the scope of a hedging relationship in accordance with the provisions of IFRS 9, fluctuations in market value will not affect the result for the period during the term of the derivative. They are recognised without effect on profit and loss in the corresponding reserves. If the hedged cash flow is an investment, the result of the hedging transaction that has previously been recognised in equity is set off against the cost of the capital expenditure at the time the underlying transaction matures. In all other cases, the cumulative gain or loss previously stated in equity is included in net profit or loss for the period on maturity of the hedged cash flow.

In the case of effective hedging of fair values that are designated as a fair value hedge, the changes in the market value of the hedged asset or hedged debt and those of the financial instrument will balance out almost completely in the income statement.

Derivatives that do not meet the criteria for hedge accounting are presented in the category “at fair value through profit or loss”. Changes in fair value are then recognised directly in the income statement. For the Lufthansa Group, this generally occurs when the exposure or item being hedged cannot be measured reliably or the exposure ceases to exist prematurely over the course of the hedge.

Embedded derivatives – to the extent that they should, but cannot, be separated from the financial host contract – are also considered together with these as trading transactions for measurement purposes. Changes in market value are also recognised directly as profit or loss in the income statement. Both types must be classified as financial assets stated at fair value through profit or loss.

It is the Lufthansa Group’s hedging policy (↗ Note 45) only to acquire effective derivatives for the purpose of hedging interest rate, exchange rate and fuel price risks.

Initial recognition of **financial guarantees** to third parties is at fair value. Thereafter, financial guarantees are either measured in the category “at fair value through profit or loss” or at the higher of the originally recognised amount, less any cumulative amortisation through profit or loss in line with IFRS 15 or the value of the contractual obligation measured in line with IAS 37.

Emissions certificates

CO_2 emissions certificates are recognised as intangible assets and stated under other receivables. Rights, both those purchased and those allocated free of charge, are measured at cost and not amortised.

Contract assets and receivables

Contract assets represent contractual claims to receive payments from customers where the contractual performance obligations have already been fulfilled but no unconditional payment claim has yet been incurred. Receivables are recognised where the right to receive consideration is no longer subject to conditions. This is generally the case when the Group is contractually entitled to send the customer an invoice. Contract assets mainly relate to production or service contracts for MRO and IT services. Impairments are made on the respective gross amounts of expected payment defaults.

Inventories

The “Inventories” item comprises assets used in production or the provision of services (raw materials, consumables and supplies), purchased merchandise, finished and unfinished goods and related advance payments. In particular, this item shows spare parts for aircraft earmarked for resale or which will be used within the scope of the provision of services. They are measured at cost, determined on the basis of average prices, or at production costs. The cost of production includes all costs directly attributable to the production process, and includes borrowing costs as required under IAS 23 as well as appropriate portions of production-related overheads at normal productivity rates. Measurement on the reporting date is at the lower of acquisition/production cost and net realisable value. Net realisable value is defined as the estimated selling price less the estimated cost until completion and the estimated costs necessary to make the sale. If there are indicators of future inability to pay, corresponding impairments are made.

Assets classified as held for sale and discontinued operations

Individual, formerly non-current assets or groups of assets whose sale within the next twelve months is highly probable are measured at the lower of their carrying amount at the time they are reclassified or at fair value less costs to sell. Fair value less costs to sell is derived from recent market transactions, if available.

Depreciable assets are no longer depreciated or amortised and measurement of the carrying amount of investees accounted for using the equity method is suspended once they are classified as held for sale or distribution. While the impairment charge from the last measurement before reclassification is recognised as an impairment loss, all subsequent changes in the measurement of current assets held for sale, for instance due to exchange rate movements, are shown in other operating expenses or income.

Discontinued operations are not included in the result of continuing operations, but are presented in the income statement in a separate item as the result from discontinued operations after taxes.

Cash and cash equivalents

Cash and cash equivalents comprise cash in hand, cheques received and credit balances at banks. Cash equivalents are financial investments that can be liquidated at short notice. At the time of purchase or investment, they have a maturity of three months or less.

Pension provisions

The pension provisions for defined benefit plans correspond to the present value of the defined benefit obligations (DBO) on the reporting date less the fair value of plan assets, if necessary taking into account the rules on the maximum surplus of plan assets over the obligation (asset ceiling).

The DBO is calculated annually by independent actuaries using the projected unit credit method prescribed in IAS 19 for defined benefit pension plans. The measurement of pension provisions within the statement of financial position is based on a number of actuarial assumptions.

In particular, the measurement of these provisions requires assumptions about long-term salary and pension trends as well as average life expectancy. The assumptions about salary and pension trends are based on developments observed in the past and take into account national interest and inflation rates as well as labour market trends. The estimate of average life expectancy is based on recognised biometric calculation formulas.

The interest rate used to discount individual future payment obligations is based on the return from investment grade corporate bonds in the same currency. The discount rate for the euro zone is determined by reference to bonds with an issue volume of at least EUR 100m and an AA rating from at least one of the rating agencies of Moody’s Investors Service, Fitch Ratings or Standard & Poor’s Rating Services. Due to the tight market conditions for long-term corporate bonds, the yields of bonds from public issuers in the euro zone are also included in an extrapolation for long maturities to improve the estimation method.

Actuarial gains and losses arising from the regular adjustment of actuarial assumptions are recognised directly in equity in the period in which they arise, taking deferred taxes into account. Differences between the interest income at the beginning of the period calculated on plan assets based on the interest rate used to discount the pension obligations and the earnings from plan assets actually recorded at the end of the period are also presented without effect on profit and loss. The actuarial gains and losses and any difference between the forecast result and the actual result from plan assets form part of the remeasurement.

Past service cost and effects of plan settlements are recognised immediately in profit and loss.

Capital account plans are measured using the market value of the assets assigned to the individual capital accounts as of the reporting date, whereby the present value of the minimum benefit payable when the beneficiary becomes entitled to the benefit is compared with the amount of contributions already paid in, measured using the assumptions for the benefit plans. Additional risk premiums that the employer contributes to insure against early entitlements are included in the current service cost.

Payments to pension providers for defined contribution retirement commitments for which the pension provider or the beneficiary assumes the financial risks are recognised in staff costs as they fall due.

Other provisions

Other provisions are recognised for present legal and constructive obligations to third parties arising from past events that will probably give rise to a future outflow of resources provided that a reliable estimate can be made of the amount of the obligations as of the reporting date.

The amount of the provision is determined using the best estimate. Past experience, current cost and price information as well as estimates from internal and external experts are used to determine the amount of provisions.

Provisions for maintenance obligations under leases are recognised on the basis of the contractual maintenance or compensation obligations, comparing the current maintenance condition with the agreed condition on return.

Provisions for obligations to submit emissions certificates are measured on the basis of the average acquisition costs of the certificates intended for submission to the respective register. If forward contracts for emission rights are taken out to cover the submission obligation, they are included in the measurement of the provision at the agreed forward rates. Any additional shortfalls are included in the provision at the market rate on the reporting date.

The management regularly analyses the current information on legal risks and makes provisions for probable obligations. These provisions cover estimated payments to the claimant, court and procedural costs as well as the costs of lawyers and any out-of-court settlements. Internal and external lawyers assist with the estimate. When deciding on the necessity of a provision for litigation, the management takes into account the probability of an unfavourable outcome and the chance of making a sufficiently accurate estimate of the amount of the obligation. The commencement of legal proceedings, the formal assertion of a claim against the Group or the disclosure of certain litigation in the Notes does not automatically mean that a provision was created for the risk concerned. A ruling in court proceedings, a decision by a public authority or an out-of-court settlement may cause the Group to incur expenses for which no provision has been made because the amount could not be reliably determined, or for which the provision created and the insurance coverage is insufficient.

Provisions for restructuring and severance payments are recognised when at least a constructive obligation applies for corresponding measures. The prerequisites for this are an adopted formal restructuring plan that includes the affected business unit or the affected part of a business unit, the location and number of employees affected, the detailed estimate of associated costs and the time schedule. In addition, the key points of the plan must have been communicated to the employees concerned. The restructuring provisions only include expenses directly attributable to the restructuring measures that are necessary for the restructuring and are not related to the future operating business. This includes, for example, expenses for severance payments to employees.

Provisions for onerous contracts are recognised on the basis of directly attributable costs and income expected, as well as any opportunities to terminate the relevant contracts early.

Provisions for obligations that are not expected to lead to an outflow of resources in the following year are recognised in the amount of the present value of the expected outflow, taking foreseeable price rises into account.

The assigned value of provisions is reviewed on each reporting date. Provisions in foreign currencies are translated at the closing rate.

If no provision could be recognised because one of the stated criteria was not fulfilled, the corresponding obligations are shown as contingent liabilities and discussed in the relevant section.

Liabilities

Trade payables and other financial liabilities are initially recognised at fair value, whereby fair value is generally equal to the carrying amount.

Measurement in subsequent periods is at amortised cost using the effective interest method.

Liabilities denominated in foreign currencies are measured at the closing rate.

Obligations from **cash-settled share-based payment transactions** are measured at fair value in accordance with IFRS 2. Fair value is measured on initial recognition, at every reporting date and on the settlement date. Fair value is derived using a Monte Carlo simulation. The liability is recognised on the basis of the resulting fair value, taking the remaining term of the programme into account. Changes are recognised as staff costs in profit or loss.

Obligations from share-based **equity-settled remuneration** are measured at fair value, applying a suitable valuation model at the time of the award. These costs, together with a corresponding increase in equity (other neutral reserves) are recognised in expenses for employee benefits over the period in which the service conditions and the performance conditions, if any, are satisfied (vesting period). The diluting effect of the outstanding share options is taken into account when calculating (diluted) earnings per share. Details of the assumptions used for the model and the structure of the share programmes can be found in ↗ Note 39.

Contract liabilities

A contract liability is an obligation on the part of the Group towards a customer to provide goods or services for which the customer has already performed an obligation (such as making an advance payment). Contractual liabilities are recognised as revenue when the Group fulfils its contractual obligations. The Group's contract liabilities consist of liabilities from unused flight documents, unredeemed miles from customer loyalty programmes, construction contracts and other contract liabilities.

Until they are used, sold flight documents are recognised as an **obligation from unused flight documents**. Coupons that are unlikely to be used any more are recognised as traffic revenue in the income statement at their estimated value. The estimate is based on past statistical data.

The Lufthansa Group uses various bonus miles programmes with the aim of ensuring long-term **customer loyalty**. Participants in the Miles & More programme can collect and redeem bonus miles for flights with airlines in the Lufthansa Group, and with numerous partners (including other airlines, hotels, global car hire companies, financial and insurance providers, telecommunications companies, retailers, automobile clubs, etc.). Miles expire three years after they are collected in accordance with the terms of membership, unless they are protected by frequent flyer status or credit card use.

Observable past redemption patterns are used to measure the premium claims that are collected on flights with airlines in the Lufthansa Group. Miles that are expected to be used for flights with airlines of the Lufthansa Group are measured according to the average price of the premium flight or upgrade for the average number of miles used. The price is calculated on the basis of past redemption patterns, weighted for the various geographic regions and booking classes. In addition, corrections are made to account for the reduced flexibility of premium flights and the fact that miles are not granted in this case, by comparison with non-award tickets. Miles that are expected to be redeemed for other bonuses are measured at the average price for these bonuses and the average number of miles redeemed. The prices for additional miles are recalculated every year and applied to all additions in that year. Consumption of miles is measured using the average rate for total miles at the beginning of the year (same as the previous year).

Premium points collected from other partners are measured at the amounts paid by these partners in relation to the average number of miles collected and redeemed.

The calculation method for the legal and economic expiry rate entails calculating the expiry rate from the values observed in prior years, increased or decreased as necessary by reference to past trends or future enhancements to the programme.

Government grants

Government grants are recognised at fair value when there is reasonable assurance that the grant will be received and that the Group will fulfil all conditions attached to such grants.

Government grants for the acquisition of property, plant and equipment are included in other liabilities as deferred income and recognised in other operating income on a straight-line basis over the estimated useful life of the corresponding asset. Non-monetary assets are only recognised in the income statement when the necessary eligibility criteria have been fulfilled. Until then, the corresponding amounts are also shown under deferred income.

Current income taxes

The Lufthansa Group is liable for income tax in various countries. Material assumptions are necessary to calculate the income tax liabilities. For certain transactions and calculations, the final taxation cannot be assessed definitively in the course of normal business. The amount of the liability that may arise from the findings of expected future tax audits is based on estimates of whether additional income taxes will be owed, and if so, at which amount. The assumptions underlying the estimates are continually reviewed and adjusted as necessary. Nevertheless, different tax payments may occur in the period in which the final tax determination is made.

Tax assets/liabilities

Claims and obligations in respect of tax authorities that are uncertain with regard to their probability of occurrence and/or amount are recorded as tax assets or liabilities on the basis of the most likely or expected value. Any contingent liabilities or assets existing in this context are addressed separately as needed.

Deferred tax items

In accordance with IAS 12, deferred taxes are recognised for all temporary differences between the statements of financial position with regard to the tax of individual companies and the consolidated financial statements. Tax loss carry-forwards are recognised to the extent that the deferred tax assets are likely to be used in the future. Company earnings forecasts and specifically planned, realisable tax strategies are used to determine whether deferred tax assets are usable, i.e. whether they have a value that can be realised. The planning period used to assess this probability is determined by the individual Group company according to the specific circumstances; it is generally four years unless there is convincing evidence of possible prolonged use beyond the general horizon of the official Group planning. Impairment testing for loss carry-forwards and deferred tax assets in Germany and Austria has been conducted while considering qualitative indicators for longer periods of use. Other factors in the assessment include the reason for losses, the existence of a history of losses and prudence in considering future risks in the respective plans. In general, for entities with a history of operating losses not due to singular, external factors, no deferred taxes were recognised for tax loss carry-forwards. ↗ Note 14.

Notes to the consolidated income statement

3. Traffic revenue

In the consolidated income statement, the Lufthansa Group attributes revenue to the segments of Passenger Airlines, Logistics, MRO and Additional Businesses and Group Functions.

Table T095 provides a breakdown of traffic revenue according to the different business models.

T095 Traffic revenue by sector 2025

in €m	Total	Europe [1]	North America [1]	Central and South America [1]	Asia and Pacific [1]	Middle East [1]	Africa [1]
Passenger Airlines [2]	29,136	20,090	5,720	545	1,874	409	498
Lufthansa Airlines	15,723						
SWISS [3]	6,386						
Austrian Airlines	2,433						
Brussels Airlines	1,578						
Eurowings	3,016						
Logistics	3,189	1,350	312	103	1,292	33	99
Total	**32,325**	**21,440**	**6,032**	**648**	**3,166**	**442**	**597**

[1] Traffic revenue is allocated according to the original location of sale.
[2] Traffic revenue includes cargo revenue of SWISS; this is shown in the reconciliation column in the segment reporting.
[3] Item includes both passenger revenue and cargo revenue.

T095 Traffic revenue by sector 2024

in €m	Total	Europe [1]	North America [1]	Central and South America [1]	Asia and Pacific [1]	Middle East [1]	Africa [1]
Passenger Airlines [2]	28,385	19,612	5,445	523	1,963	394	448
Lufthansa Airlines	15,309						
SWISS [3]	6,367						
Austrian Airlines	2,360						
Brussels Airlines	1,476						
Eurowings	2,873						
Logistics	3,054	1,272	298	93	1,253	39	99
Total	**31,439**	**20,884**	**5,743**	**616**	**3,216**	**433**	**547**

[1] Traffic revenue is allocated according to the original location of sale.
[2] Traffic revenue includes cargo revenue of SWISS; this is shown in the reconciliation column in the segment reporting.
[3] Item includes both passenger revenue and cargo revenue.

The increase in traffic revenue was due to higher sales. Lower yields for certain routes have had a negative impact.

Traffic revenue of EUR 32,325m (previous year: EUR 31,439m) includes cargo and mail revenue of EUR 3,701m (previous year: EUR 3,569m). The Logistics business segment accounted for EUR 3,189m (previous year: EUR 3,054m) of this amount. Other cargo and mail revenue of EUR 513m (previous year: EUR 515m) stems from marketing belly capacities on passenger flights by SWISS.

4. Other revenue

Table T096 provides a breakdown of other revenue by category (type of service) and geographical distribution.

T096 Other revenue by sector 2025

in €m	Total	Europe [1]	North America [1]	Central and South America [1]	Asia and Pacific [1]	Middle East [1]	Africa [1]
MRO	6,044	1,620	2,120	284	1,365	423	232
MRO services	5,384						
Other revenue	660						
Passenger Airlines	624	563	27	2	26	2	4
Logistics	166	96	47	1	14	8	–
Additional Businesses and Group Functions	438	300	50	19	43	15	11
IT services	341						
Travel management	–						
Other	97						
Total	**7,272**	**2,579**	**2,244**	**306**	**1,448**	**448**	**247**

[1] Other revenue is allocated according to the original location of sale.

T096 Other revenue by sector 2024

in €m	Total	Europe [1]	North America [1]	Central and South America [1]	Asia and Pacific [1]	Middle East [1]	Africa [1]
MRO [2]	4,898	1,410	1,675	199	1,105	331	178
MRO services	4,281						
Other revenue	617						
Passenger Airlines	521	463	27	2	23	2	4
Logistics	159	92	48	1	11	7	–
Additional Businesses and Group Functions [2]	564	402	52	20	57	23	10
IT services	335						
Travel management	152						
Other	77						
Total	**6,142**	**2,367**	**1,802**	**222**	**1,196**	**363**	**192**

[1] Other revenue is allocated according to the original location of sale.
[2] Figures adjusted due to the reclassification of the Lufthansa Industry Solutions Group from the MRO segment to Additional Businesses and Group Functions.

MRO services make up the majority of external revenue in the MRO business segment. Other revenue in the MRO business segment – from the sale of material and hiring out material and engines, as well as logistics services – classified as other services.

Other revenue also includes revenue from customer contracts that are fulfilled over a given period. These are mainly MRO and IT services.

5. Changes in inventories and work performed by entity and capitalised

T097 Changes in inventories and work performed by entity and capitalised

in €m	2025	2024
Increase/decrease in finished goods and work in progress	1	49
Other own work capitalised	857	905
	858	**954**

Other own work capitalised relates to aircraft and engine overhauls carried out within the Group. The decline is chiefly due to a smaller number of capitalisable maintenance events.

6. Other operating income

T098 Other operating income

in €m	2025	2024
Foreign exchange gains	963	918
Income from the reversal of provisions and accruals	365	296
Compensation received for damages	154	161
Income from the disposal of non-current assets	99	212
Services provided by the Group	66	43
Rental income	44	36
Other operating income	513	566
	2,204	**2,232**

Foreign exchange gains (excluding financial liabilities) mainly include gains from differences between the average rate for the month as of the transaction date and the payment date, along with foreign exchange gains from measurement at the closing rate. Income from exchange rate hedging is also recognised here. Correspondingly, foreign exchange losses from these transactions are reported under other operating expenses. ↗ Note 10. The foreign currency effects of financial liabilities are recognised in other financial items as net results from exchange rate hedging relationships for financial liabilities.

Income from the reversal of provisions and accruals relates to a number of provisions and accruals recognised in previous years that have not been fully used. Significant reversals related to accruals for products and services, and to provisions for legal disputes and maintenance obligations. Expenses from insufficient provisions recognised in prior years are presented together with the primary expense type to which they relate.

Income from compensation for damages stems mainly from compensation from suppliers for quality defects, compensation awarded following litigation and insurance payments for insured losses.

Income from the disposal of non-current assets includes EUR 50m in book gains on aircraft sold (previous year: EUR 102m). This income was primarily generated in connection with the sale and lease-back of 15 aircraft from the Airbus A320 family and four Airbus A350s. ↗ Note 22. This item also includes income from the retrospective adjustment to the disposal proceeds for the AirPlus group in the amount of EUR 28m.

The increase in revenue from Group services relates mainly to the cost charges in connection with the integration of ITA Airways.

The Lufthansa Group recognised rental and lease income of EUR 44m in 2025 (previous year: EUR 36m). Table T099 shows the contractual lease payments for future periods.

T099 Contractual lease payments (lessor)

in €m	31 Dec 2025	31 Dec 2024
up to 1 year	22	21
more than 1 year to 2 years	14	13
more than 2 years to 3 years	9	13
more than 3 years to 4 years	6	8
more than 4 years to 5 years	5	5
more than 5 years	43	41

Miscellaneous other operating income includes items not attributable to any of the aforementioned categories.

7. Cost of materials and services

T100 Cost of materials and services

in €m	2025	2024
Aircraft fuel and lubricants	7,271	7,785
Other raw materials, consumables and supplies	3,756	3,189
Purchased goods	81	77
Total cost of raw materials, consumables and supplies and of purchased goods	**11,108**	**11,051**
Fees and charges	5,541	5,020
External MRO services	3,025	2,600
In-flight services	1,241	1,144
Charter expenses	1,197	1,073
External IT services	385	427
Flight irregularities	229	364
Other purchased services	855	720
Total cost of purchased services	**12,473**	**11,348**
	23,581	**22,399**

The increase in the cost of materials and services is largely due to the growth in business volume, price increases for government-levied aviation security and airport fees, higher purchasing prices in the MRO business segment and higher expenses for emissions certificates. The order volume awarded to joint venture partners and external third parties also increased, driven by Lufthansa Technik's revenue growth. For this reason, expenses for external MRO services increased. They were offset by lower prices for fuel and reduced expenses in connection with irregularities in flight operations.

Depreciation and impairment on repairable spare parts are also reported within expenses for other raw materials, consumables and supplies. In the 2025 financial year, as in the previous year, there were no impairment losses or valuation allowances.

Expenses for flight irregularities includes accommodation and meals in the case of delays, for instance, or payments for damaged luggage. Direct compensation payments to customers of EUR 244m (previous year: EUR 479m) are recognised as a reduction in traffic revenue in accordance with IFRS 15.

Other purchased services include expenses from the new tour operator business at Eurowings, costs for lounge operations, licence fees in the maintenance business and costs in connection with the miles programme.

8. Staff costs

T101 Staff costs

in €m	2025	2024
Wages and salaries	7,768	7,289
Social security contributions	1,200	1,092
Expenses for retirement benefits and other employee benefits	699	655
	9,667	**9,036**

The increase in staff costs has mainly resulted from the almost 3% rise in the number of employees, salary increases under collective bargaining agreements and accruals for bonus payments.

T102 Employees

	Average for the year 2025	Average for the year 2024	As of 31 Dec 2025	As of 31 Dec 2024
Ground staff	55,757	53,909	56,160	54,363
Flight staff	45,758	44,668	45,410	45,486
Staff	**101,515**	**98,577**	**101,570**	**99,849**
Trainees	1,586	1,713	1,685	1,860
	103,101	**100,290**	**103,255**	**101,709**

The annual average is calculated pro rata temporis from the time companies are first consolidated or deconsolidated. The previous year's annual average includes 616 employees at AirPlus.

9. Depreciation, amortisation and impairment

Total depreciation, amortisation and impairment came to EUR 2,407m (previous year: EUR 2,378m).

T103 Depreciation, amortisation and impairment

in €m	2025	2024
Amortisation of other intangible assets	76	86
Depreciation of aircraft	1,908	1,867
Depreciation of other property, plant and equipment	385	384
Total amortisation/depreciation	**2,369**	**2,337**
Impairment of goodwill	–	–
Impairment of other intangible assets	7	–
Impairment of aircraft and reserve engines	27	13
Impairment of other property, plant and equipment	2	1
Impairment of right-of-use assets	–	–
Impairment of financial investments	2	27
Total impairment	**38**	**41**
Total depreciation, amortisation and impairment	**2,407**	**2,378**

The slight increase in depreciation and amortisation reflects the aircraft and reserve engines received as well as right-of-use assets for aircraft and reserve engines.

In the 2025 financial year, impairment losses of EUR 38m related to Passenger Airlines (EUR 34m), the MRO business segment and Additional Businesses and Group Functions (EUR 2m respectively).

No impairment losses were recognised in other operating expenses or in the result of investments accounted for using the equity method (previous year: EUR 11m).

10. Other operating expenses

T104 Other operating expenses

in €m	2025	2024
Staff-related expenses	1,063	1,029
Foreign exchange losses	854	1,030
Rental and maintenance expenses	733	655
Sales commission paid to agencies	349	364
Commissions for credit cards	334	327
Expenses for computerised distribution systems	332	342
Advertising and sales promotions	324	324
Auditing, consulting and legal expenses	288	296
Other services	238	236
Insurance premiums for flight operations	63	68
Communications costs	48	60
Other taxes	47	54
Impairment on receivables	37	61
Losses on disposal of non-current assets	8	20
Other operating expenses	517	546
	5,235	**5,412**

The decline in other operating expenses stems mainly from lower foreign currency losses.

Staff-related expenses also include travel and training costs for Group employees and the costs of outside staff.

Foreign exchange losses (excluding financial liabilities) mainly consist of losses from exchange rate differences between monthly average rates on the transaction date and on the payment date, expenses from exchange rate hedges and foreign exchange losses from measurement at the exchange rate on the closing date. ↗ Note 6. The foreign currency effects of financial liabilities are recognised in other financial items as the net result of exchange rate hedging relationships for financial liabilities.

Rental and maintenance expenses include, in particular, rent payments for non-capitalised IT equipment and the maintenance thereof in the amount of EUR 360m (previous year: EUR 337m) along with other maintenance expenses for properties of EUR 197m (previous year: EUR 180m).

The impairment on receivables of EUR 30m (previous year: EUR 43m) mainly related to customer receivables at direct risk of default. Impairments of EUR 5m (previous year: EUR 8m) were also recognised for general default risks applying the expected credit loss model defined in IFRS 9.

Of consulting and legal expenses, a total of EUR 4m (previous year: EUR 15m) relates to costs in connection with company transactions.

11. Result from equity investments

T105 Result from equity investments

in €m	2025	2024
Result of joint ventures accounted for using the equity method	132	63
Result of associated companies accounted for using the equity method	27	23
Result of equity investments accounted for using the equity method	**159**	**86**
Dividends from other joint ventures	8	7
Dividends from other associated companies	4	2
Income from profit transfer agreements	64	58
Expenses from loss transfer agreements	–11	–13
Dividends from other equity investments	37	49
Result of other equity investments	**102**	**103**
	261	**189**

The increase in the result of joint ventures accounted for using the equity method stems mainly from the pro rata result at Italia Trasporto Aereo, S.p.A. (ITA Airways), which was consolidated for the first time in the reporting year. It was offset by the lower pro rata result from Günes Ekspres Havacilik Anonim Sirketi (SunExpress). The other entities accounted for using the equity method improved their results year-on-year by a total of EUR 36m.

The result of joint ventures accounted for using the equity method does not include any impairment losses (previous year: EUR 11m).

Income and expenses from profit and loss transfer agreements include apportionments of taxes.

12. Net interest

T106 Net interest

in €m	2025	2024
Income from other securities and non-current financial loans	7	7
Other interest and similar income	324	434
Interest income	**331**	**441**
Interest expenses on pensions obligations	–90	–94
Interest expenses on other provisions	–20	–20
Interest and similar expenses	–437	–476
Interest expenses	**–547**	**–590**
	–216	**–149**

Net interest includes interest income and interest expenses – calculated using the effective interest method in accordance with IFRS 9 – from financial assets and liabilities not classified as at fair value through profit or loss.

Net interest declined by EUR 67m year-on-year. Interest income was down by EUR 110m, above all due to lower interest income for tax refunds in connection with tax audits. Interest expenses fell by EUR 43m, in particular due to lower interest expenses for aircraft financing.

13. Other financial items

T107 Other financial items

in €m	2025	2024
Result of fair value hedges – change in fair value of hedged transactions	181	–108
Result of fair value hedges – change in fair value of hedging instruments	–193	106
Ineffective portion of derivatives used as cash flow hedges	8	–65
Result of derivatives classified as “at fair value through profit or loss”	–4	–3
Result of measuring securities classified as at fair value through profit or loss	16	124
Exchange rates effects from financial liabilities	98	–60
	106	**–6**

In 2025, as in the previous year, contrary changes in the fair value of hedged items and hedge instruments in fair value hedges resulted in what was almost a break-even result.

The decline in the item for securities measured “at fair value through profit or loss” is attributable to negative effects from the market valuation through profit or loss of the issued convertible bond (EUR –13m, previous year: EUR 49m) and to lower income from securities investments (EUR 29m, previous year: EUR 75m).

There were positive exchange rate effects of EUR 98m from unhedged financial liabilities in the 2025 financial year, particularly from the changes in the US dollar exchange rate.

14. Income taxes

Tax expenses of EUR 564m (previous year: EUR 176m) were incurred in the 2025 financial year. These are made up as follows:

T108 Income taxes

in €m	2025	2024
Current income taxes	179	–147
of which attributable to 2025	257	213
of which attributable to previous years	–78	–360
Deferred taxes	385	323
of which from temporary differences	52	106
of which from loss carry-forwards	333	217
	564	**176**

Current income taxes include corporation tax, the solidarity surcharge, trade tax, the minimum tax and other income taxes paid outside Germany.

The tax rates used to calculate deferred taxes abroad in the 2025 financial year were unchanged from the previous year at 3.5% to 35.0%. For measuring deferred taxes, the relevant taxation rules in force or adopted as of the balance sheet date are used.

Deutsche Lufthansa AG, as the ultimate parent company that is domiciled for tax purposes in Germany, falls within the scope of the Act to Ensure a Global Minimum Taxation for Corporate Groups since it exceeds the applicable limits. Affected foreign business entities (subsidiaries, permanent establishments and joint ventures) are subject to local minimum tax laws insofar as national legislation has been implemented in the countries in question. Foreign business entities without national minimum tax legislation fall within the scope of the German Minimum Tax Act at the level of the ultimate parent company via the “income inclusion rule” (IIR). On the basis of the available tax information for specific countries, the Lufthansa Group has recognised an income tax provision of EUR 45m (previous year: EUR 30m) for the 2025 financial year in profit or loss. Tax effects that could result from the application of the rules on global minimum taxation are not taken into account when measuring the amount of deferred tax assets and liabilities to be recognised.

Table T109 shows the reconciliation from the expected to the effective, recognised tax expense. The expected tax expense is calculated by multiplying profit before income taxes by a tax rate of 25% (previous year: 25%). This rate is calculated as the average estimated value for the tax group of the Group parent company, made up of a tax rate of 15.825% (previous year: 15.825%) for corporation tax/solidarity surcharge and 9.175% for trade tax (previous year: 9.175%). The portion of trade tax related to foreign air transport operations is deducted when calculating the trade tax rate, particularly in the case of the Group parent company with its head office in Germany.

T109 Tax reconciliation

	2025		2024	
in €m	**Basis of assessment**	**Tax expenses**	Basis of assessment	Tax expenses
Expected income tax expenses	1,927	482	1,569	392
Non-taxable profits/losses on disposal	36	–9	67	–17
Non-deductible costs	145	36	134	34
Non-taxable income and effects from equity investments	175	–44	139	–35
Other non-taxable income	555	–139	431	–108
Difference between local taxes and the deferred tax rates of the Group parent company as well as effects of changes in tax rates	–	341	–	50
Taxes from other periods	–	–131	–	–316
of which current taxes	–	–78	–	–360
of which deferred taxes	–	–53	–	44
Effects from recognised/unrecognised deferred tax assets	–	28	–	176
Recognised income tax expenses	**–**	**564**	**–**	**176**

The assessment base for the expected income tax expenses comprises profit before tax from continuing operations of EUR 1,920m (previous year: EUR 1,576m) and the profit before tax from discontinued operations of EUR 7m (previous year: loss of EUR 7m). As in the previous year, of the income tax expenses shown, EUR 564m (previous year: EUR 176m) is entirely attributable to taxes on continuing operations.

The Act for an Immediate Tax Investment Programme to Strengthen Germany as a Business Location was adopted in July 2025 and cuts the corporation tax rate in increments from 15% to 10% in the years 2028 to 2032. Measurement of medium and long-term temporary differences and tax loss carry-forwards was analysed and adjusted based on the timing of the expected reversal in the respective differences or the use of the tax loss carry-forwards, and the tax rate specific to that year. This resulted in a total reduction of EUR 447m in the deferred tax assets recognised in the consolidated statement of financial position. EUR 224m of the total stemmed from the remeasurement of deferred taxes on loss carry-forwards and EUR 223m from temporary differences. EUR 308m was expensed and EUR 139m was recognised in equity without effect on profit or loss.

Including both continuing and discontinued operations, the effective tax rate in 2025 was 29% (previous year: 11%). Measurement effects from the future reduction in the corporation tax rate were the main reason for the higher effective tax rate.

Deferred tax liabilities were not recognised on temporary differences in connection with shares in subsidiaries in the amount of EUR 219m (previous year: EUR 199m). This is because these temporary differences are not expected to reverse in the foreseeable future.

Deferred tax assets and liabilities in 2025 and 2024 were allocable to the following items:

T110 Deferred tax assets and liabilities

	31 Dec 2025		31 Dec 2024	
in €m	**Assets**	**Liabilities**	Assets	Liabilities
Tax loss carry-forwards and tax credits	1,793	–	2,126	–
Pension provisions	1,075	–	1,404	–
Intangible assets, property, plant and equipment	–	1,565	–	1,320
Non-current financial assets	3	–	16	–
Fair value measurement of financial instruments	167	–	–	238
Provisions for onerous contracts	29	–	29	–
Receivables/liabilities/other provisions	–	43	–	103
Inventories and spare parts for aircraft	223	–	213	–
Assets held for sale	–	12	–	4
Other	–	–	–	–
Offsetting	–1,026	–1,026	–1,106	–1,106
	2,264	**594**	**2,682**	**559**

For companies reporting a tax loss in the reporting year or the prior year, a net surplus of deferred tax assets over deferred tax liabilities of EUR 1,902m (previous year: EUR 2,349m) was recognised as of 31 December 2025. EUR 532m of this surplus (previous year: EUR 699m) related to deferred tax assets on deductible temporary differences and EUR 1,370m (previous year: EUR 1,650m) to deferred tax assets for tax loss carry-forwards. Where there is a history of losses, an assessment of whether there would be sufficient taxable income in future was made on the basis of forecasts for taxable income. Deferred tax assets were only recognised to the extent that sufficient future taxable income was deemed probable.

EUR 1,902m (previous year: EUR 2,348m) of the deferred tax assets related to the tax group of Deutsche Lufthansa AG. The basis for this approach was long-term tax planning based on current corporate planning which also reflects external forecasts, e.g. from the industry association IATA. The planning assumes that the losses incurred in recent years were due to an accumulation of external factors (pandemic, supply and system partner bottlenecks, wars in Ukraine and the Middle East) whose simultaneous incidence is exceptional and will not be repeated over the next few years. This does not call into question the basic long-term profitability of the industry and in particular the Deutsche Lufthansa AG tax group. Deutsche Lufthansa AG has shown in the past that positive tax results could be achieved over long-term periods. It therefore envisages a return to taxable profits from 2027 and in subsequent years. The potential use of this net surplus was assessed on the basis of these external and internal indicators and using various risk scenarios for future tax results. For the significant deferred tax assets on loss carry-forwards the analysis reflects the fact that tax loss carry-forwards do not expire under current tax law, but their use for tax purposes may still be ruled out for other reasons and that uncertainty in this respect increases with the length of the planning period. Deferred tax assets on loss carry-forwards are therefore only recognised to the extent that they are actually expected to be used for tax purposes within ten years of the reporting date.

Deferred tax assets on loss carry-forwards of EUR 223m (previous year: EUR 217m) related to Austrian Airlines companies. For the analysis of the Austrian tax group as well, an individual analysis of the risk situation was implemented, thereby taking into consideration historical tax results and further corporate plans. Since Austrian Airlines has reported stable positive tax results over the past few years and the reversal of all deferred tax assets would take an extraordinarily long time, the Lufthansa Group continues to assume only partial recoverability in this case also. Here too, a usage period of ten years was assumed for the capitalisation of deferred tax assets after offsetting against existing tax liabilities, taking into account the increasing risks over time.

In addition to recognised deferred tax assets, Group companies have tax loss carry-forwards and temporary differences totalling EUR 4,473m (previous year: EUR 5,014m) for which it has not been possible to recognise any deferred tax assets.

The usage restrictions for non-capitalised tax loss carry-forwards and the resulting deferred taxes are distributed as follows:

T111 Limits on the use of non-capitalised loss carry-forwards

in €m	Non-capitalised loss carry-forwards	Deferred taxes
Usable		
by 2029	24	6
by 2030	5	1
by 2031	–	–
by 2032	–	–
by 2033	33	8
by 2034	6	1
2035 and beyond	39	10
no time limit	4,369	718
Total	**4,476**	**744**

15. Profit/loss from discontinued operations

As in the previous year, the profit/loss from discontinued operations resulted from the sale as of 31 October 2023 of the Lufthansa Group's business activities in its Catering segment to an acquisition entity of the private equity company Aurelius Investments Limited. In the reporting period, this resulted from a subsequent purchase price adjustment for the transaction. As of the date of preparation for the financial statements, the parties had not yet completed their negotiations on possible further purchase price adjustments.

16. Earnings per share

Basic/diluted earnings per share are calculated by dividing consolidated net profit by the weighted average number of shares in circulation during the financial year. When determining the average number of shares, the shares bought back and reissued for employee share programmes are included in the calculation on a pro rata basis.

The convertible bond issued in 2025 has not yet had any effect on earnings per share, since the strike price for the options was higher than the average price of shares in Deutsche Lufthansa AG in the reporting period.

In view of their relatively small amount, the shares potentially created by the share-based remuneration introduced in 2023 have an effect of less than one euro cent on earnings per share.

T112 Earnings per share

in €		2025	2024
Basic/diluted earnings per share		**1.12**	**1.15**
of which from continuing operations		1.11	1.16
of which from discontinued operations		0.01	–0.01
Net profit/loss for the period	in €m	1,339	1,380
of which from continuing operations	in €m	1,332	1,388
of which from discontinued operations	in €m	7	–8
Weighted average number of shares	number	1,198,342,268	1,196,675,111

As the parent company of the Group, Deutsche Lufthansa AG distributed a dividend of EUR 0.30 per share in the 2025 financial year. It reported a distributable profit of EUR 396m for the 2025 financial year (previous year: EUR 359m) under the HGB. At the Annual General Meeting to be held on 6 May 2026, the Executive Board and Supervisory Board will table a proposal to pay a dividend of EUR 0.33 per share. This represents a total dividend of EUR 396m (previous year: EUR 359m) or 30% (previous year: 26%) of the net profit for 2025 attributable to the Company shareholders.

Notes to the consolidated statement of financial position

Assets

17. Goodwill and intangible assets with an indefinite useful life

T113 Goodwill and intangible assets with an indefinite useful life

in €m	Goodwill from consolidation	Intangible assets with an indefinite useful life	Total
Acquisition costs as of 1 Jan 2024	378	726	1,104
Accumulated impairment losses	–80	–2	–82
Carrying amount 1 Jan 2024	**298**	**724**	**1,022**
Currency translation differences	–	–6	–6
Carrying amount 31 Dec 2024	**298**	**718**	**1,016**
Acquisition costs as of 1 Jan 2025	378	720	1,098
Accumulated impairment losses	–80	–2	–82
Carrying amount 1 Jan 2025	**298**	**718**	**1,016**
Currency translation differences	–	5	5
Carrying amount 31 Dec 2025	**298**	**723**	**1,021**
Acquisition costs as of 31 Dec 2025	378	725	1,103
Accumulated impairment losses	–80	–2	–82

All goodwill and intangible assets with an indefinite useful life were subjected to a regular impairment test in the 2025 financial year as required by IAS 36.

The tests were performed at the level of the smallest cash-generating unit (CGU) on the basis of fair value less costs to sell.

All impairment testing is based on approved four-year corporate planning. The assumptions on revenue growth applied are based on this planning as well as external industry-specific sources (for example IATA). On the basis of financial planning by the individual business units, discounts were made at Group level to reflect uncertainties in the planning. In the course of Group planning, the discounts were set at approximately 12% (previous year: 9%) of Adjusted EBIT on a long-term basis and were allocated to the units on a pro rata basis during the impairment tests.

Although demand for flights continued to develop well, growth in available capacity at the Lufthansa Passenger Airlines – with the exception of Eurowings – was subdued. This is partly due to the poor performance of the Lufthansa Group's German home market, and partly to the restrictions as a result of delays in aircraft deliveries. As a result, capacity is still lower than it was before the coronavirus pandemic. Current plans anticipate that the seat-kilometre capacity available to the Group's Passenger Airlines will not exceed pre-crisis levels until 2027. The assumption is that markets will continue to grow until the end of the detailed planning period; some customer segments, particularly the business travel market, will remain below their historic capacities, whereas others, such as leisure travel, will perform better. Average yields are forecast to grow only slightly. Further pricing developments, both in sales and purchasing markets, and the ability to pass on rising costs (due to geopolitical effects, macroeconomic challenges or regulatory measures, for example) are considered key success factors. A comprehensive package of measures has been initiated specifically for Lufthansa Airlines. This is expected to contribute more than EUR 2.5bn to earnings. In addition to the delayed introduction of more efficient aircraft, operational stabilisation and the resolution of spare parts issues, the package includes improved customer satisfaction, higher productivity and efficiency gains through process streamlining and automation. Some measures have already been successful in the current year. Operating stability and customer satisfaction improved significantly. Full implementation is expected by 2028. Generally, the margins applied are based on past experience or developed on the basis of expected unit revenues and cost-cutting measures. Fuel cost planning assumes a price of USD 89/bbl, based on average prices in 2025. Expenditure on carbon emissions was calculated using an assumed certificate market price of EUR 73/t, taking into account existing ETS holdings and the free allocations still available until 2026. Current market prices were used for the assumed future cost of EUR 15/t for acquiring CORSIA

certificates. The statutory blending quotas up to 2029 and conservatively estimated prices based on current market premiums were used for SAF blends. This resulted in an initial surcharge of around EUR 1,600/t SAF. The assumption is that any additional costs in periods after the current planning period ends will not result in a lasting margin reduction. Long-term investment rates are based on past experience and take account of the procurement of production resources and their financing as envisaged in fleet planning. Costs of the central functions were charged to individual units based on their use of these functions.

The weighted average cost of capital is calculated using market data to derive leverage ratios, beta factors and borrowing costs from a peer group that is reviewed annually. A market risk premium of 6.75% was applied as a basis (previous year: 7.5%). Regional risks are taken into account by applying appropriate risk premiums.

Intangible assets with indefinite useful lives consist of slots purchased as part of company acquisitions (where tradeable) and acquired brand names. Acquired slots have an indefinite useful life due to their lasting legal and economic significance. The carrying amounts for the slots and the brands were included in the impairment test for the smallest cash-generating unit (CGU) to which they are allocated. As described above for goodwill, the impairment tests were then performed on the basis of corporate planning for all assets, including slots and/or brands, of the respective units.

If the discount rates used are increased by one percentage point compared with the figures in table ↗ **T114 Impairment testing**, the recoverable amounts for all the units tested are still higher than the carrying amounts. If the scenarios were to worsen by one percentage point in terms of the planned Adjusted EBIDA margin and planned revenue growth, this would result in a shortfall for the CGUs Lufthansa Cargo and Eurowings. This would occur for Lufthansa Cargo if margins decline by 0.9 percentage points or revenue growth slows by 0.7 percentage points. The carrying amounts for Eurowings would no longer be covered if both indicators fell by 0.3 percentage points. For all other cash generating units, the recoverable amounts would still be higher than the carrying amounts if the planned Adjusted EBIDA margins and the planned revenue growth fell by one percentage point. The sensitivity analysis takes account of changes in one assumption at a time, with the other assumptions from the original calculation remaining unchanged.

Table T114 summarises the carrying amounts and the assumptions for the tests described above:

T114 Impairment tests 2025

Name of the CGU	Lufthansa Airlines	SWISS	Austrian Airlines	Brussels Airlines	Eurowings	Other	Total
Segment	Passenger Airlines	Passenger Airlines	Passenger Airlines	Passenger Airlines	Passenger Airlines		
Carrying amount of goodwill (31 Dec)	€ 253m	–	–	€ 45m	–	–	€ 298m
Impairment losses during reporting period	–	–	–	–	–	–	–
Carrying amount for slots (31 Dec)	€ 76m	€ 161m	€ 23m	–	€ 36m	–	€ 296m
Impairment losses during reporting period	–	–	–	–	–	–	–
Carrying amount for brand (31 Dec)	–	€ 278m	€ 107m	€ 37m	–	€ 5m	€ 427m
Impairment losses during reporting period	–	–	–	–	–	–	–
Key planning assumptions							
Revenue growth p.a. during planning period	4.0% to 7.8%	0.2% to 2.8%	-1.7% to 15.0%	3.4% to 10.2%	8.3% to 10.5%	1.0% to 11.1%	
Revenue growth p.a. after end of planning period	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	
Adjusted EBIDA margin during planning period [1)]	6.7% to 12.6%	16.2% to 19.5%	6.9% to 13.4%	8.6% to 11.4%	4.2% to 5.0%	9.7% to 12.6%	
Adjusted EBIDA margin after end of planning period [1)]	13.0%	19.5%	13.4%	11.4%	5.2%	11.9% to 12.6%	
Discount rate (after taxes)	7.4%	7.3%	7.3%	7.6%	6.9%	7.3% to 7.6%	

[1)] Adjusted EBIDA margin after reallocation of corporate costs and contingencies.

T114 Impairment tests 2024

Name of the CGU	Lufthansa Airlines	SWISS	Austrian Airlines	Brussels Airlines	Eurowings	Other	Total
Segment	Passenger Airlines	Passenger Airlines	Passenger Airlines	Passenger Airlines	Passenger Airlines		
Carrying amount of goodwill (31 Dec)	€ 253m	–	–	€ 45m	–	–	€ 298m
Impairment losses during reporting period	–	–	–	–	–	–	–
Carrying amount for slots (31 Dec)	€ 76m	€ 159m	€ 23m	–	€ 36m	–	€ 294m
Impairment losses during reporting period	–	–	–	–	–	–	–
Carrying amount for brand (31 Dec)	–	€ 275m	€ 107m	€ 37m	–	€ 5m	€ 424m
Impairment losses during reporting period	–	–	–	–	–	–	–
Key planning assumptions							
Revenue growth p.a. during planning period	4.5% to 9.6%	0.5% to 3.3%	1.9% to 10.4%	3.8% to 15.4%	8.1% to 9.8%	1.2% to 14.6%	
Revenue growth p.a. after end of planning period	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	
Adjusted EBIDA margin during planning period [1)]	3.9% to 12.2%	15.7% to 17.8%	6.6% to 11.0%	9.1% to 12.8%	5.3% to 6.3%	9.4% to 12.6%	
Adjusted EBIDA margin after end of planning period [1)]	12.2%	17.3%	11.0%	12.8%	6.3%	10.4% to 12.6%	
Discount rate (after taxes)	7.7%	7.8%	7.8%	7.8%	7.7%	7.7% to 7.8%	

[1)] Adjusted EBIDA margin after reallocation of corporate costs and contingencies.

18. Other intangible assets

T115 Other intangible assets

in €m	Concessions, industrial property rights and similar rights and licences to such rights and assets	Internally developed software	Advance payments and plant under construction	Total
Acquisition costs as of 1 Jan 2024	1,430	184	105	1,719
Accumulated amortisation and impairment	–1,196	–180	–10	–1,386
Carrying amount 1 Jan 2024	**234**	**4**	**95**	**333**
Currency translation differences	–1	–	–	–1
Additions	18	3	65	86
Reclassifications	12	7	–18	1
Disposals	–1	–	–9	–10
Reclassifications to assets held for sale	–2	–	–	–2
Amortisation and impairment	–80	–6	–	–86
Carrying amount 31 Dec 2024	**180**	**8**	**133**	**321**
Acquisition costs as of 1 Jan 2025	1,448	193	143	1,784
Accumulated amortisation and impairment	–1,268	–185	–10	–1,463
Carrying amount 1 Jan 2025	**180**	**8**	**133**	**321**
Additions	31	–	62	93
Reclassifications	42	7	–48	1
Disposals	–1	–	–	–1
Amortisation and impairment	–69	–7	–7	–83
Carrying amount 31 Dec 2025	**183**	**8**	**140**	**331**
Acquisition costs as of 31 Dec 2025	1,432	204	150	1,786
Accumulated amortisation and impairment	–1,249	–196	–10	–1,455

Non-capitalised research and development costs for intangible assets of EUR 105m (previous year: EUR 54m) were incurred in the period. They related mainly to software development projects. Firm orders have been placed for intangible assets worth EUR 2m (previous year: EUR 3m), but these are not yet at the economic disposal of the Lufthansa Group.

19. Aircraft and reserve engines including right-of-use assets

T116 Aircraft and reserve engines including right-of-use assets

in €m	Aircraft and reserve engines	Advance payments for aircraft and reserve engines	Total
Acquisition costs as of 1 Jan 2024	34,249	4,122	38,371
Accumulated depreciation and impairment	–20,903	–4	–20,907
Carrying amount 1 Jan 2024	**13,346**	**4,118**	**17,464**
Currency translation differences	–13	–2	–15
Additions	2,723	1,200	3,923
Reclassifications	645	–645	–
Disposals	–78	–1	–79
Reclassifications to assets held for sale	–584	–1	–585
Depreciation and impairment	–1,880	–	–1,880
Carrying amount 31 Dec 2024	**14,159**	**4,669**	**18,828**
Acquisition costs as of 1 Jan 2025	36,225	4,672	40,897
Accumulated depreciation and impairment	–22,066	–3	–22,069
Carrying amount 1 Jan 2025	**14,159**	**4,669**	**18,828**
Currency translation differences	–11	3	–8
Additions	2,763	1,906	4,669
Reclassifications	1,057	–1,042	15
Disposals	–130	–39	–169
Reclassifications to assets held for sale	–1,578	–2	–1,580
Depreciation and impairment	–1,935	–	–1,935
Carrying amount 31 Dec 2025	**14,325**	**5,495**	**19,820**
Acquisition costs as of 31 Dec 2025	36,227	5,501	41,728
Accumulated depreciation and impairment	–21,902	–6	–21,908

This item includes 84 aircraft with a carrying amount of EUR 3,050m (previous year: 90 aircraft with a carrying amount of EUR 2,651m), which have mostly been sold to and leased back from foreign leasing companies with the aim of obtaining favourable financing conditions. The leasing companies are fully consolidated as structured entities. The Lufthansa Group is entitled to buy the aircraft back at a fixed price and at a given point in time. One aircraft (previous year: four) with a carrying amount of EUR 61m (previous year: EUR 309m) was pledged as collateral under a loan agreement.

In the reporting year, borrowing costs of EUR 133m (previous year: EUR 135m) were capitalised. The financing rate applied was 3.1% (previous year: 3.4%).

Additions relate to 23 new aircraft (previous year: 17), five aircraft acquired after the end of the lease period (previous year: zero), and right-of-use assets relating to 19 aircraft (previous year: 17). Further additions include reserve engines and rights of use for reserve engines as well as the capitalisation of engine maintenance and aircraft overhaul events.

Reclassifications to aircraft held for sale include EUR 1,181m (previous year: EUR 560m) for 19 aircraft sold during the financial year (previous year: 15) that were leased back from the buyers immediately after the sale ↗ Note 22. Of these 19 aircraft, 12 were added during the reporting year.

Order commitments for aircraft and reserve engines amount to EUR 17.0bn (previous year: EUR 20.9bn). The decrease in order commitments was largely due to foreign exchange effects, deliveries and advance payments. They were offset by new orders for reserve engines and price increases for existing orders under price escalation clauses.

20. Repairable spare parts for aircraft

T117 Repairable spare parts for aircraft

	2025			2024		
in €m	**Gross acquisition cost**	**Accumulated impairment**	**Net carrying amount**	Gross acquisition cost	Accumulated impairment	Net carrying amount
Repairable spare parts for aircraft	**3,561**	**1,291**	**2,270**	3,390	1,236	2,154

Additions in the financial year (netted against disposals) amounted to EUR 171m (previous year: EUR 210m); the net change in depreciation recognised in profit or loss was EUR 55m (previous year: EUR 80m).

21. Other property, plant and equipment including right-of-use assets

T118 Other property, plant and equipment including right-of-use assets

in €m	Land and buildings	Technical equipment and machinery	Other equipment, operating and office equipment	Advance payments and plant under construction	Total
Acquisition costs as of 1 Jan 2024	4,220	1,097	1,123	155	6,595
Accumulated impairment	–2,001	–855	–825	-1	–3,682
Carrying amount 1 Jan 2024	**2,219**	**242**	**298**	**154**	**2,913**
Currency translation differences	1	2	–	–	3
Additions	234	42	120	160	556
Reclassifications	23	31	11	–66	–1
Disposals due to changes in consolidation	–3	–	–3	–	–6
Disposals	–114	–1	–5	–2	–122
Reclassifications to assets held for sale	–1	–	2	–	1
Depreciation, amortisation and impairment	–251	–47	–89	–	–387
Reversals of impairment losses	1	–	–	–	1
Carrying amount 31 Dec 2024	**2,109**	**269**	**334**	**246**	**2,958**
Acquisition costs as of 1 Jan 2025	4,302	1,131	1,181	247	6,861
Accumulated impairment	–2,193	–862	–847	–1	–3,903
Carrying amount 1 Jan 2025	**2,109**	**269**	**334**	**246**	**2,958**
Currency translation differences	–7	–4	–2	–2	–15
Additions due to changes in consolidation	1	–	10	–	11
Additions	492	50	135	165	842
Reclassifications	159	33	13	–202	3
Disposals	–60	–1	–32	–1	–94
Depreciation and impairment	–252	–47	–89	–	–388
Carrying amount 31 Dec 2025	**2,442**	**300**	**369**	**206**	**3,317**
Acquisition costs as of 31 Dec 2025	4,675	1,160	1,246	207	7,288
Accumulated depreciation and impairment	–2,233	–860	–877	–1	–3,971

Land at Frankfurt Airport with a carrying amount at amortised cost of EUR 30m is not used for the Group's operations and is therefore classified as an investment property.

As in the previous year, there are no charges over land and property. A third-party pre-emption right is registered for land held at EUR 191m (previous year: EUR 174m).

Other property, plant and equipment owned by the Group that did not consist of right-of-use assets was not used as collateral for existing financing arrangements, as in the previous year.

The following items of property, plant and equipment have been ordered, but are not yet at the economic disposal of the Lufthansa Group:

T119 Orders of property, plant and equipment as of the reporting date

in €m	31 Dec 2025	31 Dec 2024
Land and buildings	45	93
Technical equipment and vehicles	58	46
Operating and office equipment	265	252
	368	**391**

22. Leases

Table T120 shows the carrying amounts of the recognised right-of-use assets and the changes during the reporting period:

T120 Right-of-use assets

in €m	Aircraft and reserve engines	Land and buildings	Other equipment, operating and office equipment	Total
Acquisition costs as of 1 Jan 2024	1,920	2,196	29	4,145
Accumulated impairment	–878	–817	–14	–1,709
Carrying amount 1 Jan 2024	**1,042**	**1,379**	**15**	**2,436**
Additions	455	209	12	676
Disposals due to changes in consolidation	–	–2	–1	–3
Disposals	–10	–93	–1	–104
Reclassifications to assets held for sale	–	–1	–	–1
Depreciation and impairment	–221	–197	–8	–426
Carrying amount 31 Dec 2024	**1,266**	**1,295**	**17**	**2,578**
Acquisition costs as of 1 Jan 2025	2,281	2,245	35	4,561
Accumulated impairment	–1,015	–950	–18	–1,983
Carrying amount 1 Jan 2025	**1,266**	**1,295**	**17**	**2,578**
Currency translation differences	2	–3	–	–1
Additions	879	351	–	1,230
Disposals	–2	–39	–15	–56
Depreciation and impairment	–259	–197	–1	–457
Carrying amount 31 Dec 2025	**1,886**	**1,407**	**1**	**3,294**
Acquisition costs as of 31 Dec 2025	3,039	2,407	10	5,456
Accumulated depreciation and impairment	–1,153	–1,000	–9	–2,162

The Lufthansa Group mainly leases property, particularly at airports, as well as aircraft. Leases may include renewal and termination options. The terms of leases are negotiated individually and cover a wide range of different areas. Longer-term leases relate to property in particular. There is a remaining lease term of up to 30 years for land and buildings (previous year: up to 31 years) as of the reporting date. The average remaining term of the land and building leases as of 31 December 2025 was four years (previous year: three years).

The average remaining term of aircraft leases as of 31 December 2025 was four years (previous year: four years). Right-of-use assets for 21 aircraft and eight seasonally chartered aircraft (previous year: 17 aircraft) were recognised in 2025. This includes the aircraft added in the course of sale-and-lease-back transactions.

The Lufthansa Group concluded sale-and-lease-back transactions for 15 short-haul aircraft from the Airbus A320 family and four long-haul aircraft from the Airbus A350 family in the second half of 2025. The short-haul aircraft will be leased back for a period of 72 months and the long-haul aircraft for a period of 144 months, with no extension option. The aircraft were between zero and 59 months old at the time of the transaction and are currently operated by Deutsche Lufthansa, Lufthansa City Airlines, SWISS Airlines and Brussels Airlines. The transactions reflect the Group's strategy of financing capital expenditure in new aircraft with a mix of cash, Japanese operating leases (JOLCOs) and other leases. The counterparties for the transactions are managed by SMBC Aviation Capital Limited, Dublin, Ireland, Babcock & Brown Aircraft Management LLC, San Francisco, USA, Nomura Babcock & Brown Co. Ltd., Tokyo, Japan, and CCB Financial Leasing Co., Ltd., Beijing, China. Proceeds of EUR 1,273m were generated by the sale, which are shown in the cash flow statement as cash inflows from investing activities. The right-of-use assets added amounted to EUR 615m as of the transaction date and the resulting lease obligation came to EUR 638m. The book gain of EUR 37m resulting from the sale is presented in EBIT. This book gain is not included in Adjusted EBIT.

In the reporting period, the amounts shown in the income statement were as follows:

T121 Lease expenses recognised in profit or loss

in €m	2025	2024
Amortisation of right-of-use assets	457	426
Interest expenses for lease liabilities	122	112
Expenses for short-term leases	18	16
Expenses for low-value leases	63	68
Variable lease payments	2	5

The Lufthansa Group's leases for properties and aircraft include renewal options and variable lease payments. They are used to achieve the greatest possible flexibility in terms of capacities. Variable lease payments and options whose exercise is not sufficiently certain are not included in the measurement of lease liabilities. Potential future lease payments for periods after the exercise date of the renewal options are summarised in table T122.

T122 Disclosures on renewal options and variable lease payments

	Recognised lease liability (discounted)	Potential future lease payments not included in lease liabilities (undiscounted payments)			Recognised lease liability (discounted)	Potential future lease payments not included in lease liabilities (undiscounted payments)		
in €m	31 Dec 2025	Payable 2026–2030	Payable after 2030	Total	31 Dec 2024	Payable 2025–2029	Payable after 2029	Total
Aircraft	1,999	45	19	64	1,517	43	34	77
Property/operating and office equipment	1,460	79	561	640	1,370	66	544	610
Total	**3,459**	**124**	**580**	**704**	**2,887**	**109**	**578**	**687**

Where termination options were in place for individual leases, their exercise was considered unlikely. As a result, additional lease payments were already taken into account in the corresponding lease liability.

Amounts included in the cash flow statement are shown in table T123:

T123 Cash outflows for leases

in €m	2025	2024
Lease expenses from short-term and low-value leases and variable lease payments not included in the measurement of lease liabilities	83	89
Repayment of the redemption portion of the lease liability	430	405
Interest payments	122	112
Total	**635**	**606**

Lease payments are shown as cash flows from financing activities unless they are lease payments not included in the measurement of lease liabilities, which are shown as operating cash flow.

The maturity analysis of lease liabilities is shown under financial liabilities, ↗ Note 37.

Information about operating leases in which the Lufthansa Group is the lessor can be found in ↗ Note 6.

23. Equity investments accounted for using the equity method

T124 Equity investments accounted for using the equity method

in €m	Investments in joint ventures	Investments in associated companies	Total
Acquisition costs as of 1 Jan 2024	499	71	570
Accumulated impairment	–105	–	–105
Carrying amount 1 Jan 2024	**394**	**71**	**465**
Currency translation differences	9	4	13
Additions	22	–	22
Changes with and without an effect on profit and loss	103	23	126
Reclassifications	–6	–	–6
Dividends paid	–12	–	–12
Impairment	–11	–	–11
Carrying amount 31 Dec 2024	**499**	**98**	**597**
Acquisition costs as of 1 Jan 2025	604	98	702
Accumulated impairment	–105	–	–105
Carrying amount 1 Jan 2025	**499**	**98**	**597**
Currency translation differences	–17	–11	–28
Additions	334	–	334
Changes with and without an effect on profit and loss	106	27	133
Reclassifications	17	–	17
Dividends paid	–19	–	–19
Carrying amount 31 Dec 2025	**920**	**114**	**1,034**
Acquisition costs as of 31 Dec 2025	1,025	114	1,139
Accumulated impairment	–105	–	–105

Individual interests in companies accounted for using the equity method

Tables T125 to T130 contain summarised aggregated data from the income statement and statement of financial position for the individual material joint ventures accounted for using the equity method. The equity interest of 41% in Italia Trasporto Aereo S.p.A. acquired in the financial year was included in the presentation as a material joint venture. The Lufthansa Group and the Italian Ministry of Economy and Finance (MEF) have agreed options for the acquisition of the remaining shares in Italia Trasporto Aereo S.p.A. and these may be exercised at the earliest in 2026.

T125 Balance sheet data Italia Trasporto Aereo S.p.A., Rome, Italy

in €m	31 Dec 2025
Current assets	1,316
of which cash and cash equivalents	647
Non-current assets	4,048
Current liabilities	1,656
Non-current liabilities	2,994
Current financial liabilities (except trade and other payables and provisions)	299
Non-current financial liabilities (except trade and other payables and provisions)	2,713
Shareholders' equity	**714**
Pro rata equity	293
Ancillary acquisition costs	25
Pro rata goodwill	105
Carrying amount	**423**

T126 Income statement data Italia Trasporto Aereo S.p.A., Rome, Italy

in €m	2025
Revenue	3,153
Impairment	–378
Interest income	21
Interest expenses	–141
Income tax expense or income	–10
Profit or loss from continuing operations	**220**
Profit or loss after tax from discontinued operations	–
Other comprehensive income	–42
Total comprehensive income	**178**
Pro rata profit or loss from continuing operations	90
Pro rata comprehensive income	73
Dividends received	–

T127 Balance sheet data Günes Ekspres Havacilik Anonim Sirketi (Sunexpress), Antalya, Turkey

in €m	31 Dec 2025	31 Dec 2024
Current assets	530	553
of which cash and cash equivalents	248	188
Non-current assets	2,121	1,872
Current liabilities	698	742
Non-current liabilities	1,348	1,064
Current financial liabilities (except trade and other payables and provisions)	314	278
Non-current financial liabilities (except trade and other payables and provisions)	1,141	896
Shareholders' equity	**605**	**619**
Pro rata equity	303	310
Other	25	25
Carrying amount	**328**	**335**

T128 Income statement data Günes Ekspres Havacilik Anonim Sirketi (Sunexpress), Antalya, Turkey

in €m	2025	2024
Revenue	2,103	2,009
Impairment	–192	–165
Interest income	38	16
Interest expenses	–54	–40
Income tax expense or income	–28	34
Profit or loss from continuing operations	**21**	**149**
Profit or loss after tax from discontinued operations	–	–
Other comprehensive income	–35	35
Total comprehensive income	**–14**	**184**
Pro rata profit or loss from continuing operations	11	75
Pro rata comprehensive income	–7	92
Dividends received	–	–

The functional currency of SunExpress is the euro.

The item "Other" in the reconciliation with the carrying amount for SunExpress primarily includes the difference from the first-time consolidation of the company.

T129 Balance sheet data Terminal 2 Gesellschaft mbh & Co oHG, Munich Airport

in €m	31 Dec 2025	31 Dec 2024
Current assets	59	47
of which cash and cash equivalents	–	–
Non-current assets	961	1,005
Current liabilities	174	142
Non-current liabilities	779	876
Current financial liabilities (except trade and other payables and provisions)	105	97
Non-current financial liabilities (except trade and other payables and provisions)	752	850
Shareholders' equity	**67**	**33**
Pro rata equity	27	13
Other	–	–
Carrying amount	**27**	**13**

T130 Income statement data Terminal 2 Gesellschaft mbh & Co oHG, Munich Airport

in €m	2025	2024
Revenue	352	331
Impairment	–71	–70
Interest income	–	–
Interest expenses	–17	–25
Income tax expense or income	–8	–7
Profit or loss from continuing operations	**52**	**43**
Profit or loss after tax from discontinued operations	–	–
Other comprehensive income	2	–1
Total comprehensive income	**54**	**42**
Pro rata profit or loss from continuing operations	21	17
Pro rata comprehensive income	22	17
Dividends received	8	–

Table T131 contains summarised aggregated data from the income statement and the carrying amounts for the individual immaterial joint ventures accounted for using the equity method.

T131 Income statement data and carrying amounts of joint ventures accounted for using the equity method

in €m	2025	2024
Profit or loss from continuing operations	11	-14
Profit or loss after tax from discontinued operations	–	–
Other comprehensive income	–	–
Total comprehensive income	**11**	**-14**
Impairment	–	11
Carrying amount	**142**	**151**

Cumulative losses of EUR 23m (previous year: EUR 21m) for the immaterial joint ventures were not recognised through profit or loss previously, as the carrying amounts of the equity interests were too low. Total losses of EUR 2m were not recognised through profit or loss in the financial year because the carrying amounts of the equity interests were too low.

Table T132 contains summarised aggregated data from the income statement and the carrying amounts for the individual immaterial associated companies accounted for using the equity method.

T132 Income statement data and carrying amounts of associated companies accounted for using the equity method

in €m	2025	2024
Profit or loss from continuing operations	27	23
Profit or loss after tax from discontinued operations	–	–
Other comprehensive income	–	–
Total comprehensive income	**27**	**23**
Impairment	–	–
Carrying amount	**114**	**98**

24. Other equity investments and non-current securities

T133 Other equity investments and non-current securities

in €m	31 Dec 2025	31 Dec 2024
Investments in related parties	269	241
Equity investments	24	25
Other equity investments	**293**	**266**
Non-current securities	22	21

Shares in related parties include shares in affiliated companies, joint ventures and associates that are not consolidated for reasons of materiality. These shares are carried at amortised cost. Disclosures on the equity investments and non-current securities can be found in ↗ Note 45.

25. Non-current loans and receivables

T134 Non-current loans, receivables and other assets

in €m	31 Dec 2025	31 Dec 2024
Loans to and receivables from related parties	79	82
Other loans and receivables	428	270
Surplus plan assets for pension and partial retirement obligations	462	126
Emissions certificates	564	374
	1,533	**852**

Non-current loans and receivables are carried at amortised cost.

EUR 184m (previous year: EUR 157m) of the other loans and receivables are owed by the AURELIUS group. These relate to the disposal of the LSG group and represent deferred purchase price receivables. The resulting interest income is recognised in net interest. The loans expire in October 2027 and October 2028 respectively. The interest rate as of November 2025 is 12% p.a.

For developments in the surplus of pension plan assets, please refer to the disclosures on the pension provisions in ↗ Note 35.

The higher figure for holdings of emissions certificates results from a greater need to submit certificates due to a reduced number of certificates allotted free of charge, an increase in certificate prices and higher emissions relevant to the systems. For the impairment test for emissions certificates, please refer to the disclosures on the cash-generating units (CGU) in ↗ Note 17.

As in the previous year, no non-current receivables were used as collateral for liabilities.

26. Inventories

T135 Inventories

in €m	31 Dec 2025	31 Dec 2024
Spare parts for aircraft	1,428	1,390
Other raw materials, consumables and supplies	61	56
Finished goods and work in progress	153	159
Advance payments	3	1
	1,645	**1,606**

The gross value of written-down inventories as of 31 December 2025 was EUR 1,996m (previous year: EUR 1,936m). Inventories with a carrying amount of EUR 1,348m (previous year: EUR 1,268m) are held at their net realisable value. Write-downs to net realisable value of EUR 665m were made at the beginning of the financial year (previous year: EUR 716m). In the reporting year, new impairments of EUR 21m were recorded (previous year: EUR 15m), mostly related to the MRO segment. Impairment losses of EUR 38m from previous years were reversed (previous year: EUR 64m).

No inventories have been pledged as collateral for loans.

27. Contract assets

The Lufthansa Group recognised the following contract assets in 2025:

T136 Contract assets

in €m	31 Dec 2025	31 Dec 2024
Contract assets from MRO and IT services	455	399
Impairment of contract assets	–6	–4
Total contract assets	**449**	**395**

28. Trade receivables and other receivables

T137 Trade receivables and other receivables

in €m	31 Dec 2025	31 Dec 2024
Trade receivables		
Trade receivables from related parties	75	40
Trade receivables from third parties	2,331	2,397
	2,406	**2,437**
Other receivables		
Receivables from related parties	128	95
Receivables from other equity investments	1	1
Other receivables	1,548	1,367
Emissions certificates	503	357
	2,180	**1,820**
Total	**4,586**	**4,257**

As in the previous year, no receivables were used as collateral for loans.

There are factoring agreements for some of the trade receivables. Since the risk of late payment and default was almost completely transferred to the factor, the EUR 59m in assets transferred (previous year: EUR 55m) was fully derecognised except for the amount of the continuing engagement of EUR 1m (previous year: EUR 1m).

Impairment testing for the emissions certificates took place in the course of impairment testing for the cash-generating units (CGU) that hold them. ↗ Note 17.

As in the previous year, there is no collateral for trade receivables and no reimbursements are expected for obligations for which provisions have been recognised.

For disclosures on impairment losses, credit risks and term structures, we refer to ↗ Note 45.

Other receivables of EUR 307m (previous year: EUR 111m) serve to secure the negative market values of derivatives.

29. Prepaid expenses

Prepaid expenses consist of various services paid for in advance for subsequent periods.

30. Interest-bearing securities and similar investments

Current securities are fixed income securities, participation certificates, shares and investments in money market funds. This position also includes term deposits with maturities of more than three to twelve months.

31. Cash and cash equivalents

This item includes cash and cash equivalents and fixed-term deposits with a term of up to three months. Bank balances in foreign currencies are translated at the exchange rate on the balance sheet date.

32. Assets held for sale

The aircraft held for sale as of 31 December 2025 comprised two aircraft from the Boeing 747 series, two aircraft from the Airbus 350 series and two from the Airbus 340 series, one aircraft from the Airbus 320 series and one Embraer 195, with a total carrying amount of EUR 401m. All aircraft are allocated to the Passenger Airlines segment.

Four CRJ900-series aircraft with a carrying amount of EUR 12m were held for sale in the previous year and were allocated to the Passenger Airlines segment.

Shareholders' equity and liabilities

33. Issued capital

Share capital
Deutsche Lufthansa AG's share capital totals EUR 3,070,164,211.20. It is divided into 1,199,282,895 registered shares with transfer restrictions, with each share representing EUR 2.56 of the share capital.

Authorised capital
A resolution passed at the Annual General Meeting on 7 May 2024 authorised the Executive Board until 6 May 2029, subject to approval by the Supervisory Board, to increase the Company's share capital by up to EUR 1,000,000,000 by issuing new registered shares on one or more occasions for payment in cash or in kind (Authorised Capital A). In certain cases, the shareholders' subscription rights can be excluded with the approval of the Supervisory Board.

A resolution passed at the Annual General Meeting on 9 May 2023 authorised the Executive Board until 8 May 2028, subject to approval by the Supervisory Board, to increase the share capital by EUR 100,000,000 by issuing new registered shares to employees (Authorised Capital B) for payment in cash. Existing shareholders' subscription rights are excluded. As of 31 December 2025, the issued capital was increased under this authorisation by a total of EUR 9,720,962.56, with the result that Authorised Capital B still amounted to EUR 90,279,037.44 as of the reporting date.

The Executive Board is authorised, in the event of the fulfilment of the requirements stipulated in Section 4 Paragraph 3 of the German Aviation Compliance Documentation Act (LuftNaSiG) and with the consent of the Supervisory Board, to increase the issued capital by up to 10% by issuing new shares in return for payment in cash and without subscription rights for existing shareholders. The issue price for the new shares must be determined subject to the agreement of the Supervisory Board and may not be significantly lower than the market price. The authorisation may only be made use of insofar as this is necessary in order to achieve the non-applicability of the conditions stipulated in Section 4 Paragraph 3 LuftNaSiG.

The Executive Board is authorised, according to Section 5 Paragraph 2 LuftNaSiG and subject to the approval of the Supervisory Board, to require shareholders to sell some or all of their shares and to provide the Company with proof of this sale without delay insofar as this is necessary for compliance with the requirements for the maintenance of air traffic rights and in the sequence prescribed in Section 5 Paragraph 3 LuftNaSiG, subject to an appropriate time limit and while indicating the otherwise possible legal consequence of the loss of their shares in accordance with Section 5 Paragraph 7 LuftNaSiG.

Contingent capital
On 10 May 2022, the Annual General Meeting contingently increased the Company's issued capital by up to EUR 306,044,326.40. The contingent capital increase serves to provide shares to the holders or creditors of conversion and/or option rights from convertible bonds that may be issued by the Company or its Group companies until 9 May 2027. In certain cases, the shareholders' subscription rights can be excluded with the approval of the Supervisory Board.

Authorisation to purchase treasury shares
A resolution passed at the Annual General Meeting held on 9 May 2023 authorised the Executive Board pursuant to Section 71 Paragraph 1 No. 8 of the German Stock Corporation Act (AktG) to purchase treasury shares until 8 May 2028. The acquisition is limited to 10% of current issued capital and can be purchased on the stock exchange or by a public purchase offer to all shareholders. The authorisation states that the Executive Board can use the shares in particular for the purposes defined in the resolution passed at the Annual General Meeting. According to the resolution of the Annual General Meeting held on 9 May 2023, the Executive Board is also authorised to purchase treasury shares by means of derivatives and to conclude corresponding derivative transactions.

In the 2025 financial year, Deutsche Lufthansa AG issued 966,222 shares from Authorised Capital B at a price of EUR 7.43 in order to distribute them to employees as part of the profit-sharing scheme for 2024. As of 31 December 2025, Deutsche Lufthansa AG held 17,987 treasury shares, which originated from capital increases from Authorised Capital B over the past two years. These shares are reserved exclusively for issuance to employees.

Capital management
The aim of capital management is to cover future funding requirements at low cost and to ensure that financial liabilities can be repaid, by ensuring good access to the capital markets. This is to be achieved in particular by maintaining a long-term investment-grade credit rating. Gearing, measured by the ratio of Adjusted net debt to Adjusted EBITDA, is a key criterion in this regard. As of 31 December 2025, this ratio stood at 1.8 (previous year: 2.0). The Adjusted Net Debt metric includes net financial debt as well as net pension obligations, with the hybrid bond issued in 2025 only being included at 50% in the calculation of net indebtedness.

The balance sheet ratios for equity and debt were as follows as of 31 December 2025 and 2024:

T138 Shareholders' equity and liabilities

	31 Dec 2025		31 Dec 2024	
	in €m	**in % of total assets**	in €m	in % of total assets
Shareholders' equity	11,711	24.2	11,594	24.6
Liabilities	36,683	75.8	35,458	75.4
Total capital	**48,394**	**100.0**	**47,052**	**100.0**

Despite a positive net profit, the equity ratio declined by 0.4 percentage points to 24.2% in the 2025 financial year. This was mainly due to the negative development in the market value of derivative instruments used to hedge foreign exchange and interest rate risks, while the volume of debt-financed aircraft investments remained high.

Deutsche Lufthansa AG's Articles of Association do not stipulate any capital requirements.

34. Reserves

Capital reserves only include the share premium paid on capital increases and a convertible bond that was redeemed in full in previous years. The other reserves consist of other retained earnings.

The following table shows changes in other neutral reserves in the 2025 financial year:

T139 Notes on other comprehensive income

in €m	2025	2024
Differences from currency translation	–115	35
Profit/loss for the period	–115	32
Less reclassification adjustments recognised in profit or loss	–	3
Subsequent measurement of financial assets and liabilities at fair value (with recycling)	5	19
Subsequent measurement of financial assets and liabilities at fair value (without recycling)	–6	1
Profit/loss for the period	–1	20
Less reclassification adjustments recognised in profit or loss	–	–
Subsequent measurement of hedges – cash flow hedge reserve	–1,483	1,048
Subsequent measurement of hedges – costs of hedging	119	–79
Profit/loss for the period	–1,392	975
Less reclassification adjustments recognised in profit or loss	28	–6
Other comprehensive income from financial investments accounted for using the equity method	–34	13
Profit/loss for the period – reclassifiable	–34	13
Profit/loss for the period – non-reclassifiable	–	–
Revaluation of defined-benefit pension plans	544	177
Other expenses and income recognised directly in equity (with recycling)	–4	3
Other expenses and income recognised directly in equity (without recycling)	7	–4
Income taxes on items in other comprehensive income	–37	–170
Other comprehensive income after income taxes	**–1,004**	**1,043**

T140 Note on income taxes recognised for other comprehensive income

in €m	2025			2024		
	Amount before income taxes	**Tax expenses/ Tax income**	**Amount after income taxes**	Amount before income taxes	Tax expenses/ Tax income	Amount after income taxes
Differences from currency translation	–115	–	–115	35	–	35
Subsequent measurement of financial assets and liabilities at fair value (with recycling)	5	–1	4	19	–3	16
Subsequent measurement of financial assets and liabilities at fair value (without recyling)	–6	2	–4	1	–	1
Subsequent measurement of hedges – cash flow hedge reserve	–1,483	364	–1,119	1,048	–259	789
Subsequent measurement of hedges – costs of hedging	119	–34	85	–79	19	–60
Other comprehensive income from equity investments accounted for using the equity method – reclassifiable	–34	–	–34	13	–	13
Revaluation of defined-benefit pension plans	544	–367	177	177	67	244
Other expenses and income recognised directly in equity (with recycling)	–4	–	–4	3	–	3
Other expenses and income recognised directly in equity (without recycling)	7	–1	6	–4	6	2
Other comprehensive income	**–967**	**–37**	**–1,004**	**1,213**	**–170**	**1,043**

The neutral tax expenses in connection with the revaluation of defined-benefit pension plans were also affected in the reporting year by adjustments of EUR 139m to deferred taxes resulting from the reductions in corporation tax rates adopted from 2028 onwards. Further information on the effects of the change in corporation tax rates is provided in ↗ Note 14. The overall change in shareholders' equity is shown in table ↗ T088 Consolidated statement of changes in shareholders' equity.

35. Pension provisions

The Lufthansa Group's pension obligations comprise both defined benefit and defined contribution plans and include both obligations to make current payments and entitlements to future pension payments.

In addition to various actuarial risks such as interest rate risk, life-expectancy risk and the risk of salary increases, the pension plans expose the Group primarily to financial risks in connection with plan assets.

Obligations under defined benefit pension plans for employees of the Lufthansa Group related mostly to pension obligations in Germany, Switzerland, Austria and the USA. Various commitments have been made to different groups of employees.

Germany

Between 2015 and 2017, all employee groups transitioned from defined benefit plans to defined contribution plans with a capital guarantee during the vesting period. Specific regulations and transition dates differ for the various employee groups (ground staff, cockpit and cabin crew), but pension entitlements accrued under the previous schemes up to the respective transition dates have been retained unchanged. Under the new system, each employee has an individual contribution account, to which the employing company regularly credits contributions based on salary levels. The value of the contribution account depends on the performance of specially designated age-group funds, in which contributions are generally fully funded. The Company guarantees the preservation of contributions for ground and cabin crew employees, while cockpit crew members receive a minimum return equal to the guaranteed interest rate of life insurers (currently 1% per year). Employees may also make voluntary contributions to their accounts. When an employee reaches retirement age, the accumulated balance is converted into an annuity on the basis of the applicable BilMoG interest rate in accordance with Section 253 Paragraph 2 HGB, subject to a pension adjustment of 1% per annum. Employees in all three professional groups also have the option to receive their pension assets as a lump sum or in instalments.

In addition to their retirement benefits, cockpit crew members are additionally entitled to a transitional pension arrangement covering the period from the end of their active in-flight service until the beginning of their statutory/Company pension plans. Transitional benefits depend on the number of years of service and the final salary before retirement (final salary plan). Contributions to the individual pension accounts continue to be credited while transitional benefits are being received. Since 2021, the projected average retirement age for pilots has been 60.

In the Company retirement benefit scheme for ground, cabin and cockpit staff, the obligations from the capital market-oriented components are recognised at the fair value of the securities credited to individual benefit accounts, but not less than the actuarial present value of the guaranteed benefits. Plan assets and benefit obligations are presented on a net basis. The service cost for these commitments corresponds to the employer contributions credited to the contribution accounts in the financial year.

To fund and secure future pension payments and fully finance pension obligations, the Company employs trust arrangements in the form of a two-tiered bilateral contractual trust arrangement (CTA).

Lufthansa Pension Trust e. V. is the primary asset trustee securing the remaining traditional defined benefit plan components. It is a separate legal entity and is subject to German regulatory requirements. Deutsche Lufthansa AG and the trustees/other trustors agree on contributions and, if such a contribution is determined, make a payment to Lufthansa Pension Trust e. V. Deutsche Lufthansa AG and its subsidiaries Lufthansa Technik AG and Lufthansa Cargo AG are parties to the contractual trust arrangement. The trust assets are largely held by a Maltese corporate vehicle. The Investment Board of Lufthansa Malta Pension Holding decides on the fund's asset allocation. The asset management itself is delegated to fund management companies, who invest the assets in accordance with the general investment principles defined by the Investment Board.

Assets to defined contribution fund pension obligations for other German subsidiaries have been invested with Deutsche Treuinvest Stiftung with the same investment strategy.

The assets covering pension obligations under the defined contribution plans are also managed under a contractual trust arrangement by Deutsche Treuinvest Stiftung as trustee. Capital is invested in what are known as age group funds, whose investment strategy is based on a life cycle model. As employees get older, less and less is invested in asset classes with a higher risk-return profile and a greater percentage in more conservative asset classes. The Company has set up an Investment Committee that is responsible for defining and monitoring the investment strategy, e.g. how the age group funds are composed and how the asset allocation changes over time.

There are no minimum funding requirements in Germany. The pension contributions for employees calculated in the financial year were transferred in full to the plan assets. A total of EUR 290m (previous year: EUR 325m) was withdrawn from the plan assets for German pension obligations to cover pension payments made during the current financial year.

Switzerland

Pension obligations in Switzerland are largely based on statutory obligations. The retirement benefits are funded via pension funds. In addition to retirement benefits, the plans cover disability and surviving dependant persons' benefits. Beneficiaries can choose between an annuity and a lump sum payment. The retirement age for the plans generally lies between 58 and 65 years. Contributions to the pension funds are made by employers and employees; the Company contributions must be at least equal to the employee contributions defined in the terms of the plan. Contributions are deducted from the qualifying salary according to a sliding scale. If there is a deficit of plan assets, employer and employee contributions can be increased, a lower return can be determined or other steps permissible by law can be taken. The decision is taken by the trustees of the pension fund concerned. The trustees' strategies for making good a deficit are based on the report by a pension fund expert and must be presented to the regulatory authority. The approval of the authority is not required, however.

Austria

The pension obligations for employees of Austrian Airlines AG are mostly on a defined contribution basis and have been outsourced to a pension fund. They consist of retirement, occupational disability and surviving dependant persons' benefits.

Obligations under defined benefit plans at Austrian Airlines AG relate to former directors and Executive Board members and others already receiving their pensions. Obligations under defined benefit plans for ground staff are now contribution-free and are determined by converting plan assets into an annuity. As a result of a collective agreement and a legislative change in 2023, the existing defined pension obligations were transferred to a pension fund. In this context, Austrian Airlines AG was obliged to make payments to the pension fund of EUR 46m in total. All outstanding payments were made in 2025. The pension obligation and the corresponding plan assets were then derecognised, since there are no longer any further obligations towards the beneficiaries.

There are also entitlements to severance payments when employment comes to an end.

USA and other countries

There is also a small number of retirement benefit commitments for other staff abroad, based mainly on length of service and salary earned. As a rule, benefits are financed by means of external funds. No new entitlements can be acquired in the US and UK pension plans, which are the largest by volume. Obligations began to be transferred to an insurance company in the UK in the financial year. This process is expected to be completed and the pension plan finally derecognised in the 2027 financial year. Settlement expenses of EUR 8m were recognised in this context.

Amounts shown in the statement of financial position for defined benefit commitments are made up as follows:

T141 Defined-benefit retirement commitments

	31 Dec 2025				31 Dec 2024			
in €m	**Defined-benefit obligations (DBO)**	**Fair value of plan assets**	**Effect of asset ceiling**	**Net carrying amount for defined-benefit obligations**	Defined-benefit obligations (DBO)	Fair value of plan assets	Effect of asset ceiling	Net carrying amount for defined-benefit obligations
Retirement benefits Germany	14,229	–13,666	–	563	14,184	–13,269	–	915
Transitional benefits Germany	1,565	–11	–	1,554	1,588	–14	–	1,574
Switzerland	4,454	–4,928	200	–274	4,354	–4,510	110	–46
Austria	65	–	–	65	292	–184	–	108
USA	88	–100	–	–12	104	–117	–	–13
Other countries	328	–287	–	41	340	–302	–	38
Carrying amounts	**20,729**	**–18,992**	**200**	**1,937**	**20,862**	**–18,396**	**110**	**2,576**
of which pension provisions	–	–	–	2,364	–	–	–	2,692
of which other assets	–	–	–	427	–	–	–	116

The asset ceiling arises for plans in Switzerland where the fair value of plan assets exceeds the defined benefit obligation. However, this surplus cannot be withdrawn from the plan through payouts or future contributions to the plan assets that are less than the service cost. Plans in Switzerland account for EUR 276m of this surplus and plans in Germany for EUR 132m.

The total amount of defined benefit obligations is distributed among the beneficiaries as follows:

T142 Allocation of defined-benefit commitments

in €m	2025	2024
Active employees	12,444	12,074
Vested employees who have left the company	1,949	2,082
Retired employees	6,336	6,706
	20,729	**20,862**

The weighted duration of pension obligations was 15 years as of 31 December 2025 (previous year: 16 years).

The changes between the opening balance and the closing balance of the pension obligation, the plan assets and the pension provision are as follows:

T143 Performance obligations to employees

in €m	2025 Defined-benefit obligations (DBO)	2025 Fair value of plan assets	2025 Total	2025 Effect of asset ceiling	2025 Net carrying amount for defined-benefit obligations	2024 Defined-benefit obligations (DBO)	2024 Fair value of plan assets	2024 Total	2024 Effect of asset ceiling	2024 Net carrying amount for defined-benefit obligations
Opening balance as of 1 Jan	**20,862**	**–18,396**	**2,466**	**110**	**2,576**	**19,737**	**–17,159**	**2,578**	**105**	**2,683**
Current service costs	575	–	575	–	575	535	–	535	–	535
Past service cost/effects of curtailments	4	–	4	–	4	22	–	22	–	22
Interest expenses/interest income	637	–548	89	1	90	619	–525	94	1	95
Total amount recognised in profit and loss	**1,216**	**–548**	**668**	**1**	**669**	**1,176**	**–525**	**651**	**1**	**652**
Actuarial gains/losses from changes in financial assumptions	–1,135	–	–1,135	–	–1,135	198	–	198	–	198
Actuarial gains/losses from changes in demographic assumptions	–24	–	–24	–	–24	4	–	4	–	4
Gains/losses from experience adjustments	579	–	579	–	579	296	–	296	–	296
Performance of plan assets, without amounts included in interest	–	–51	–51	87	36	–	–680	–680	5	–675
Total amount recognised in other comprehensive income	**–580**	**–51**	**–631**	**87**	**–544**	**498**	**–680**	**–182**	**5**	**–177**
Plan contributions – employees	156	–153	3	–	3	168	–168	-	–	-
Plan contributions – employers	–	–535	–535	–	–535	–	–417	–417	–	–417
Pension payments	–721	472	–249	–	–249	–669	518	–151	–	–151
Settlement payments	–204	211	7	–	7	–3	1	–2	–	–2
Total amount recognised in the Group cash flow statement	**–769**	**–5**	**–774**	**–**	**–774**	**–504**	**–66**	**–570**	**–**	**–570**
Currency translation differences	28	–31	–3	2	–1	–34	32	–2	–1	–3
Changes in the group of consolidated companies	–28	11	–17	–	–17	–12	4	–8	–	–8
Other/reclassifications	-	28	28	–	28	1	–2	–1	–	–1
Closing balance as of 31 Dec	**20,729**	**–18,992**	**1,737**	**200**	**1,937**	**20,862**	**–18,396**	**2,466**	**110**	**2,576**
of which pension provisions	–	–	–	–	2,364	–	–	–	–	2,692
of which present value of non-funded pension obligations	–	–	–	–	248	–	–	–	–	292
of which surpluses of plan assets over pension obligations	–	–	–	–	427	–	–	–	–	116

Interest expenses on pension provisions and interest income on plan assets are shown in the financial result. The current service cost and past service cost are recognised in staff costs.

The past service cost incurred in the reporting year is due to retrospective benefit increases in connection with termination agreements in Germany. Income from plan adjustments in Switzerland reduced the amount of expenses.

Actuarial gains/losses from changes in financial assumptions primarily include gains due to the increase in the discount rate compared with the previous year. They were offset above all by changes in the value of investments for the capital market-based pension obligations in Germany and unanticipated higher pension-related fees in Switzerland, which resulted in higher obligations and, as a result, to losses based on past experience.

The plan assets generated a gain of EUR 599m in the 2025 financial year (previous year: gain of EUR 1,205m). This amount is made up of the interest income recognised in the income statement and the revaluation component for plan assets.

Information on tax assets related to pension obligations can be found in table ↗ T110 Deferred tax assets and liabilities.

The main actuarial assumptions used to calculate pension obligations and the corresponding plan assets are shown below:

T144 Main actuarial assumptions for German companies

in %	31 Dec 2025	31 Dec 2024
Interest rate		
Retirement benefits	4.2	3.6
Transitional benefits	4.2	3.6
Salary increase		
Retirement benefits	2.5	2.5
Transitional benefits	2.5	2.5
Pension increase		
Retirement benefits	1.0	1.0
Transitional benefits	2.5	2.5

The Heubeck 2018 G actuarial tables were used in the biometric calculations for the German companies in the Group.

T145 Main actuarial assumptions for foreign companies

in %	31 Dec 2025	31 Dec 2024
Interest rate		
Austria	4.2	3.6
Switzerland	1.3	1.0
USA	5.3	5.5
Salary increase		
Austria [1]	2.0	2.0
Switzerland	1.8	1.8
USA	–	–
Pension increase		
Austria	–	1.8
Switzerland	–	–
USA	–	–

[1] Concerns handling services.

The BVG 2020 actuarial tables are used as a basis for the biometric calculations for Switzerland.

The following table shows how the present value of the defined benefit obligations would have been affected by changes in the relevant actuarial assumptions for the main pension plans described above.

T146 Change in actuarial assumptions

	Effect on the defined-benefit contribution obligation as of 31 Dec 2025 in €m	Change in %	Effect on the defined-benefit contribution obligation as of 31 Dec 2024 in €m	Change in %
Present value of the obligation [1]	20,729	–	20,862	–
Interest rate				
Increase by 0.5 percentage points	19,630	–5.3	19,650	–5.8
Decrease by 0.5 percentage points	21,642	+4.4	21,933	+5.1
Salary trend				
Increase by 0.5 percentage points	20,773	+0.2	20,910	+0.2
Decrease by 0.5 percentage points	20,683	–0.2	20,817	–0.2
Pension trend				
Increase by 0.5 percentage points	20,931	+1.0	21,086	+1.1
Decrease by 0.5 percentage points	20,718	–0.1	20,851	–0.1

[1] Present value of the obligation using the assumptions shown in the “Actuarial assumptions” tables.

A reduction of 10% in the mortality rates used to calculate the pension obligations increases the life expectancy of the beneficiaries by a given amount depending on their individual ages. It roughly corresponds to an increase of one year in the life expectancy of a male employee who is 55 years old today. A 10% reduction in the mortality rates would therefore increase the present value of the main benefit obligations in Germany and Switzerland by EUR 304m as of 31 December 2025 (previous year: EUR 343m).

The sensitivity analysis examines changes in one assumption and leaves the other assumptions unchanged compared with the original calculation. The effects of any interaction between the individual assumptions are therefore not taken into account.

The plan assets are made up as follows:

T147 Composition of plan assets

	31 Dec 2025				31 Dec 2024			
	Listed price in an active market		Total		Listed price in an active market		Total	
	available in €m	not available in €m	in €m	in %	available in €m	not available in €m	in €m	in %
Shares			**5,505**	**29.0**			4,535	24.7
Europe	3,390	–			2,529	–		
Other	2,115	–			2,006	–		
Fixed-income securities			**8,883**	**46.8**			9,143	49.7
Government bonds	1,179	–			2,158	–		
Corporate bonds	7,704	–			6,985	–		
Share funds	245	–	**245**	**1.3**	203	–	203	1.1
Fixed-income funds	236	–	**236**	**1.2**	223	–	223	1.2
Money market investments	381	–	**381**	**2.0**	738	–	738	4.0
Property			**1,454**	**7.7**			1,421	7.7
Direct investments	1,106	–			–	–		
Indirect investments	81	267			1,096	325		
Insurance contracts	128	135	**263**	**1.4**	–	130	130	0.7
Bank balances	128	415	**543**	**2.9**	184	–12	172	0.9
Other investments [1]	369	1,113	**1,482**	**7.8**	491	1,340	1,831	10.0
Total	**17,062**	**1,930**	**18,992**	**100.0**	**16,613**	**1,783**	**18,396**	**100.0**

[1] Other investments include, in particular, alternative investments such as commodities, infrastructure and private equity funds as well as hedging instruments in connection with the LDI strategy.

The plan assets for defined benefit pension obligations consist mainly of fixed-income securities, shares, property and cash and cash equivalents. They do not include financial instruments issued by companies in the Group nor properties used by Group companies.

Plan assets serve solely to meet the defined benefit obligations. Funding these benefit obligations with assets provides security for future payments. In some countries, this takes place on the basis of statutory regulations, while in others (Germany, for example), this takes place on a voluntary basis.

The responsible decision-making bodies within the Lufthansa Group manage and monitor the financial risks that arise from funding the defined benefit pension obligations.

Within the Lufthansa Group, the pension plans aim to cover the German and Swiss pension obligations by means of plan assets and positive capital market returns in the medium to long term. The key factors for achieving this are the performance of the investments and, for the Swiss plans, the structure of the contribution system and the interest rate policy.

The allocation of the funds to asset classes (e.g. shares) for the defined-benefit plans is carried out on the basis of asset-liability matching (ALM) studies. The ALM study is conducted periodically, generally every three years, with an external adviser in order to review the funding strategy on a regular basis and to make adjustments as necessary. The results of the study should indicate what combination of investments (annuities, shares, etc.) can be used to cover the long-term pension obligations. Step one of this process is for the actuary to draft a long-term forecast charting how the pension obligations will develop.

In addition to this, target figures are needed for the relative return and relative risk as regards coverage of the obligations. Last but not least, a risk budget must also be defined. A simulation is used to test all permissible investment allocations for their future compliance with these objectives. Those which do not fulfil the criteria are eliminated. Preference is given to allocations that are return-oriented yet conservative and that have a high probability of achieving the investment target. The results of the ALM study show whether there will be strategic shifts in the existing allocation.

The funding ratio for the defined-benefit pension obligations at Deutsche Lufthansa AG, Lufthansa Cargo AG and Lufthansa Technik AG is nearly 100% (previous year: nearly 100%). To stabilise the funding ratio, 75% of the investment portfolio (previous year: 75%) is now allocated in accordance with a liability-driven investment (LDI) strategy.

The LDI strategy requires capital to be invested in such a way that the assets replicate the interest rate risk for the pension obligations. This reduces fluctuations due to interest rate changes in the net pension obligations presented in the consolidated statement of financial position. It entails capital investments largely in fixed-income corporate bonds and in derivative interest rate swaps that establish the same sensitivity to interest rates for both assets and liabilities. As of 31 December 2025, around 75% (previous year: around 75%) of these pension obligations were hedged against a target interest rate risk. Derivative financial instruments are also used to manage foreign exchange risks.

The investment strategy for the capital market-based pension plans was also initially defined by the Company and is regularly reviewed in the course of an ALM study. Where necessary, it is adjusted by the Investment Committee to reflect changes in capital market requirements. This may result in changes to the investment strategy for amounts that have already been invested.

Based on current knowledge, an estimated EUR 688m is expected to be transferred to pension plans in the 2026 financial year (previous year: EUR 658m). In Germany, they only relate to capital market-oriented schemes.

Over the next ten years, the following pension payments are forecast for the defined benefit commitments in existence as of the reporting date:

T148 Forecast maturities of undiscounted pension payments

in €m	Forecast pension payments 31 Dec 2025	Forecast pension payments 31 Dec 2024
2026 (previous year: 2025)	828	769
2027 (previous year: 2026)	900	813
2028 (previous year: 2027)	930	831
2029 (previous year: 2028)	956	876
2030 (previous year: 2029)	909	911
2031–2035 (previous year: 2030–2034)	4,428	4,324

The projected maturities for pension payments do not include possible allocations to or funding from plan assets. As a result, the cash flow effects from payments in respect of pension plans may be higher or lower than the projected pension payments, primarily depending on the Company's ability to continue its past funding policy in the future.

Contributions for defined-contribution retirement commitments came to EUR 556m in 2025 (previous year: EUR 507m). These mainly relate to contributions to statutory pension schemes, but also include collective bargaining contributions or voluntary contributions to other pension schemes. The increase stemmed mainly from higher statutory pension contributions, particularly due to higher salaries and an increase in the number of employees.

36. Other provisions

Other provisions disclosed in the statement of financial position as non-current and current other provisions are made up as follows:

T149 Non-current and current other provisions

	31 Dec 2025			31 Dec 2024		
in €m	**Total**	**Non-current**	**Current**	Total	Non-current	Current
Obligations under partial retirement contracts	**41**	26	15	**44**	19	25
Other staff costs	**178**	148	30	**187**	153	34
Obligation to return emissions certificates	**542**	69	473	**378**	17	361
Onerous contracts	**89**	71	18	**96**	77	19
Environmental restoration	**30**	27	3	**33**	29	4
Litigation	**186**	20	166	**222**	30	192
Restructuring/severance payments	**14**	4	10	**22**	3	19
Maintenance obligation for leased aircraft	**594**	388	206	**552**	412	140
Warranties	**66**	–	66	**62**	–	62
Other provisions	**228**	68	160	**251**	51	200
Total	**1,968**	**821**	**1,147**	**1,847**	**791**	**1,056**

The obligations from partial retirement contracts result from collective bargaining agreements in Germany. In 2025, the obligations were measured using an interest rate of 2.80% (previous year: 3.00%).

To protect outstanding obligations under partial retirement agreements in the event of insolvency, funds were transferred to an external trust and reinsurance policies were taken out. These assets, which fulfil the requirements for plan assets and therefore reduce the gross amount of obligations accordingly, are measured at fair value on the balance sheet date.

The funding status for provisions for obligations to employees under partial retirement contracts is as follows:

T150 Funding status

in €m	31 Dec 2025	31 Dec 2024
Present value of funded obligations under partial retirement contracts	177	242
External plan assets	–217	–205
	–40	**37**
of which other provisions	41	44
of which other assets	81	7

The obligation was reduced in the financial year because the option to conclude new partial retirement contracts in the collective agreement expired.

Provisions for other staff costs mainly relate to staff anniversary bonus obligations and other current obligations.

The provisions for the obligation to return emissions certificates cover the obligations to submit certificates under the emissions trading schemes applicable to the Lufthansa Group. The obligations are offset by certificates that are presented under other receivables. ↗ **Note 25** and ↗ **Note 28**. The increase in the financial year was due to both a reduced number of certificates allocated free of charge, higher certificate prices and higher emissions relevant to the systems.

The provisions for expected losses from onerous contracts relate in particular to maintenance contracts at Lufthansa Technik AG, where agreed revenues will not cover the attributable expenses.

Provisions for environmental restoration are based on surveyors' findings and the assumption that all contamination is removed within ten years without any further legal requirements.

Provisions for pending litigation were based on an assessment of the likely outcome of the proceedings.

The provisions for restructuring and severance payments are based on concluded termination agreements or proposed contract terminations which the Lufthansa Group can no longer avoid.

The provisions for the overhaul of leased aircraft mainly relate to obligations for the maintenance, overhaul and repair of these aircraft. The increase was mainly due to the rise in the number of leased aircraft.

Provisions for warranties were mainly recognised for warranty claims in the MRO segment.

Changes in individual provisions in 2025 were as follows:

T151 Changes in other provisions 2025

in €m	Obligations under partial retirement contracts	Other staff costs	Obligation to return emissions certificates	Expected losses from onerous contracts	Environmental restoration	Litigation	Restructuring/ severance payments	Maintenance obligation for leased aircraft	Warranties	Other provisions	Total
As of 1 Jan 2025	44	187	378	96	33	222	22	552	62	251	**1,847**
Changes in the group of consolidated companies	–	–	–	–	–	–	–	–	–	–	**–**
Currency translation differences	–	–1	–1	–	–	–	–	–21	–1	–1	**–25**
Utilisation	–104	–33	–362	–27	–2	–25	–12	–118	–16	–48	**–747**
Increase/additional provisions	40	25	527	23	–	49	7	198	24	56	**949**
Interest added back	3	2	–	2	1	2	–	10	–	1	**21**
Reversal	–	–5	–	–5	–2	–63	–3	–27	–3	–31	**–139**
Transfers	58	3	–	–	–	1	–	–	–	–	**62**
As of 31 Dec 2025	**41**	**178**	**542**	**89**	**30**	**186**	**14**	**594**	**66**	**228**	**1,968**

Changes in individual provisions in the previous year were as follows:

T151 Changes in other provisions 2024

in €m	Obligations under partial retirement contracts	Other staff costs	Obligation to return emissions certificates	Expected losses from onerous contracts	Environmental restoration	Litigation	Restructuring/ severance payments	Maintenance obligation for leased aircraft	Warranties	Other provisions	Total
As of 1 Jan 2024	62	199	225	150	32	218	49	401	72	232	**1,640**
Changes in the group of consolidated companies	–	8	–	–	–	–	–	–	–	–	**8**
Currency translation differences	–	–	1	–	–	–1	–	8	–	–	**8**
Utilisation	–93	–30	–196	–34	–1	–16	–32	–74	–18	–26	**–520**
Increase/additional provisions	82	39	348	13	1	37	8	209	24	62	**823**
Interest added back	1	4	–	3	1	–	–	9	–	2	**20**
Reversal	–	–6	–1	–35	–	–16	–3	–1	–16	–26	**–104**
Transfers	–8	–27	1	–1	–	–	–	–	–	7	**–28**
As of 31 Dec 2024	**44**	**187**	**378**	**96**	**33**	**222**	**22**	**552**	**62**	**251**	**1,847**

The following cash outflows are estimated for the non-current portion of the other groups of provisions:

T152 Cash outflows for non-current provisions

	As of 2025				As of 2024			
in €m	2027	2028	2029	2030 and thereafter	2026	2027	2028	2029 and thereafter
Onerous contracts	15	15	10	39	16	16	13	41
Environmental restoration	3	3	3	18	3	3	3	20
Restructuring/severance payments	1	1	1	1	2	1	–	–
Maintenance obligation for leased aircraft	58	47	106	191	148	43	38	206
Other provisions	38	55	33	36	22	27	27	28

37. Financial liabilities

Financial liabilities consist of a non-current portion with a residual term of more than one year and a current portion of less than one year, which is shown under current liabilities. Table ↗ T153 Financial liabilities shows the total amount of financial liabilities.

T153 Financial liabilities

	31 Dec 2025			31 Dec 2024		
in €m	**Total**	**Non-current**	**Current**	Total	Non-current	Current
Bonds	**6,736**	5,561	1,175	6,969	5,450	1,519
Liabilities to banks	**494**	434	60	421	298	123
Lease liabilities	**3,459**	2,806	653	2,887	2,376	511
Other loans	**3,838**	3,305	533	3,946	3,289	657
	14,527	**12,106**	**2,421**	**14,223**	**11,413**	**2,810**

The Lufthansa Group pursues the strategy of converting financial liabilities in all currencies into financial liabilities in euros by means of interest rate derivatives.

The bonds comprise seven bonds with fixed redemption amounts issued under the Euro Medium Term Notes programme. As of the reporting date, bonds with a nominal volume of EUR 5.0bn, interest rates between 2.875% and 4.125% per year and maturities between May 2026 and September 2032 had been issued under the programme. The programme enables bonds to be issued up to a total volume of EUR 10bn. Also included in the item are a new convertible bond issued in 2025, a new hybrid bond issued in 2025 and a hybrid bond issued in 2015. The new convertible bond was issued with a nominal volume of EUR 600m and can be converted into new and/or existing registered shares in Deutsche Lufthansa AG at a conversion price of EUR 10.755. The unconverted portion of the bond is due for repayment with accrued interest at 102.66% of its nominal value on 10 September 2032. The hybrid bond from 2015 has a volume of EUR 500m, matures in August 2075 and has an interest rate of 4.382% per year. It can be terminated in a five-year cycle, the next time on 12 February 2026. The hybrid bond issued at the start of 2025 also has a volume of EUR 500m, matures in January 2055 and has an interest rate of 5.250% per year. It can first be terminated in the period from 15 October 2030 to 15 January 2031 and thereafter on an annual basis from 15 January 2032.

Of the liabilities to banks, borrower's note loans account for EUR 470m. One borrower's note loan with a carrying amount of EUR 47m was secured by an aircraft.

The lease liabilities correspond to the present value of the remaining payment obligations from contracted leases. Further details on the contracts concluded can be found in ↗ Note 22.

The Lufthansa Group's lease liabilities have the term structure set out below. The disclosures are based on contractual undiscounted payments.

T154 Maturity analysis of lease liabilities

in €m	31 Dec 2025	31 Dec 2024
1st quarter	**164**	143
Up to 1 year [1]	**552**	396
1 – 5 years	**1,877**	1,662
Later	**1,733**	1,264

[1] Without payments in 1st quarter.

Under other loans, EUR 3,716m (previous year: EUR 3,798m) was attributable to structured leasing companies and other aircraft financing models (↗ Note 19). This amount was secured by the respectively financed aircraft. Another six aircraft was refinanced in this way in 2025 and twelve such financing arrangements expired.

In both the 2025 and 2024 financial years, all payment obligations and requirements from the loan agreements described have been fulfilled. No financial covenant requirements are in place.

38. Non-current contract liabilities

T155 Non-current contract liabilities

in €m	31 Dec 2025	31 Dec 2024
Non-current contract liabilities	25	8
	25	**8**

Non-current contract liabilities consist of long-term deferrals for construction contracts where the payments received exceed the performance to date.

39. Non-current advance payments received, deferred income and other non-financial liabilities

T156 Non-current advance payments received, deferred income and other non-financial liabilities

in €m	31 Dec 2025	31 Dec 2024
Advance payments received	2	2
Deferred income	10	19
Other non-financial liabilities	30	22
	42	**43**

Deferred income includes EUR 2m (previous year: EUR 2m) for government grants and subsidies for capital expenditure, which are realised over the useful life of the assets in the following years.

Other non-financial liabilities include obligations under share-based remuneration agreements for Executive Board members, managers and non-payscale employees.

A variable remuneration system is in place for the Executive Board, in which 80% of performance is measured by financial parameters and 20% by sustainability parameters. 30% of the relative Total Shareholder Return (TSR) of the Lufthansa share relative to the NYSE Arca Global Airline Index sector index and 50% of the average adjusted return on capital employed (Adjusted ROCE) during the performance period serve as financial targets. The performance period is four years. For the TSR component, the 60 trading days immediately preceding the beginning of the performance period and the 60 trading days immediately preceding the end of the performance period are used in the performance period. Performance against the target for average Adjusted ROCE is based on a comparison of the average Adjusted ROCE for the four-year performance period against a strategic target set in the grant year, which stipulates coverage of the weighted average cost of capital (WACC) as a lower threshold. The sustainability parameters are set by the Supervisory Board for each performance period.

For the performance targets not dependent on the market, an expected target achievement of 50.00% for Adjusted ROCE and 0% for the sustainability parameter was assumed as part of the measurement for 2023; for 2024, an expected target achievement of 1.67% was assumed for Adjusted ROCE and 200% for the sustainability parameter, and for 2025 an expected target achievement of 102.41% was assumed for Adjusted ROCE and 140% for the sustainability parameter. At the beginning of each performance period, a number of virtual shares are awarded, which are calculated by dividing the individual target amount of the long-term variable remuneration by the average price of Deutsche Lufthansa AG shares during the 60 trading days immediately following the beginning of each performance period. The payment is calculated by multiplying the degree of target achievement for this performance target by the number of virtual shares at the beginning of the performance period and the average price of Deutsche Lufthansa AG shares during the 60 trading days immediately preceding the end of the last year of each performance period.

Managers and non-payscale employees of Deutsche Lufthansa AG and other consolidated and non-consolidated Group companies also have a multi-year incentive programme in the form of share-based remuneration. Adjusted ROCE accounts for 50% of target achievement. Another 30% depends on the relative performance of the Deutsche Lufthansa AG share against the performance of the shares in the NYSE Arca Global Airline Index (TSR target). The remaining 20% of the target amount is tied to sustainability targets relating to reductions in carbon emissions. The range of target achievement for the individual performance criteria is from 0% to 200%. The vesting period begins on 1 January of each programme year and lasts for three years. The plan is to pay a potential bonus, half in cash and half in Lufthansa shares. The fair value of the share component is therefore shown in shareholders' equity and initially measured at fair value at the time of the award. The cash component, which amounts to EUR 18.7m (previous year: EUR 7.5m) and is also part of the other non-financial obligations, was measured at fair value on the reporting date and increases staff costs accordingly by EUR 11.2m (previous year: EUR 1.3m).

As in the previous year, no payment was made from the expired 2021 share programme for managers.

Overall, the number of options changed as follows:

T157 Change in number of options and virtual shares

	2025			2024		
	Number of options	**Number of virtual shares/ Option rights**	**Cash settlement in € thousands**	Number of options	Number of virtual shares	Cash settlement in € thousands
Outstanding on 1 Jan	1,733	6,230,662	–	3,947	5,639,521	–
Issued	–	4,113,424	–	–	2,743,840	–
Expired or forfeited	1,733	820,717	–	2,214	1,581,593	–
Exercised	–	818,412	9,520	–	571,106	1,054
Outstanding on 31 Dec	–	8,704,957	–	1,733	6,230,662	–

The fair values of the option rights and the virtual shares in the ongoing share programmes were calculated using Monte Carlo simulations. This involves simulating the future returns of the shares in the comparative index and of Deutsche Lufthansa AG and calculating the value of the option rights and virtual shares as the forecast amount of a dividend. The weighted average share prices at the calculation date were used in the Monte Carlo simulation. As stated in the terms of the programme, these are 60-day averages for Deutsche Lufthansa AG shares and the NYSE Arca Global Airline Index. The volatilities and correlations used are forecasts for a specific date and maturity on the basis of current market estimates.

Overall, the fair values shown in table T158 were calculated. While the number of shares held by the Executive Board is an agreed figure, in the case of the managers and non-payscale employees this is a variable figure which is based on the closing price calculated on the specified date, at the time of settlement on the Frankfurt Stock Exchange (Xetra). The figure shown in the table was calculated on the basis of the share price on 30 December 2025 (EUR 8.41).

T158 Fair value of option rights and virtual shares as of 31 Dec 2025

	Number of options / virtual shares	Fair value per option / virtual share in €	Proportional vested benefit	Total fair value in €
Executive Board				
Virtual shares 2022	927,143	12.44	100%	11,531,705
Virtual shares 2023	714,135	3.87	100%	2,761,085
Virtual shares 2024	908,570	5.19	100%	4,712,789
Virtual shares 2025	1,181,824	8.30	100%	9,803,832
Managers				
Option rights 2023	989,964	8.41	100%	8,325,601
Option rights 2024	765,029	8.41	67%	4,310,708
Option rights 2025	2,132,465	8.41	33%	5,918,232
Non-payscale staff				
Option rights 2024	286,692	8.41	67%	1,615,423
Option rights 2025	799,134	8.41	33%	2,217,837
Total options and virtual shares	**8,704,956**			**51,197,212**
of which virtual shares	3,731,672			
of which option rights	4,973,284			

T158 Fair value of option rights and virtual shares as of 31 Dec 2024

	Number of options / virtual shares	Fair value per option / virtual share in €	Proportional vested benefit	Total fair value in €
Executive Board				
Virtual shares 2021	818,412	11.50	100%	9,388,691
Virtual shares 2022	927,143	8.39	100%	7,778,730
Virtual shares 2023	714,135	3.20	100%	2,285,232
Virtual shares 2024	908,570	4.38	100%	3,979,537
Managers				
Options 2021	1,733	1,292	79%	1,770,401
Option rights 2023	1,027,132	8.18	67%	5,601,295
Option rights 2024	1,375,739	6.71	33%	6,205,700
Non-payscale staff				
Option rights 2024	459,531	6.71	33%	2,076,739
Total options and virtual shares	**6,232,395**			**39,086,325**
of which options	1,733			
of which virtual shares	3,368,260			
of which option rights	2,862,402			

The measurement of virtual shares for the Executive Board therefore results in an obligation of EUR 28.9m as of the reporting date (previous year: EUR 26.3m), of which EUR 17.3m (previous year: EUR 14.1m) is shown under non-current liabilities. The payout for expired virtual share options of EUR 9.6m in the financial year (previous year: EUR 1.1m) reduced the liability. Changes in the value of virtual shares and the award of additional virtual shares during the financial year resulted in total additional staff costs of EUR 14.8m (previous year: reduction of EUR 6.2m). The measurement for the 2023 programme took into account a remaining term of 13 months and a risk-free interest rate of 1.90%, for the 2024 programme a remaining term of 25 months and a risk-free interest rate of 1.92%, and for the 2025 programme a remaining term of 37 months and a risk-free interest rate of 2.15%.

The fair value of equity-settled share commitments for the 2023, 2024 and 2025 programmes for managers and non-payscale employees was EUR 22.4m (previous year: EUR 13.9m) and was measured based on a valuation model. At the time of the award the model used an expected weighted volatility of 43% for 2023, 37% for 2024 and 31% for 2025 and a share price of EUR 8.94 for 2023, EUR 7.23 for 2024 and EUR 7.70 for 2025 for the Lufthansa share. The expected volatility was derived from historic volatilities. A risk-free interest rate of 2.96% for 2023, 2.60% for 2024 and 2.24% for 2025 was applied for the model. Assumptions for correlations between the Lufthansa share price and the performance of the NYSE Arca Global Airline Index were based on historical share and index performance. The proportion of commitments intended to be settled by equity instruments increases shareholders' equity by EUR 8.5m (previous year: EUR 8.3m) to a total of EUR 22.4m. Changes in the value of options and option rights and the award of additional option rights in the financial year are recognised in staff costs for a total of EUR 17.9m.

40. Current contract liabilities

The Lufthansa Group recognised the following contract liabilities:

T159 Contract liabilities

in €m	31 Dec 2025	31 Dec 2024
Contract liabilities from unused flight documents	**5,389**	**5,183**
Liabilities from customer loyalty programmes	2,331	2,290
Liabilities from MRO and IT services	427	386
Miscellaneous contract liabilities	326	278
Miscellaneous contract liabilities	**3,084**	**2,954**
Liabilities from contracts with customers	**8,473**	**8,137**

Revenue recognised in the reporting period	2025	2024
Revenue recognised that was included in the contract liability balance at the beginning of the period		
Revenue from flight documents	4,272	3,859
Revenue from customer loyalty programmes	572	466
Revenue from MRO and IT services	104	137
Other	123	116
Total	**5,071**	**4,578**

Of the contract liabilities as of 31 December 2024, EUR 241m (previous year: EUR 267m) could not be realised and was refunded to customers. A total of EUR 2,358m (previous year: EUR 2,366m) in ticket refunds was issued for tickets sold in 2025.

Liabilities from customer loyalty programmes as of 31 December 2025 included 262 billion miles/points from bonus miles programmes (previous year: 263 billion miles/points). As a rule, the miles that are expected to expire are recognised pro rata over the general validity period of three years.

The remaining performance obligation under existing long-term service contracts came to EUR 11.0bn in total, assuming that the services are performed as agreed, of which EUR 2.0bn relate to the next twelve months. These essentially consist of maintenance contracts in the MRO segment for the long-term maintenance and overhaul of airline sub-fleets. To calculate the outstanding performance obligations, the number of maintenance inspections derived from the respective flight plans and agreed in the contracts are taken into account, along with the expected revenue and fixed prices for certain services (VIP and cabin modifications). 67% of performance obligations beyond twelve months are expected to have been fulfilled by 2031.

As in the previous year, no revenue was recognised in 2025 for performance obligations fulfilled in prior financial years.

In line with the simplification rules of IFRS 15, disclosures are not made on performance obligations as of 31 December 2025 or 31 December 2024 that have a forecast original term of one year or less. The option of rebooking flights means that there may be a period of time between the conclusion of the contract and the provision of the service that exceeds one year, although this cannot be foreseen when the contract is concluded. Due to the advance booking period of a maximum of one year and short-term rebooking possibilities, the Group assumes that the application of the simplification rule is justified. Award miles can be redeemed for at least three years, but may also be redeemed at short notice and for this reason are also reported as current.

41. Trade payables and other current financial liabilities

T160 Trade payables and other current financial liabilities

in €m	31 Dec 2025	31 Dec 2024
Trade payables		
Trade payables to affiliated companies	55	76
Trade payables to other investees	–	1
Trade payables to third parties	4,320	4,395
	4,375	**4,472**
Other liabilities		
Liabilities to banks	27	9
Other liabilities to affiliated companies	337	303
Liabilities from employee bonus schemes	567	305
Other financial liabilities	815	914
	1,746	**1,531**
Total	**6,121**	**6,003**

No other liabilities serve to secure positive market values of derivatives (previous year: EUR 63m).

The Lufthansa Group takes part in a Supply Chain Finance (SCF) programme to optimise working capital and cash flow and to strengthen supplier relationships. The provider of the programme is CRX Markets AG, Munich, and is free of charge for participating suppliers. Supplier participation in the programme is voluntary; suppliers can receive earlier payment of their receivables from the participating banks at a discount. The Lufthansa Group then pays the original invoice to the bank on the due date. This does not result in any additional costs for the Lufthansa Group in relation to the participating banks. As of 31 December 2025, the SCF programme was used by the Group companies Deutsche Lufthansa AG, Lufthansa Cargo AG, Austrian Airlines AG and Swiss International Airlines Ltd. As of the reporting date, 18 suppliers with an outstanding trade payables volume of EUR 510m (previous year: EUR 583m) participated. Payment terms of liabilities in the programme do not exceed payment terms with suppliers not participating in the programme. The payment terms under the SCF programme range from 90 to 190 days, while the range for comparable invoices outside the SCF programme is from 0 to 185 days. All relevant contractual payment terms are also negotiated with suppliers outside the programme on a bilateral basis, which is why participation in the SCF programme does not change the nature of the supplier liability. Consequently, the disclosure of the trade payables remains unchanged. The cash flows from these liabilities continue to be presented as operating cash flow in the cash flow statement under the item “Changes in trade working capital”.

In addition, the Lufthansa Group participates in another supply chain finance (SCF) programme offered by cflox GmbH, Hamburg, Germany. This programme allows payment terms to be extended by 90 days without affecting suppliers, as they continue to receive their payments on the agreed date. This creates another short-term financial liability to the payment service provider, which makes the payment on behalf of the Lufthansa Group. Consequently, the cash flows continue to be presented as operating cash flow in the cash flow statement under the item “Changes in trade working capital”. As of 31 December 2025, Deutsche Lufthansa AG was using this programme. As of the reporting date, other short-term financial liabilities related to this programme amounted to EUR 299m (previous year: EUR 258m), originally attributable to ten suppliers.

42. Current advance payments received, deferred income and other non-financial liabilities

T161 Current advance payments received, deferred income and other non-financial liabilities

in €m	31 Dec 2025	31 Dec 2024
Liabilities for other taxes	217	281
Accrued expense for holiday, flexible working hours and overtime	294	290
Advance payments received	101	18
Deferred income	51	45
Other non-financial liabilities	118	75
	781	**709**

The advance payments received include EUR 86m from the two Boeing 747 aircraft held for sale.

Other non-financial liabilities also include the current portion of obligations under share-based remuneration agreements measured at fair value (↗ Note 39).

Notes to the segment reporting

43. Notes to the reporting segments and segment data

Notes to the reporting segments
As of 31 December 2025, the Lufthansa Group operated in three reporting segments, which constitute its Group activities. The segments are defined in line with the internal reporting and management structure. The airline activities were combined in their respective reporting segments based on the similarity between the economic characteristics of the individual airlines, such as network and sales structures, as well as customers and services. The Passenger Airlines segment comprises the network airlines Lufthansa Airlines, SWISS, Austrian Airlines and Brussels Airlines, and since 2025 also the equity investment in ITA Airways. The Passenger Airlines segment also features the airlines Eurowings, including the equity investment in SunExpress, Discover Airlines and Edelweiss Air, as well as the regional airlines Lufthansa CityLine, Lufthansa City Airlines and Air Dolomiti. Further information about the individual airlines can be found in the Group management report ↗ **Passenger Airlines business segment**.

The Logistics segment comprises the scheduled airfreight activities of the Lufthansa Cargo group. Lufthansa Cargo is Europe's leading cargo airline.

The MRO segment is a leading global provider of maintenance, repair and overhaul services for civil and commercial aircraft and is represented by the Lufthansa Technik group.

Business activities not allocated to a reporting segment are presented in table **T162**, in the "Additional Businesses and Group Functions" column, along with the income and expenses of central Group functions. They include the income and expenses of Lufthansa Commercial Holding GmbH, the Lufthansa Systems group, the Lufthansa Aviation Training group and other Group companies.

Segmentation was changed by comparison with the financial statements as of 31 December 2024. The Lufthansa Industry Solutions group, which consists of four consolidated and three non-consolidated companies, was allocated to the Additional Companies and Group Functions as of 1 January 2025, having previously formed part of the MRO segment. This reflects the fact that Lufthansa Technik AG is no longer responsible for these companies' strategic management. The figures for the previous year in the segment reporting were adjusted accordingly. External revenue for the consolidated entities in the Lufthansa Industry Solutions group came to EUR 136m in financial year 2025 (previous year: EUR 138m). Adjusted EBIT for this group came to EUR 40m in the segment presentation (previous year: EUR 28m).

Notes to segment data and internal management
The accounting policies of the reporting segments are the same as those described in ↗ **Note 2**.

The Lufthansa Group measures the performance of its segments using both segment result indicators: EBIT and Adjusted EBIT. EBIT is made up of the IFRS operating result and the result from equity investments. Adjusted EBIT is obtained by correcting EBIT for gains and losses on the disposal of assets, write-downs and write-backs and earnings attributable to other periods in connection with pension obligations (plan adjustments and plan settlements), expenses for staff-related restructuring measures, material extraordinary legal costs not resulting from normal business operations, material costs in connection with company transactions and material other expenses based on extraordinary external events.

Sales and revenue between reporting segments are based on arm's length prices. Administrative services are charged as cost-based allocations.

For information on external traffic revenue, see ↗ **Note 3**.

The result of the equity valuation for the segment's equity investments is part of its segment result. However, from a Group perspective, it is attributed to the financial result rather than the operating result.

Capital employed largely comprises segment assets, adjusted for derivative financial instruments, cash and cash equivalents and deferred tax items less non-interest-bearing debt.

The reconciliation column includes both the effects of consolidation activities and the amounts resulting from different definitions of segment item contents compared with the corresponding Group items. Eliminated segment revenue generated with other consolidated segments is shown in the reconciliation column for revenue.

The amounts in the reconciliation column for Group EBIT include the effects of consolidation activities on profit or loss in which income and expense do not figure for two companies at the same amount, or in the same period.

T162 Segment information for the 2025 reporting segments

in €m	Passenger Airlines	Logistics	MRO	Total reportable operating segments	Additional Businesses and Group Functions	Reconciliation: Not allocated	Reconciliation: Consolidation	Group [5]
External revenue	29,760	3,355	6,044	39,159	438	–	–	39,597
of which traffic revenue	28,623	3,189	–	31,812	–	513	–	32,325
Inter-segment revenue	816	48	2,005	2,869	728	–	–3,597	–
Total revenue	**30,576**	**3,403**	**8,049**	**42,028**	**1,166**	**–**	**–3,597**	**39,597**
Other operating income	1,075	82	656	1,813	2,073	–	–985	2,901
Total operating income	**31,651**	**3,485**	**8,705**	**43,841**	**3,239**	**–**	**–4,582**	**42,498**
Operating expenses	**30,688**	**3,209**	**8,124**	**42,021**	**3,400**	**–**	**–4,622**	**40,799**
of which cost of materials and services	18,199	2,263	5,221	25,683	436	–	–2,538	23,581
of which staff costs	6,441	470	1,609	8,520	1,122	–	–3	9,639
of which depreciation and amortisation	1,872	201	152	2,225	97	–	47	2,369
of which other expenses	4,176	275	1,142	5,593	1,745	–	–2,128	5,210
Results of equity investments [1]	**124**	**48**	**22**	**194**	**69**	**–**	**–2**	**261**
of which result of investments accounted for using the equity method	122	10	13	145	14	–	–	159
Adjusted EBIT [2]	**1,087**	**324**	**603**	**2,014**	**–92**	**–**	**38**	**1,960**
Reconciliation items	**73**	**1**	**6**	**80**	**2**	**–**	**–12**	**70**
Impairment losses/gains	–32	–	–2	–34	–3	–	1	–36
Effects from pension provisions and restructuring	–10	–2	6	–7	–21	–	–1	–28
Earnings from asset disposal	65	3	2	70	33	–	–12	91
Other reconciliation items	50	–	–	51	–7	–	–	43
EBIT	**1,160**	**325**	**609**	**2,094**	**–90**	**–**	**26**	**2,030**
Other financial result								–110
Profit/loss before income taxes								1,920
Capital employed [3]	12,631	2,110	4,719	19,460	1,008	–	–180	20,288
of which from investments accounted for using the equity method	817	40	163	1,020	15	–	–1	1,034
Segment capital expenditure [4]	4,047	110	230	4,387	135	–	112	4,634
of which from investments accounted for using the equity method	326	–	8	334	–	–	–	334
Employees at end of period	66,128	4,322	22,989	93,439	9,816	–	–	103,255
Average number of employees	66,364	4,308	22,580	93,252	9,849	–	–	103,101

[1] The result from equity investments does not include impairment losses on the carrying amounts of investments accounted for using the equity method.
[2] For the reconciliation from Adjusted EBIT to EBIT, see ↗ **T022**, p. 46, in the Group management report.
[3] The capital employed results from total assets adjusted for non-operating items (deferred taxes, positive market values, derivatives), less specific non-interest bearing liabilities (including trade payables and other liabilities and from unused flight documents) and less cash and cash equivalents.
[4] Capital expenditure on intangible assets, property, plant and equipment, and loans and equity interests in companies. Capital expenditure is shown without capitalised borrowing costs.
[5] Figures show continuing operations.

T162 Segment information for the 2024 reporting segments

in €m	Passenger Airlines	Logistics	MRO [5]	Total reportable operating segments [5]	Additional Businesses and Group Functions [5]	Reconciliation: Not allocated	Reconciliation: Consolidation [5]	Group [6]
External revenue	28,905	3,213	4,898	37,016	565	–	–	37,581
of which traffic revenue	27,869	3,054	–	30,923	1	515	–	31,439
Inter-segment revenue	785	50	2,285	3,120	681	–	–3,801	–
Total revenue	**29,690**	**3,263**	**7,183**	**40,136**	**1,246**	**–**	**–3,801**	**37,581**
Other operating income	992	93	470	1,555	2,291	–	–885	2,961
Total operating income	**30,682**	**3,356**	**7,653**	**41,691**	**3,537**	**–**	**–4,686**	**40,542**
Operating expenses	**29,722**	**3,147**	**7,055**	**39,924**	**3,744**	**–**	**–4,571**	**39,097**
of which cost of materials and services	17,761	2,241	4,511	24,513	459	–	–2,579	22,393
of which staff costs	5,997	443	1,493	7,933	1,062	–	–3	8,992
of which depreciation and amortisation	1,836	198	150	2,184	110	–	43	2,337
of which other expenses	4,128	265	901	5,294	2,113	–	–2,032	5,375
Results of equity investments [1]	**86**	**42**	**9**	**137**	**63**	**–**	**–**	**200**
of which result of investments accounted for using the equity method	88	8	–11	85	12	–	–	97
Adjusted EBIT [2]	**1,046**	**251**	**607**	**1,904**	**–144**	**–**	**–115**	**1,645**
Reconciliation items	**70**	**1**	**–52**	**19**	**65**	**–**	**2**	**86**
Impairment losses/gains	–11	–	–27	–38	–	–	–	–38
Effects from pension provisions and restructuring [5]	–16	–1	–2	–19	–18	–	–	–37
Earnings from asset disposal	94	–	1	95	96	–	1	192
Other reconciliation items	3	2	–24	–19	–13	–	1	–31
EBIT	**1,116**	**252**	**555**	**1,923**	**–79**	**–**	**–113**	**1,731**
Other financial result								–155
Profit/loss before income taxes								1,576
Capital employed [3]	10,056	2,272	4,690	17,018	989	–	–241	17,766
of which from investments accounted for using the equity method	386	44	163	593	4	–	–	597
Segment capital expenditure [4]	3,275	149	206	3,630	169	–	20	3,819
of which from investments accounted for using the equity method	–	–	22	22	–	–	–	22
Employees at end of period	65,172	4,261	22,313	91,746	9,963	–		101,709
Average number of employees	63,952	4,223	21,618	89,793	10,497	–		100,290

[1] The result from equity investments does not include impairment losses on the carrying amounts of investments accounted for using the equity method.
[2] For the reconciliation from Adjusted EBIT to EBIT, see ↗ **T022**, p. 46, in the Group management report.
[3] The capital employed results from total assets adjusted for non-operating items (deferred taxes, positive market values, derivatives), less specific non-interest bearing liabilities (including trade payables and other liabilities and from unused flight documents) and less cash and cash equivalents.
[4] Capital expenditure on intangible assets, property, plant and equipment, and loans and equity interests in companies. Capital expenditure is shown without capitalised borrowing costs.
[5] Figures adjusted due to the reclassification of the Lufthansa Industry Solutions group from the MRO segment to Additional Businesses and Group Functions.
[6] Group column only includes continuing operations.

Notes on geographical regions in 2025

The allocation of traffic revenue to geographical regions is based on the original location of sale. Non-current assets are allocated according to the location of the relevant asset. The allocation of other revenue to the individual regions is based on the geographical location of the customer.

The regions are defined on a geographical basis. As an exception to this rule, traffic revenue generated in Turkey is attributed to Europe.

The Lufthansa Group controls its air traffic operations on the basis of network results and not on the basis of regional earnings contributions. Consequently, the presentation of regional segment results is of no informational value for the Lufthansa Group.

A presentation of traffic revenue generated in the Passenger Airlines and Logistics segments by traffic region, rather than by original location of sale, is included in the information on the respective segments in the management report.

External revenue, non-current assets and capital expenditure are as follows:

T163 External revenue and non-current assets by region

	2025							2024						
in €m	**Europe**	**North America**	**Central and South America**	**Asia/Pacific**	**Middle East**	**Africa**	**Group**	Europe	North America	Central and South America	Asia/Pacific	Middle East	Africa	**Group**
Traffic revenue	21,440	6,032	648	3,166	442	597	**32,325**	20,884	5,743	616	3,216	433	547	**31,439**
Other revenue	2,579	2,244	306	1,448	448	247	**7,272**	2,367	1,802	222	1,196	363	192	**6,142**
Non-current assets[1) 2) 3)]	24,236	165	19	66	1	2	**24,489**	22,816	168	21	115	1	1	**23,122**
Capital expenditure on non-current assets[3)]	4,333	32	2	7	–	–	**4,374**	3,856	22	2	9	–	–	**3,889**

1) Non-current assets include property, plant and equipment and intangible assets with the exception of repairable spare parts for aircraft.
2) Aircraft are categorised by their place of registration.
3) Including right-of-use assets from application of IFRS 16

The figures for the main countries are as follows:

T164 External revenue and non-current assets by country

	2025		2024	
in €m	**Germany**	**USA**	Germany	USA
Traffic revenue	9,448	5,336	9,160	5,070
Other revenue	958	1,711	789	1,320
Non-current assets [1) 2)]	17,152	158	15,665	156
Capital expenditure on non-current assets [2)]	2,905	29	2,782	16

1) Non-current assets include property, plant and equipment and intangible assets with the exception of repairable spare parts for aircraft.
2) Aircraft are allocated according to their location of registration.

In the 2025 financial year and in the previous year, no more than 10% of Lufthansa Group revenue was generated with any one customer.

The integration of the Network Airlines, Lufthansa Airlines, SWISS, Austrian Airlines and Brussels Airlines, was further deepened at the start of the 2026 financial year. The airline-specific activities for these airlines, such as network planning, aircraft management and distribution are mainly managed by Group Functions, whereas the respective airlines remain responsible for operating activities and premium customer services, among other aspects. This change in the organisational structure and management also impacts the reporting that is relevant for segmentation. Since the Eurowings Group is less integrated into this management model, the Eurowings Group, including the equity investment in SunExpress, will be presented as a separate segment from the 2026 financial year onwards. All other Passenger Airlines remain grouped together in a Hub Airlines segment.

Notes to the consolidated cash flow statement

44. Notes to cash flow from operating, investing and financing activities

The cash flow statement shows how cash and cash equivalents have changed over the reporting year at the Lufthansa Group. In accordance with IAS 7, cash flows are divided into cash inflows and outflows from operating activities, from investing activities and from financing activities. The amount of liquidity in the broader sense is reached by adding interest-bearing securities and similar cash management activities, amounting to EUR 6,988m (previous year: EUR 6,698m). This latter item includes EUR 1,165m (previous year: EUR 675m) in fixed-term deposits with agreed terms of four to twelve months.

Interest paid and interest income from the corresponding interest rate hedges are netted to avoid overemphasising the items interest income and interest paid in the cash flow statement.

Additional information on the cash flow statement

Cash flow from operating activities

Cash flow from operating activities is derived from profit/loss before income taxes using the indirect method. It is adjusted for non-cash income and expenses as well as changes in trade working capital and in other assets/liabilities that are not attributable to investing or financing activities. Cash flows related to pension obligations are shown entirely in cash flow from operating activities. They also include payments received from the CTA plan assets that can be called up to equalise pension payments.

In the current financial year, the Group primarily recognised the following non-cash income and expenses:

T165 Significant non-cash income and expenses

in €m	2025	2024
Result of miscellaneous financial items	–107	6
Impairment on receivables	50	63
Reversal of impairment on receivables	–24	–37
Income from the reversal of provisions and accruals	–365	–296
Adjustments to retirement and transitional benefit systems	12	20
Total	**–434**	**–244**

Trade working capital consists of changes in the carrying amounts of inventories, trade payables and other liabilities, contract assets and down payments, other current assets and other current liabilities, contract liabilities as well as current deferred income and prepaid expenses.

Other assets/liabilities mainly include corrections between pension expenses and payments, changes in other provisions, accruals/deferrals and corrections for non-cash effects from currency translation.

Cash flow from investing (and cash management) activities

Cash flows from investing and financing activities are calculated on the basis of payments.

Investing cash flow results mainly from capital expenditure and disinvestments in non-current assets.

A cash outflow of EUR 325m in the financial year resulted from the acquisition of a 41% stake in ITA Airways in the form of a capital contribution. The sale of the AirPlus Group resulted in a cash inflow of EUR 376m in the previous year.

A total of 19 passenger aircraft were sold and leased back in the financial year. These transactions generated total inflows of EUR 1,273m (previous year: EUR 761m from sale-and-leaseback transactions).

Cash flow from financing activities

Cash flow from financing activities also includes capital repayments and interest payments for lease liabilities. Cash flows from collateral provided to secure the existing market values of cross-currency swaps are also shown here.

Deutsche Lufthansa AG issued one EUR 600m convertible bond, one EUR 500m hybrid bond and eight borrower's note loans with a total nominal amount of EUR 380m in the financial year. These were offset by capital repayments of EUR 2,130m, primarily for one bond in the Euro Medium Term Note (EMTN) programme, the redemption of a convertible bond, borrower's note loans and lease financing.

In addition, EUR 752m was raised through aircraft financing (previous year: EUR 381m), while EUR 618m (previous year: EUR 527m) was repaid.

Financial liabilities and the instruments used to hedge them changed as follows in the financial year:

T166 Financial liabilities 2025

in €m	31 Dec 2024	Cash-effective	Non-cash-effective						31 Dec 2025
			Addition due to changes in consolidation	Addition to lease liabilities	Currency translation differences	Interest added back	Reclassification	Changes in fair value	
Non-current financial liabilities	11,413	2,222	1	1,192	–476	24	–2,342	72	12,106
Current financial liabilities	2,810	–2,722	–	1	–37	9	2,341	19	2,421
Other financial liabilities [1]	9	18	–		–	–	–	–	27
Total financial liabilities	**14,232**	**–482**	**1**	**1,193**	**–513**	**33**	**–1**	**91**	**14,554**
Interest rate swaps used for hedging, including related securities – assets	–267	–185	–		–	–	–	119	–333
Interest rate swaps used for hedging, including related securities – liabilities	254	–62	–		–	–	–	199	391

[1] Mainly relate to bank overdrafts.

Changes in financial liabilities in the previous year were as follows:

T166 Financial liabilities 2024

in €m	31 Dec 2023	Cash-effective	Non-cash-effective						31 Dec 2024
			Addition due to changes in consolidation	Addition to lease liabilities	Currency translation differences	Interest added back	Reclassification/ reclassification to held for sale	Changes in fair value	
Non-current financial liabilities	11,055	2,115	–	635	209	25	–2,625	–1	11,413
Current financial liabilities	2,888	–2,696	–	–	17	26	2,596	–21	2,810
Other financial liabilities [1]	4	61	–		1	–	–57	–	9
Total financial liabilities	**13,947**	**–520**	**–**	**635**	**227**	**51**	**–86**	**–22**	**14,232**
Interest rate swaps used for hedging, including related securities – assets	–259	–9	–		–	–	–	1	–267
Interest rate swaps used for hedging, including related securities – liabilities	305	28	–		–	–	–	–79	254

[1] Mainly relate to bank overdrafts.

Other disclosures

45. Additional disclosures on financial instruments

Financial assets by measurement category

As of the current reporting date, financial assets can be broken down into measurement categories with the following carrying amounts:

T167 Financial assets in the balance sheet

	31 Dec 2025						31 Dec 2024					
in €m	**Amortised cost**	**At fair value through profit or loss**	**At fair value through other comprehensive income with recycling**	**At fair value through other comprehensive income without recycling**	**Derivative financial instruments which are an effective part of a hedging relationship**	**Total**	Amortised cost	At fair value through profit or loss	At fair value through other comprehensive income with recycling	At fair value through other comprehensive income without recycling	Derivative financial instruments which are an effective part of a hedging relationship	**Total**
Other equity investments	–	25	–	–	–	25	–	24	–	–	–	24
Non-current securities	7	15	–	–	–	22	7	14	–	–	–	21
of which equity instruments	–	–	–	–	–	–	–	–	–	–	–	–
of which debt instruments	7	15	–	–	–	22	7	14	–	–	–	21
Loans	281	–	–	–	–	281	253	–	–	–	–	253
Non-current receivables [1]	688	–	–	–	–	688	227	–	–	–	–	227
Non-current derivative financial instruments	–	–	–	–	238	238	–	–	–	–	821	821
Trade receivables, contract assets and other current receivables	4,084	–	–	–	–	4,084	3,899	–	–	–	–	3,899
Current derivative financial instruments	–	2	–	–	338	340	–	6	–	–	798	804
Current securities and similar investments	1,344	4,402	1,242	–	–	6,988	675	4,818	1,203	–	–	6,696
of which equity instruments	–	4,402	–	–	–	4,402	–	4,818	–	–	–	4,818
of which debt instruments	1,344	–	1,242	–	–	2,586	675	–	1,203	–	–	1,878
Cash and cash equivalents	1,160	–	–	–	–	1,160	1,790	–	–	–	–	1,790
Total [1]	**7,564**	**4,444**	**1,242**	**–**	**576**	**13,826**	**6,851**	**4,862**	**1,203**	**–**	**1,619**	**14,535**

[1] Previous year's figure adjusted

The category “At fair value through profit or loss” includes derivatives that do not meet the requirements for applying hedge accounting and are therefore accounted for as stand-alone derivatives. This category also includes equity instruments, consisting of money market funds and equity investments, for which the instrument-specific option of fair value through other comprehensive income without recycling has not been exercised. The debt instruments designated as at fair value through other comprehensive income with recycling relate to the establishment of bond positions as part of the investment of liquidity.

Financial liabilities by measurement category

Financial liabilities can be broken down into measurement categories with the following carrying amounts, with the “at fair value through profit or loss” category including derivatives that do not meet the requirements for hedge accounting and therefore being recognised as stand-alone derivatives. In addition, the instrument-specific option to designate the convertible bond issued in 2025 as at fair value through profit or loss was exercised; its fair value as of the reporting date was EUR 614m. The total change of EUR 14m in the market value of the convertible bond was therefore split into a credit risk-induced share of EUR 4m, which is recognised as an expense in other comprehensive income, and a price-induced share of EUR 10m, which is recognised as an expense in the trading result.

T168 Financial liabilities in the balance sheet

	31 Dec 2025				31 Dec 2024			
in €m	**Liabilities at fair value through profit or loss**	**Derivative financial instruments which are an effective part of a hedging relationship**	**Other financial liabilities at cost**	**Total**	Liabilities at fair value through profit or loss	Derivative financial instruments which are an effective part of a hedging relationship	Other financial liabilities at cost	**Total**
Financial liabilities (not including IFRS 16 lease liabilities)	614	–	10,454	11,068	600	–	10,737	11,337
Derivative financial instruments	1	1,204	–	1,205	2	602	–	604
Trade payables and other liabilities	–	–	4,375	4,375	–	–	4,472	4,472
Other financial liabilities	–	–	1,793	1,793	–	–	1,570	1,570
Total	**615**	**1,204**	**16,622**	**18,441**	**602**	**602**	**16,779**	**17,983**

The net result of the various categories of financial assets and liabilities is made up as shown in Table T169.

T169 Net result for financial assets and liabilities by measurement category

in €m	2025 Interest expenses	2025 Interest income	2025 Amortisation	2025 Result from valuation and sale	2025 Currency result	2025 Net result	2024 Interest expenses	2024 Interest income	2024 Amortisation	2024 Result from valuation and sale	2024 Currency result	2024 Net result
Assets at amortised cost	–	7	–11	–	–161	–165	–	7	–26	–	24	5
Assets at fair value without effect on profit and loss (with recycling)	–2	33	–	5	–4	32	–3	31	–	25	1	54
Assets at fair value without effect on profit and loss (without recycling)	–	–	–	–	–	–	–	–	–	–	–	–
Assets at fair value through profit or loss	–	51	–	29	–	80	–	103	–	78	–	181
Liabilities at amortised cost	–439	–	–	–	200	–239	–399	–	–	–	–153	–552
Liabilities at fair value through profit or loss	–9	–	–	–16	–	–25	–12	–	–	43	–	31
Total	**–450**	**91**	**–11**	**18**	**35**	**–317**	**–414**	**141**	**–26**	**146**	**–128**	**–281**

Table T170 shows the carrying amounts and fair values of the individual classes of financial liabilities. The stated fair values of bonds reflect their market listings (Level 1 of the fair value hierarchy). The fair values for other types of financial liabilities have been calculated using the applicable interest rates for the remaining term to maturity and repayment structures at the reporting date based on the available market information (Bloomberg) (Level 2 of the fair value hierarchy). For other assets and liabilities, non-current receivables, trade receivables and cash in hand carried at amortised cost, the carrying amount is deemed to be a reasonable approximation of the fair value.

T170 Financial liabilities

in €m	31 Dec 2025 Carrying amount	31 Dec 2025 Market value	31 Dec 2024 Carrying amount	31 Dec 2024 Market value
Bonds	6,736	6,719	6,969	6,915
Commercial paper to banks	–	–	–	–
Borrower's note loans	470	496	395	409
Credit lines	24	24	26	25
Aircraft financing	3,716	3,766	3,798	3,932
Other financial debt	122	121	148	123
Total	**11,068**	**11,126**	**11,336**	**11,404**
Lease liabilities	3,459	–	2,887	–
Total	**14,527**		**14,223**	

Financial assets held at fair value by level of fair value hierarchy
Tables T171 and T172 show financial assets and liabilities held at fair value by level of fair value hierarchy. The levels are defined as follows:

- Level 1: Financial instruments traded on active markets, the quoted prices of which are used for measurement unchanged.
- Level 2: Measurement is made by means of valuation methods with parameters derived directly or indirectly from observable market data.
- Level 3: Measurement is made by means of valuation methods with parameters not based exclusively on observable market data.

In the 2025 and 2024 financial years, the fair value hierarchy for financial assets and liabilities held at fair value was as follows:

T171 Fair value hierarchy of assets

	31 Dec 2025				31 Dec 2024			
in €m	**Level 1**	**Level 2**	**Level 3**	**Total**	Level 1	Level 2	Level 3	Total
Financial assets at fair value through profit and loss	**4,417**	**2**	**25**	**4,444**	**4,832**	**6**	**24**	**4,862**
Financial derivatives classified as held for trading	–	2	–	2	–	6	–	6
Securities	4,417	–	–	4,417	4,832	–	–	4,832
Equity investments	–	–	25	25	–	–	24	24
Derivative financial instruments which are an effective part of a hedging relationship	**–**	**575**	**–**	**575**	**–**	**1,619**	**–**	**1,619**
Financial assets at fair value through other comprehensive income	**–**	**1,242**	**–**	**1,242**	**–**	**1,203**	**–**	**1,203**
Equity instruments	–	–	–	–	–	–	–	–
Debt instruments	–	1,242	–	1,242	–	1,203	–	1,203
Total assets	**4,417**	**1,819**	**25**	**6,261**	**4,832**	**2,828**	**24**	**7,684**

T172 Fair value hierarchy of liabilities

	31 Dec 2025				31 Dec 2024			
in €m	**Level 1**	**Level 2**	**Level 3**	**Total**	Level 1	Level 2	Level 3	Total
Financial liabilities at fair value through profit or loss	–	–614	–	–614	–	–600	–	–600
Derivative financial instruments at fair value through profit or loss	–	–1	–	–1	–	–2	–	–2
Derivative financial instruments which are an effective part of a hedging relationship	–	–1,204	–	–1,204	–	–602	–	–602
Total liabilities	**–**	**–1,819**	**–**	**–1,819**	**–**	**–1,204**	**–**	**–1,204**

Level 3 investments held at fair value through profit or loss included a total of 38 individual investments as of the reporting date (previous year: 37), the acquisition costs of which are the best estimate of fair value for reasons of materiality.

Netting of financial assets and liabilities

The following financial assets and liabilities are subject to global netting agreements and other agreements.

T173 Netting of financial assets

	31 Dec 2025						31 Dec 2024					
in €m	**Gross amount**	**Netted amounts**	**Reported net amount**	**Amounts not netted**	**Cash collateral**	**Net amount**	Gross amount	Netted amounts	Reported net amount	Amounts not netted	Cash collateral	Net amount
Trade receivables and other current receivables	4,224	140	4,084	–	301	3,783	4,092	193	3,899	–	111	3,788
Derivative financial instruments – assets	578	–	578	31		547	1,625	–	1,625	132	63	1,430
Cash and cash equivalents	1,160	–	1,160	–		1,160	1,790	–	1,790	–	–	1,790
Total assets	**5,962**	**140**	**5,822**	**31**	**301**	**5,490**	**7,507**	**193**	**7,314**	**132**	**174**	**7,008**

T174 Netting of financial liabilities

	31 Dec 2025						31 Dec 2024					
in €m	**Gross amount**	**Netted amounts**	**Reported net amount**	**Amounts not netted**	**Cash collateral**	**Net amount**	Gross amount	Netted amounts	Reported net amount	Amounts not netted	Cash collateral	Net amount
Trade payables and other liabilities	4,517	140	4,377	–	–	4,377	4,665	193	4,472	–	63	4,409
Derivative financial instruments – liabilities	1,205	–	1,205	31	301	873	604	–	604	132	111	361
Total liabilities	**5,722**	**140**	**5,582**	**31**	**301**	**5,250**	**5,269**	**193**	**5,076**	**132**	**174**	**4,770**

Principles of the hedging policy

As an aviation group with worldwide operations, the Lufthansa Group is exposed to exchange rate, interest rate and fuel price movement risks, as well as to credit and liquidity risks. Limiting these risks by means of systematic financial management is part of Company policy.

Market risk

The major market and price risks to which the Lufthansa Group is exposed are exchange rate fluctuations between the euro and other currencies, interest rate fluctuations in international money and capital markets, and price fluctuations in the crude oil and oil products markets. The hedging policy for limiting these risks is laid down by the Executive Board and documented by internal Group guidelines. It also provides for the use of financial derivatives. The corresponding financial transactions are concluded only with first-rate counterparties.

Foreign exchange risk

For US dollars, the Lufthansa Group is in a net payer position as regards currency risks from its operating business, since fuel payments are dollar-denominated. There is always a net surplus for other currencies. This is especially true of the Chinese renminbi, the British pound sterling, the Japanese yen and the Indian rupee. Depending on market liquidity, currency risks from projected operational exposure are hedged gradually over a period of 24 months by means of futures contracts, which are accounted for as cash flow hedges. At the end of the 2025 financial year, the hedging of operations for the next 24 months was as shown in Table T175.

T175 Currency hedges, as of 2025

in millions	USD	CNY	JPY	GBP	INR
Hedges (currency)	2,984	–2,973	–42,225	–309	–18,987
Hedging ratio	1.15	8.03	164.49	0.88	104.55

A fixed proportion of currency risks from capital expenditure on aircraft is generally hedged immediately after the contract is signed. The hedging level is reviewed and increased where necessary, if, over the lifetime of the contract, the exchange rate moves significantly above or below that used to calculate the investment. In the last 24 months before payment, the hedging level is increased in half-yearly steps, reaching 90% by the end. These investment hedges are therefore also accounted for as cash flow hedges. Capital expenditure on aircraft takes place in US dollars and is hedged in euros or in Swiss francs, depending on the functional currency of the Group company making the purchase. There was no exposure in Swiss francs as of the reporting date.

US dollar exposure for capital expenditure as of year-end 2025 was as shown in Table T176.

T176 USD investment exposure, hedged in EUR

in millions	2026	2027	2028	2029	2030	2031	2032
Hedges (USD)	3,730	3,773	1,503	1,237	1,030	367	44
Hedging rate EUR/USD	1.19	1.19	1.17	1.18	1.17	1.20	1.21

The sensitivity analysis in Table T177 shows how earnings and shareholders' equity would have changed had the currencies identified as price risk variables been different from those at the reporting date.

T177 Sensitivity analysis by currency

	Effects on earnings after taxes[1]		Effects on equity[1]	
in €m	Difference of +10%	Difference of –10%	Difference of +10%	Difference of –10%
USD	–384	259	967	–791
JPY	–33	27	–19	16
CHF	–56	49	–1	0
GBP	2	4	–29	23
CNY	3	–2	–30	24
INR	3	–2	–15	12

[1] All amounts after deferred tax effects; +/– signs relate to earnings and/or equity.

Interest rate risk

The Lufthansa Group seeks to manage interest rate risks by means of a balanced mix of fixed-rate and floating-rate financial instruments in order to limit interest rate fluctuations and optimise net interest. Interest-rate derivatives, including cross-currency interest rate swaps, are used to manage interest rate risk, in order to supplement the portfolio of financial assets and liabilities. The aim is for financial liabilities mainly to bear interest in the functional currency of the Lufthansa Group. A finance committee is responsible for determining the ratio of fixed and floating interest on net debt.

The tables T178 and T179 describe the floating/fixed ratio for non-current borrowing as of financial year-end 2025 after taking into consideration interest rate hedging, as well as the distribution of the nominal volume of interest rate hedges.

T178 Interest rate exposure after hedging

in €m	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Fixed	6,346	4,315	3,243	2,325	1,810	317	305	129	131	134	71
Floating	4,924	4,893	4,519	3,622	2,974	2,297	1,299	606	534	460	315
Floating/fixed ratio	44%	53%	58%	61%	62%	88%	81%	82%	80%	77%	82%

T179 Nominal volume of interest rate hedges

in €m	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Fixed	–2,893	–3,090	–2,890	–2,173	–1,788	–1,499	–733	–164	–166	–168	–171
Floating	3,147	3,318	3,096	2,343	1,893	1,573	776	176	178	180	182

The sensitivity analysis in table T180 shows how net profit and equity would have changed had the interest rate identified as a price risk variable been different from the perspective of the reporting date. A symmetric sensitivity of 100 basis points is used given the current interest rate volatility. Stand-alone interest rate derivatives and interest rate derivatives in cash flow hedge accounting have been included. The reason for this is that, in fair value hedge accounting, interest rate derivatives offset the movements in the underlying hedged items.

T180 Sensitivity analysis by interest rate

in €m	Effects on earnings after taxes[1]	Effects on equity[1]
Interest rate +100 basis points	–39	–14
Interest rate –100 basis points	40	16

[1] All amounts after deferred tax effects; +/– signs relate to earnings and/or equity.

Fuel price risk

In the 2025 financial year, fuel costs accounted for 17.8% of the Lufthansa Group's operating expenses (previous year: 19.9%). Significant changes in fuel prices can therefore have a considerable effect on the Lufthansa Group's result.

Fuel price risk is limited by the use of crude oil and gas oil hedges. As a rule, the exposure is hedged monthly for up to 24 months on a continuous basis by means of spread options. At the same time, forward hedges can be concluded for the price difference between kerosene and crude oil, and between gas oil and crude oil. Executive Board approval may be obtained to extend the hedging period and to increase the monthly hedging volume in order to exploit market opportunities. The target hedging level as of 31 December 2025 is 85%.

Table T181 shows the fuel hedges at financial year-end.

T181 Fuel hedges

		2026	2027
Hedging instruments	in 1,000 tonnes	7,446	2,948
Hedging ratio	USD/bbl	83.48	79.37

The sensitivity analysis in table T182 shows how equity would have been affected by changes in the market value of hedging instruments held as of the reporting date had the identified risk variable, namely the fuel price, been different. Since hedge accounting rules mean that changes in the market value of the instruments are recognised only directly in shareholders' equity without effect on profit and loss, the change in the fuel price of the hedges alone has no effect on earnings.

T182 Sensitivity analysis by fuel price

in €m	Effects on earnings after taxes[1]	Effects on equity[1]
Fuel price		
+10%	–	219
–10%	–	–203

[1] All amounts after deferred tax effects; +/– signs relate to earnings and/or equity.

Market values of the derivative financial instruments used for hedging

Hedging instruments designated in hedging relationships are used to hedge exchange rate, interest rate and fuel price risks as of the reporting date. In the financial year, they changed as shown in Table T183.

T183 Derivative financial instruments used for hedging as of 31 Dec 2025

in €m	Positive market value	Negative market value	Change in fair value of hedging instrument\– designated risk	Change in fair value of hedging instrument – non-designated risk	Basis adjustment of hedged items	OCI –cash flow hedge reserve	OCI – cost of hedging	Ineffective portion of hedges – designated risk	Ineffective portion of hedges – non-designated risk
Fair value hedge									
Interest rate hedges – interest rate swaps	22	–300	–193	–	181	–	–	-12	–
Cash flow hedge									
Fuel hedging – options	30	–124	–73	32	–	–73	23	–	9
Exchange rate hedging – futures	520	–691	–1,386	190	–	–1,380	179	–4	10
Interest rate hedges – interest rate swaps	3	–90	–124	–	–	–121	–	–3	–
Total	**575**	**–1,205**	**–1,776**	**222**	**181**	**–1,574**	**202**	**–19**	**19**
of which current	339	–462							

T183 Derivative financial instruments used for hedging as of 31 Dec 2024

in €m	Positive market value	Negative market value	Change in fair value of hedging instrument\– designated risk	Change in fair value of hedging instrument – non-designated risk	Basis adjustment of hedged items	OCI – cash flow hedge reserve	OCI – cost of hedging	Ineffective portion of hedges – designated risk	Ineffective portion of hedges – non-designated risk
Fair value hedge									
Interest rate hedges – interest rate swaps	90	–167	106	–	-108	–	–	-2	0
Cash flow hedge									
Fuel hedging – options	78	–50	-39	–33	–	-35	–37	–4	4
Exchange rate hedging – futures	1,386	–361	733	–100	–	743	-54	–9	–46
Interest rate hedges – interest rate swaps	65	–24	26	–	–	29	–	–3	0
Total	**1,619**	**–602**	**826**	**–133**	**–108**	**737**	**–91**	**–18**	**–42**
of which current	799	–271							

The market values stated for financial derivatives correspond to the price at which an independent third party would assume the rights and/or obligations from the financial instrument. The fair values of interest rate derivatives correspond to their respective market values, which are measured using appropriate financial and mathematical methods, such as discounting expected future cash flows. Discounting takes market standard interest rates and the residual term of the respective instruments into account. Forward currency transactions and interest rate swaps are individually discounted to the balance sheet date based on their respective forward rates and the appropriate interest rate curve. The market prices of options used to hedge fuel prices are determined using acknowledged option pricing models.

Depending on the hedged exposure, the Lufthansa Group designates interest rate hedges as both fair value hedges and cash flow hedges and accounts for them accordingly. Interest rate swaps are designated as part of a hedging relationship and are not broken down into individual components. Ineffectiveness in these hedging relationships result largely from different parameters in the hedged item and the hedging instrument and the basis spread in cross currency swaps. Ineffectiveness in fair value hedges and cash flow hedges are recognised and presented as part of the financial result, in other financial items.

Derivatives used in the context of fuel hedging to hedge future kerosene purchases are designated as cash flow hedges. The Lufthansa Group applies the IFRS 9 component approach, using crude oil/gas oil, based on Brent ICE/gas oil ICE, as the designated risk component of the hedging instrument. The hedged item is composed of a global crude oil mix/gas oil mix. The base risk between individual crude oil components/gas oil components in the hedging instrument and the crude oil mix/gas oil mix in the hedged item is reduced by rebalancing the volumes that make up the hedged item on a quarterly basis. In 2025, the quarterly rebalancing factors for adjusting the hedged item for crude oil/gas oil were as follows: 1.008/0.993 (Q1), 1.008/0.993 (Q2), 1.007/0.991 (Q3) and 1.006/0.990 (Q4). The Lufthansa Group generally uses options and combinations of options to hedge fuel prices. The intrinsic value of the option is designated as the hedging instrument, so that effective changes in the intrinsic values are recognised in other comprehensive income in the cash flow hedge reserve. The fair value of an option is not designated as a hedging instrument and effective changes in the fair value are therefore recognised as a cost of hedging. Ineffectiveness in fuel price hedges results from the base risk between the crude oil component/gas oil component and the crude oil mix/gas oil mix in the component approach. Ineffectiveness in hedges is recognised and presented as part of the financial result in other financial items.

The Lufthansa Group applies the spot-to-spot method for exchange rate forward transactions designated in cash flow hedges. The spot component of a forward contract is designated as a hedging instrument and effective value changes are recognised in the cash flow hedge reserve. The other effective components of a forward contract, the forward component and the basis spread are presented in a separate OCI component in line with the legal requirements for the cost of hedging. Ineffectiveness in hedging relationships results from changes in the timing of the planned aircraft purchases. Ineffectiveness is presented as part of the financial result in other financial items (↗ Note 13).

The Lufthansa Group uses the hypothetical derivative method to calculate changes in the value of hedged items designated as being part of a hedging relationship.

T184 Designated hedged items in hedging relationships

in €m	2025 Carrying amount of liabilities	2025 Change in fair value of hedged items – designated risk	2025 Change in fair value of hedged items – non-designated risk	2025 Base adjustment of hedged items from fair value hedges – cumulative	2024 Carrying amount of liabilities	2024 Change in fair value of hedged items – designated risk	2024 Change in fair value of hedged items – non-designated risk	2024 Base adjustment of hedged items from fair value hedges – cumulative
Fair value hedge								
Interest rate hedges – interest rate swaps	–4,209	181	–	339	–4,247	–108	–	70
Cash flow hedge								
Fuel hedging – options	–	73	–23	–	–	35	37	–
Exchange rate hedging – futures	–	1,480	–346	–	–	–818	44	–
Interest rate hedges – interest rate swaps	–	126	–	–	–	–29	–	–
Total	**–4,209**	**1,860**	**–369**	**339**	**–4,247**	**–920**	**81**	**70**

T185 Statement of equity reconciliation for cash flow hedges

in €m	2025 As of 1 Jan 2025	2025 Gains or losses from effective hedging relationships	2025 Reclassification to profit or loss	2025 Reclassification to acquisition costs of inventories	2025 Reclassification to acquisition costs of aircraft	2025 As of 31 Dec 2025	2024 As of 1 Jan 2024	2024 Gains or losses from effective hedging relationships	2024 Reclassification to profit or loss	2024 Reclassification to acquisition costs of inventories	2024 Reclassification to acquisition costs of aircraft	2024 As of 31 Dec 2024
OCI – cash flow hedge reserve	**1,278**	**–1,433**	**52**	**48**	**–86**	**–141**	**486**	**1,040**	**–6**	**–98**	**–144**	**1,278**
Fuel hedging – options	–18	–121	–	48	–	–91	16	64	–	–98	–	–18
Exchange rate hedging – futures	1,314	–1,337	52	–	–86	–57	475	989	–6	–	–144	1,314
Interest rate hedges – interest rate swaps	–18	25	–	–	–	7	–5	–13	–	–	–	–18
OCI – cost of hedging	**299**	**30**	**–25**	**210**	**–20**	**494**	**378**	**–79**	**–**	**–**	**–**	**299**
Fuel hedging – options	–208	–194	–	210	–	–192	–183	–25	–	–	–	–208
Exchange rate hedging – futures	507	224	–25	–	–20	686	561	–54	–	–	–	507
Total	**1,577**	**–1,403**	**27**	**258**	**–106**	**353**	**864**	**961**	**–6**	**–98**	**–144**	**1,577**

Derivative financial instruments that do not meet the requirements for applying hedge accounting are measured at fair value through profit or loss. As a rule, these derivatives were originally in an economic hedging relationship with a particular exposure, but the exposure can either not be measured for hedge accounting purposes or no longer exists.

Fair values are exclusively calculated on the basis of recognised financial and mathematical methods, using publicly available market information.

Changes in the market values of derivatives that do not qualify as effective hedging transactions under IFRS 9 can be seen in the income statement and in the overview of other financial items (↗ Note 13).

Liquidity risk

Complex financial planning systems enable Lufthansa to identify its future liquidity position at an early stage. Based on the results of the Group strategy and planning processes, a monthly rolling liquidity plan differentiated by currency is drawn up with a planning horizon of 24 months. This planning method offers an up-to-date picture of anticipated liquidity developments within the Company and corresponding currency effects.

The Lufthansa Group held unused lines of credit as of 31 December 2025 totalling EUR 2,567m (previous year: EUR 2,549m).

The Group takes specific and general measures to safeguard and manage its liquidity to avoid any potential liquidity restrictions that could result from exogenous developments. These include the implementation of monitoring on the basis of detailed, rolling short-term cash plans in order to manage liquidity effectively, and the holding of sufficient funds to cover the current financing requirement. Specific liquidity risks resulting from reimbursements for cancelled flights are also analysed and managed. In addition, liquidity is managed in connection with current orders for goods and services. Transparency is ensured across the Group, including through an early warning system and an escalation process for outstanding receivables, and strict approval requirements apply within the order process.

A maturity analysis for financial liabilities and derivative financial instruments based on undiscounted gross cash flows, including the related interest payments, shows the following projected cash inflows and outflows considered from the reporting date of 31 December 2025. As a result of the hedges used there are generally direct connections between the cash inflows and outflows for the derivative financial instruments shown.

T186 Maturity analysis of liabilities from derivative financial instruments

in €m	From fuel derivatives	Cash inflow from gross settlement of interest rate and exchange rate derivatives	Cash outflow from gross settlement of interest rate and exchange rate derivatives	Net
1st quarter	–33	2,796	–2,909	**–146**
Up to 1 year[1)]	–56	5,607	–5,818	**–267**
1–5 years	–2	9,466	–9,859	**–395**
Later	–	1,177	–1,258	**–81**

[1)] Without payments in 1st quarter.

T187 Maturity analysis of liabilities from non-derivative financial instruments

in €m	Outflows
1st quarter	–5,991
Up to 1 year[1)]	–3,233
1–5 years	–7,325
Later	–2,785

[1)] Without payments in 1st quarter.

Credit risk

The sale of passenger travel and freight documents mostly takes place via agencies. These agencies are predominantly connected to national clearing systems for billing passenger and cargo sales. The credit rating of the agencies is reviewed by the responsible clearing systems. Due to the broad diversification, credit risk for the agencies is relatively low worldwide. To further reduce credit risk exposure to the agencies, the Lufthansa Group tracks their payment histories and tries to agree on shorter payment deadlines whenever possible, and with the support of the International Air Transport Association (IATA).

Receivables and liabilities between airlines are offset through bilateral arrangements or via an IATA clearing house, insofar as the contracts underlying the services do not explicitly specify otherwise. Systematic settlement of weekly receivables and liability balances significantly reduces the default risk. Fidelity guarantee insurance also covers partial risks within a certain range. Service contracts occasionally require collateral for miscellaneous transactions. All other contractual relationships are subject to credit rules, which, depending on the type and volume of the contract involved, require collateral, credit ratings/references or historical data from prior dealings, particularly payment history, in order to avoid defaults. Credit risks from the MRO business are monitored and managed via a separate credit risk management system. It comprises the calculation, authorisation and monitoring of customer-specific credit limits and the daily monitoring of payments received and receivables past due.

Counterparty risks in connection with credit card companies are monitored closely and incoming payments are reviewed daily. To reduce risks even further, a permanent analysis process examines whether to further tighten credit terms for some settlement partners. In addition to the monitoring of receivables at the Company or business segment level, there is also counterparty monitoring at Group level, with individually assigned limits, in order to identify the accumulation of portfolio risks across the entire Group and take appropriate action where necessary. The maximum credit risk for financial assets from the potential insolvency of customers is their carrying amount.

Besides individual write-downs on receivables if a default event occurs, IFRS 9 requires risk provisions to be recognised for expected losses. The Lufthansa Group's trade receivables are exposed to external credit risks for which expected losses have already been taken into consideration in accordance with IFRS 9, in addition to individual write-downs. A simplified impairment model based on an impairment matrix is used for the portion of the receivables portfolio that is subject to external credit risks. The portfolio is divided into clusters based on customer groups, regions and days past due. A default matrix is calculated on the basis of historical default events in the Lufthansa Group's receivables portfolio, which is supplemented to include forward-looking, publicly available insolvency forecasts. This impairment matrix is applied to trade receivables that are exposed to external credit risk. Receivables from credit card providers are excluded due to their very low probability of default. An impairment matrix is also used for trade receivables in the MRO segment. It entails dividing the customer portfolio into four risk classes, with a low, medium, high and very high risk of default. Customers are assigned to each category using the MRO segment's credit risk management system, which is based on fundamental data, market information and payment history. Probabilities of default are derived from historic default events and current market information. Available collateral is taken into account. The Lufthansa Group uses a definition of default of 90 days past due for receivables, which are written off in full if the default event occurs. Exceptions are permitted in justified cases, however.

Table T188 shows the individual impairment losses and impairment due to expected losses for trade receivables and their changes. The gross carrying amounts of the receivables subject to expected losses and the gross carrying amounts of the receivables subject to individual impairment losses are shown for the purpose of comparison.

T188 Statement of risk provisions 2025

in €m	Opening balance risk provision as of 1 Jan 2025	Additions through profit or loss	Reversals through profit or loss	Utilisation	Closing balance risk provision as of 31 Dec 2025	Opening balance gross carrying amount as of 1 Jan 2025	Closing balance gross carrying amount as of 31 Dec 2025
Trade receivables (simplified approach)	**267**	**74**	**–26**	**0**	**315**	**1,919**	**1,982**
of which from expected losses	35	1	–2	0	34	1,692	1,581
of which from individual write-downs	232	73	–24	0	281	227	401

T188 Statement of risk provisions 2024

in €m	Opening balance risk provision as of 1 Jan 2024	Additions through profit or loss	Reversals through profit or loss	Utilisation	Closing balance risk provision as of 31 Dec 2024	Opening balance gross carrying amount as of 1 Jan 2024	Closing balance gross carrying amount as of 31 Dec 2024
Trade receivables (simplified approach)	**334**	**35**	**–22**	**–80**	**267**	**1,934**	**1,919**
of which from expected losses	34	6	–5	0	35	1,654	1,692
of which from individual write-downs	300	29	–17	–80	232	280	227

In the reporting year, the Lufthansa Group used the default rates shown in table T189 for each past due category in the impairment matrix for the simplified approach of the impairment model.

T189 Impairment matrix for trade receivables

		2025						2024					
		Not overdue	**1–30 days overdue**	**31–60 days overdue**	**61–90 days overdue**	**More than 90 days overdue**	**Total**	Not overdue	1–30 days overdue	31–60 days overdue	61–90 days overdue	More than 90 days overdue	Total
Default rate	**%**	1.4	2.0	3.9	3.9	17.5	–	1.5	1.0	2.5	3.5	14.9	–
Carrying amounts for trade receivables	in €m	1,203	270	35	11	53	**1,572**	1,369	215	21	10	77	1,692
Expected loss	in €m	17	5	1	–	9	**32**	20	3	1	–	11	35

Securities representing debt are rated as shown in table T190 (Standard & Poor's).

T190 Securities ratings – debt instruments

in €m	
AAA	180
AA+	6
AA	17
AA–	100
A+	128
A	200
A–	277
BBB+	137
BBB	135
Below BBB or unrated	77
Total	**1,257**

The credit risk for derivative financial instruments and securities held at fair value through profit or loss or through other comprehensive income is the risk that a counterparty defaults. The maximum credit risk from these instruments is their carrying amount. The counterparty default risk for financial market transactions is limited by defining a maximum risk, taking the credit score given by recognised rating agencies into account.

46. Contingencies and events after the reporting date

T191 Contingent liabilities

in €m	31 Dec 2025	31 Dec 2024
From guarantees, bills of exchange and cheque guarantees	2,185	2,180
of which to joint ventures	1	1
From warranty contracts	313	339
of which to joint ventures	85	111
From providing collateral for third-party liabilities	15	16
	2,513	**2,535**

A total of EUR 2,141m (previous year: EUR 2,134m) relates to joint and several guarantees and warranties. This amount is offset by compensatory claims against the other co-debtors for EUR 2,080m (previous year: EUR 2,059m). Insofar as annual financial statements have yet to be published, these figures are preliminary.

Otherwise, several provisions for other risks could not be made because an outflow of resources was not sufficiently probable. The potential financial effect of these provisions on the result would have been EUR 17m (previous year: EUR 25m).

Receivables of EUR 135m (previous year: EUR 97m) in connection with legal disputes were not recognised as of 31 December 2025 because the inflow of economic benefits depends on the outcome of the court proceedings.

Legal risks

The Lufthansa Group is exposed to a number of legal risks in the course of its normal business. Based on current knowledge, the assumption is that these will not have any material, lasting effects on the net assets, financial and earnings position, beyond those for which provisions for litigation risks have been created (↗ Note 36).

Legal disputes and other claims made against the Group are always subject to uncertainty, however. Management estimates of these risks may also change over time. The actual outcome of these legal disputes may differ from earlier management estimates, which could have significant effects on the net assets, financial and earnings position and the reputation of our Company.

Due to the existing uncertainties described below, we cannot make an assessment of the amount of the respective contingent liabilities or of the group of contingent liabilities. The legal disputes that these statements refer to include:

Risk of successful civil claims for damages in ongoing antitrust proceedings

Various cargo airlines, including Lufthansa Cargo AG and Swiss International Air Lines AG, were involved in a cargo cartel in the period between December 1999 and February 2006. Numerous lawsuits for damages were brought worldwide as a result by both direct and indirect customers and addressed to the airlines as co-debtors. After other proceedings were settled out of court in 2025, Deutsche Lufthansa AG, Lufthansa Cargo AG and Swiss International Air Lines AG are now only exposed to a significant risk of civil claims for damages arising from one case in the Netherlands. As many substantive and legal questions are still unclear at present, it is not possible to give a concrete assessment of the outcome of this pending lawsuit or of the number and amount of any other claims.

Nonetheless, significant effects on the net assets, financial and earnings position of the Group cannot be fully ruled out if it should lose these legal proceedings or end them by way of an out-of-court settlement. The affected shareholders of the Lufthansa Group have made provisions to cover potential outcomes of such settlement negotiations.

Legal action by Ryanair against the European Commission's decision on state aid

Ryanair has appealed to the General Court (of the European Court of Justice) against the decision by the European Commission approving stabilisation measures for companies in the Lufthansa Group. Stabilisation measures of around EUR 7.6bn in total are affected for Deutsche Lufthansa AG, Austrian Airlines AG and Brussels Airlines SA/NV. The lawsuits relating to the state aid for Austrian Airlines AG and Brussels Airlines SA/NV were definitively dismissed. In May 2023, the European General Court upheld the action for annulment with regard to the stabilisation measure in the amount of EUR 6bn granted to Deutsche Lufthansa AG by the Economic Stabilisation Fund (ESF) of the Federal Republic of Germany and annulled the corresponding state aid decision of the European Commission on the grounds of substantive errors of law. Until a final judgement is made or a new state aid decision is issued, uncertainty remains as to the legal consequences of the annulment of the decision to grant state aid. There is no immediate repayment risk as the stabilisation measures have already been completed and Deutsche Lufthansa AG has already repaid the silent participations from the ESF in full. Potential indirect consequences include the demand for clawback interest for the period between the allocation and the repayment of the stabilisation funds, as well as the imposition of conditions attached to a new state aid decision. Deutsche Lufthansa AG appealed to the European Court of Justice against the ruling of the court of first instance. The European Commission and the Federal Republic of Germany are intervening in the appeal. The Advocate General gave an opinion on 16 October 2025 in which he recommended dismissing Lufthansa's appeal in full. No ruling had been made at the time the report was prepared. Ryanair also instituted proceedings against the European Commission in December 2024 for failure to act. It wants the European Commission to issue an injunction against Germany to recover the state aid from Deutsche Lufthansa AG. In July 2024, the European Commission initiated a formal examination procedure, as it has done in similar cases. At the time this report was prepared, it was not yet clear what the European Commission's response to the judgement of the European Union General Court would be.

Covenants in connection with the funds granted by the Economic Stabilisation Fund

As well as information and auditing rights for the Economic Stabilisation Fund, the framework agreement with the Economic Stabilisation Fund, which has since been terminated, provided for extensive obligations for the Lufthansa Group including the ban on dividend payments and the ban on cross-subsidising Lufthansa Group companies which were already in difficulty within the meaning of EU Regulation No. 651/2014 on 31 December 2019. The ECJ ruling of 10 May 2023 revoked the approval decision and so the legal basis for the ban on dividend payments, but the differences of opinion between the Lufthansa Group and the European Commission about the applicability of these obligations could represent a potential risk if the European Commission issues a new decision approving the stabilisation, asserting its position and possibly adapting it in line with the ECJ ruling.

This disagreement particularly relates to the ban on dividend payments. The Lufthansa Group has received preliminary statements from departments of the European Commission that are not consistent with the Group's line of argument regarding the inapplicability of the ban to certain companies. In this context, provisions of EUR 55m including interest have been recognised in the 2025 consolidated financial statements, in particular for distributions by investees to external shareholders. Deutsche Lufthansa AG assumes, based on its preliminary statements, that if the European Commission issues a new approval decision it will continue to see the payment of dividends as a breach of the aforementioned obligation, meaning that it could demand payment of the above amount by the Company in a formal decision. The outstanding decision by the European Court of Justice declaring the state aid notice to be null and void will delay the proceedings.

Based on the Group's line of argument and the assessment of statements to the contrary made by the departments of the European Commission, the Lufthansa Group believes there is an overwhelming probability, in respect of almost all dividend payments, that the accusation made by the European Commission, namely that the aforementioned obligation has been breached, would not stand up to a judicial review. A possible decision reversing the payment obligation would only be made at a later date. Since, however, it is impossible to assume the almost complete certainty of a court ruling in favour of the Company, as would be required in order to recognise a reimbursement claim in accordance with IAS 37, the aforementioned provision has been recognised for the probable payment obligation in prior years and will be maintained in view of the continuing uncertainty.

Tax risks
Tax risks exist largely because of differences in legal opinions between the German tax authorities and the Company. Points disputed to date from the tax audits for the years 2003 to 2012 have been resolved with a mutually acceptable solution. The inspections for this period have been finalised.

The tax audits for the years from 2013 to 2021 have not yet been completed. Appropriate provisions have been made for disputed aspects to the extent that a claim is likely to be made. No provisions have been created for matters that the Company believes are more likely than not to result in a decision in its favour.

Comments from the tax authorities in the course of the current tax audits have queried the taxation of certain foreign income under the German Foreign Tax Act (AStG), raising additional tax risks. However, the Company continues to assume that the current tax treatment is correct. This could give rise to negative tax effects of around EUR 700m (previous year: EUR 700m).

The assessment of the amount is subject to uncertainty. The risk is apportioned both to years with taxable profits and to years in which tax losses were incurred in a ratio of 60% to 40%. Accordingly, this would thus entail potential back payments or reduced deferred taxes from loss carry-forwards. The cash outflows in each case depend on the outcome of the appeals which have been brought.

Events after the reporting period
Since 31 December 2025, no events of particular importance have occurred that would be expected to have a significant influence on the net assets, financial and earnings position.

47. Other financial obligations

As of 31 December 2025, there were order commitments of EUR 17.9bn (previous year: EUR 21.6bn) for capital expenditure on property, plant and equipment, including repairable spare parts, and for intangible assets. There were also capital and shareholder loan commitments of EUR 163m towards investees (previous year: EUR 516m), of which EUR 155m (previous year: EUR 508m) relate to joint ventures.

In addition, as of 31 December 2025, payment obligations under lease agreements for which the leased items had not yet been received are as follows:

T192 Payment obligations for right-of-use assets not yet received

in €m	31 Dec 2025	31 Dec 2024
Lease payments 2026 (previous year: 2025)	6	–
Lease payments 2027 to 2030 (previous year: 2026 to 2029)	53	53
Lease payments after 2030 (previous year: 2029)	87	114
Total	**146**	**167**

48. Auditors' fees

The fees paid to the auditors in the financial year and charged to expenses in accordance with Section 314 Paragraph 1 No. 9 HGB are made up as follows:

T193 Auditors' fees

in €m	2025	2024
Audit services	5.4	5.4
Other assurance services	0.9	0.7
Other services	0.8	0.4
Total	**7.1**	**6.5**

The audit services mainly consist of fees for auditing the annual and consolidated financial statements of Deutsche Lufthansa AG and those of its consolidated subsidiaries, as well as fees for the review of the half-yearly financial statements. The non-audit services include the fee for auditing the sustainability reporting and services in connection with company and capital market transactions.

The following fees paid to the global EY group, especially abroad, were additionally recognised as expenses:

T194 Additional auditors' fees

in €m	2025	2024
Audit services	2.0	2.0
Other assurance services	–	–
Other services	–	–
Total	**2.0**	**2.0**

The auditor at EY GmbH & Co. KG Wirtschaftsprüfungsgesellschaft responsible for the Lufthansa Group is Jörg Bösser. He held this position for the fourth time in the 2025 financial year.

Composition of the Group

49. Group of consolidated companies

The consolidated financial statements of Deutsche Lufthansa AG include all major subsidiaries, joint arrangements and associated companies.

Subsidiaries are entities over which Deutsche Lufthansa AG has rights that give it the ability to control the entity's relevant activities. Relevant activities are those activities that have a significant influence on the entity's return. Deutsche Lufthansa AG therefore only has control over a company when it is exposed to variable returns from the company and its power over the company's relevant activities enables it to influence these returns. This definition of control also applies to structured entities that are identified as such in the list of significant Group companies. In general, the ability to control subsidiaries arises when Deutsche Lufthansa AG holds a direct or indirect majority of voting shares. In structured entities, the ability to control does not come from holding the majority of voting shares, but rather from contractual agreements. Entities are consolidated from the time that the ability to control begins. They cease to be consolidated when the ability to control ends.

Joint arrangements are classified either as joint ventures or as joint operations. A joint arrangement exists when the Lufthansa Group carries on joint business activities with third parties on the basis of a contractual agreement. Joint management or control only exists when decisions on activities that have a significant effect on the returns from an agreement require the unanimous approval of the parties sharing control.

Significant interests in companies that are managed jointly with one or more partners (joint ventures) are accounted for using the equity method. Joint operations are defined by the fact that the parties exercising joint control over the arrangement have rights to the assets attributed to the arrangement and are liable for its debts. Assets and liabilities, revenue and expenses from the significant joint operations are recognised in the consolidated financial statements of the Lufthansa Group in proportion to these rights and obligations.

Associated companies are companies in which Deutsche Lufthansa AG has the opportunity to exercise significant influence over financial and operating policy based on an interest of between 20% and 50%. Significant associated companies are accounted for in the consolidated financial statements using the equity method.

A list of major subsidiaries, joint arrangements and associated companies can be found in Tables T201–T204, and the list of shareholdings in Table T205.

In addition to Deutsche Lufthansa AG as the parent company, the group of consolidated companies includes 49 domestic and 182 foreign companies, including structured entities (previous year: 50 domestic and 186 foreign companies).

One material joint operation was also included in the consolidated financial statements on a pro rata basis in accordance with IFRS 11. It consists of a German cargo airline operated jointly by Deutsche Post AG and Deutsche Lufthansa AG, which each hold 50% of the share capital and voting rights. The two shareholders are also customers of the company and use the capacities of its cargo aircraft. In contrast to its capital and voting rights, the Company's assets and liabilities, as well as its income and expenses, are allocated based on the user relationship of the shareholders according to their contracts.

The changes in the group of consolidated companies during the 2025 financial year are shown in Table T195.

T195 Changes in the group of consolidated companies from 1 Jan 2025 to 31 Dec 2025

Name, registered office	Addition	Disposal	Reason
Passenger Airlines business segment			
Lufthansa Leasing Austria GmbH & Co. OG Nr. 55, Salzburg, Austria	1 Feb 2025		Beginning of operations
Lufthansa Aviation GmbH, Munich Airport, Germany	5 Feb 2025		Establishment
Yamasa Next Aircraft NLH1 Kumiai, Okayama, Japan	26 May 2025		Establishment
Yamasa Aircraft LH24 Kumiai, Okayama, Japan	27 May 2025		Establishment
Yamasa Sangyo Aircraft DLH4 Kumiai, Okayama, Japan	30 May 2025		Establishment
Yamasa Sangyo Aircraft DLH5 Kumiai, Okayama, Japan	30 May 2025		Establishment
NTL23 Ltd., Tokyo, Japan	15 July 2025		Establishment
Lufthansa Leasing Austria GmbH & Co. OG Nr. 67, Salzburg, Austria	1 Sep 2025		Establishment
Leander Leasing Co., Ltd., Tokyo, Japan	23 Oct 2025		Establishment
Heidelberg Leasing Co., Ltd., Tokyo, Japan	23 Oct 2025		Establishment
Empyrée S.A.S., Paris-Cedex, France		14 May 2025	Liquidation
Ingrid Finance 2010 S.N.C., Puteaux, France		15 May 2025	Liquidation
Ellen Finance 2010 S.N.C., Puteaux, France		16 Jul 2025	Liquidation
Dia Vogel Ltd., Tokyo, Japan		29 Jul 2025	Liquidation
Dia Himmel Ltd., Tokyo, Japan		29 Jul 2025	Liquidation
Aura Leasing Co. Ltd., Tokyo, Japan		2 Aug 2025	Liquidation
CASTOR Ltd., Tokyo, Japan		2 Aug 2025	Liquidation
Cockpitpersonal GmbH, Frankfurt/Main, Germany		5 Sep 2025	Merger
ORIX Miranda Corporation, Tokyo, Japan		16 Dec 2025	Liquidation
ORIX Himalia Corporation, Tokyo, Japan		16 Dec 2025	Liquidation
SMFL Y Lease Nin-i-Kumiai, Tokyo, Japan		19 Dec 2025	Liquidation
Doppeladler Leasing Co., Ltd., Tokyo, Japan		19 Dec 2025	Liquidation
Lahm Leasing Co. Ltd., Tokyo, Japan		19 Dec 2025	Liquidation
Muller Leasing Co. Ltd., Tokyo, Japan		19 Dec 2025	Liquidation
MRO business segment			
Lufthansa Technik Turbine Shannon Limited, Shannon, Ireland	1 Jan 2025		Expansion of business
Additional Businesses and Group Functions			
Lufthansa Group .IO SE, Frankfurt am Main, Germany	1 Dec 2025		Purchase
Truffle 3 GmbH, Frankfurt/Main, Germany		24 Jul 2025	Merger
Lufthansa Malta Blues LP, St. Julians, Malta		8 Oct 2025	Liquidation

Use of exemption provisions

The following fully consolidated German Group companies made use of the exemption provisions in Section 264 Paragraph 3 and Section 264b HGB in 2025.

T196 Use of exemption provisions

Company name	Seat
Eurowings Aviation GmbH	Cologne
Eurowings Digital GmbH	Cologne
Eurowings GmbH	Dusseldorf
Eurowings Holidays GmbH	Cologne
Eurowings Technik GmbH	Cologne
EW Discover GmbH	Frankfurt/Main
Germanwings GmbH	Cologne
Group Engine Management GmbH	Frankfurt/Main
Hamburger Gesellschaft für Flughafenanlagen mit beschränkter Haftung	Hamburg, Germany
Jettainer GmbH	Raunheim
LCH Grundstücksgesellschaft Berlin mbH	Frankfurt/Main
Lufthansa Asset Management GmbH	Frankfurt/Main
Lufthansa Asset Management Leasing GmbH	Frankfurt/Main
Lufthansa Aviation GmbH	Munich Airport
Lufthansa Aviation Training Germany GmbH	Frankfurt/Main
Lufthansa Aviation Training GmbH	Munich Airport
Lufthansa Cargo Aktiengesellschaft	Frankfurt/Main
Lufthansa City Airlines GmbH	Munich
Lufthansa CityLine GmbH	Munich Airport
Lufthansa Commercial Holding Gesellschaft mit beschränkter Haftung	Frankfurt/Main
Lufthansa Group Business Services GmbH	Frankfurt/Main
Lufthansa Group Digital Hangar GmbH	Raunheim
Lufthansa Group Immobilien GmbH	Frankfurt/Main
Lufthansa Industry Solutions AS GmbH	Norderstedt
Lufthansa Industry Solutions BS GmbH	Raunheim
Lufthansa Industry Solutions GmbH & Co. KG.	Norderstedt
Lufthansa Industry Solutions Verwaltungs GmbH	Norderstedt
Lufthansa Process Management GmbH	Neu-Isenburg
Lufthansa Seeheim GmbH	Seeheim-Jugenheim
Lufthansa Systems GmbH	Raunheim
Lufthansa Technik AERO Alzey GmbH	Alzey
Lufthansa Technik Aktiengesellschaft	Hamburg, Germany

T196 Use of exemption provisions (continued)

Company name	Seat
Lufthansa Technik Immobilien- und Verwaltungsgesellschaft mbH	Hamburg, Germany
Lufthansa Technik Logistik GmbH	Hamburg, Germany
Lufthansa Technik Logistik Services GmbH	Hamburg, Germany
Lufthansa Technik Objekt- und Verwaltungsgesellschaft mbH	Hamburg, Germany
Miles & More GmbH	Frankfurt/Main
time:matters GmbH	Neu-Isenburg
Truffle 2 GmbH	Frankfurt/Main
Truffle 5 GmbH	Frankfurt/Main
Truffle Holding AG	Frankfurt/Main

The companies are affiliated with Deutsche Lufthansa AG by means of direct or indirect profit and loss transfer agreements.

The consolidated financial statements include investments in 27 joint ventures and 17 associated companies (previous year: 26 joint ventures and 18 associated companies), of which eight joint ventures (previous year: seven) and two associated companies (previous year: two) were accounted for using the equity method. The other joint ventures and associated companies were valued at amortised cost due to their minor overall significance. The latter also relates to the equity interest in airBaltic acquired during the financial year. In 2025, the Lufthansa Group acquired airBaltic convertible bonds that represent a 10% stake in airBaltic. The entity has been classified as an associate.

50. Related party disclosures

Kühne Aviation GmbH, for Klaus-Michael Kühne, notified the Executive Board of Deutsche Lufthansa AG that on 5 July 2022 its share of voting rights in Deutsche Lufthansa AG had exceeded the threshold of 15% and amounted to 15.01% on this date. A significant influence is only assumed when the share of voting rights exceeds 20%. Affiliated companies of Kühne Aviation GmbH, above all those within the Kühne+Nagel group, purchase freight transport services in particular from Lufthansa Group companies. Revenue from freight transport services provided for Kühne+Nagel group companies amounted to EUR 309m in the 2025 financial year (previous year: EUR 277m).

On the basis of the above assumption, no individual shareholders of Deutsche Lufthansa AG exercise significant influence over the Group. For transactions involving members of the Executive Board and Supervisory Board (“directors’ dealings”), see ↗ Note 51.

Balances and transactions between the Company and its fully consolidated subsidiaries, which constitute related parties, have been eliminated in the course of consolidation and are not commented on in this Note. Details of transactions between the Lufthansa Group and other related parties are disclosed below.

The Lufthansa Group business segments render numerous services to related parties within the scope of their ordinary business activities. Conversely, the companies in question provide services to the Lufthansa Group as part of their normal business. These extensive supply and service relationships take place on the basis of market prices.

In addition, the Lufthansa Group and certain non-consolidated subsidiaries have concluded numerous billing agreements, partly governing the use of each other's services. In these cases, the administrative services provided are charged as cost allocations.

The Lufthansa Group’s cash management is centralised and, in this respect, the Lufthansa Group also performs a banking function vis-à-vis the non-consolidated companies of the Group. Non-consolidated Group companies included in the Group’s cash management invest their available cash with the Group or borrow funds from the Group and carry out their derivative hedging transactions with the Group. All transactions take place on arm’s length terms.

Due to geographical proximity in many cases, a large number of subletting contracts are in place between the Lufthansa Group and related parties. In these cases, the Lufthansa Group usually charges the rental costs and incidental expenses incurred to the companies in question on a pro rata basis.

Table T197 shows the volume of significant services provided to or by related parties.

T197 Volume of services provided to or by related parties

in €m	Volume of services rendered 2025	Volume of services rendered 2024	Volume of services received 2025	Volume of services received 2024
Affiliated companies, not consolidated				
Albatros Versicherungsdienste GmbH, Germany	6	0	56	56
Austrian Airlines Tele Sales Service GmbH, Austria	0	0	6	6
Aviation Services Network GmbH, Germany	1	1	13	11
Avionic Design GmbH, Germany	2	3	4	5
Cargo Future Communications GmbH, Germany	1	1	11	11
Delvag Versicherungs-AG, Germany	10	15	2	3
DLH Fuel Company mbH, Germany	5	8	870	961
Global Load Control (PTY) LTD, South Africa	1	0	7	7
handling counts GmbH, Germany	1	1	12	11
LGSP Lufthansa Ground Service Portugal, Unipessoal Lda., Portugal	1	1	11	10
Lufthansa Aviation Training Austria GmbH, Austria	2	2	13	9
Lufthansa Aviation Training Operations Germany GmbH, Germany	1	3	17	15
Lufthansa Aviation Training Pilot Academy GmbH, Germany	1	1	12	11
Lufthansa Aviation Training USA Inc., USA	0	0	17	12
Lufthansa Consulting GmbH, Germany	3	2	19	13
Lufthansa Engineering and Operational Services GmbH, Germany	6	5	37	33
Lufthansa Global Tele Sales GmbH, Germany	12	5	80	95
Lufthansa Ground Services GmbH & Co. KG, Germany	0	0	8	0
Lufthansa Group Business Services S.A. de C.V., Mexico	0	0	4	5
Lufthansa Group Business Services Sp. z o.o., Poland	2	3	62	51
Lufthansa Group Security Operations GmbH, Germany	2	1	43	40
LUFTHANSA GROUP TASTE & MORE GmbH, Germany	3	2	24	23
Lufthansa Industry Solutions SHPK, Albania	2	1	32	22
Lufthansa Innovation Hub GmbH, Germany	1	0	8	8
Lufthansa Services (Thailand) Ltd., Thailand	0	0	6	4
Lufthansa Systems Asia Pacific Pte. Ltd., Singapore	0	0	7	6
Lufthansa Systems FlightNav AG, Switzerland	0	0	28	28

T197 Volume of services provided to or by related parties (continued)

in €m	Volume of services rendered 2025	Volume of services rendered 2024	Volume of services received 2025	Volume of services received 2024
Lufthansa Systems Hungaria Kft, Hungary	1	1	50	48
Lufthansa Systems Poland Sp. z o.o., Poland	2	2	77	79
Lufthansa Technical Training GmbH, Germany	7	7	31	27
Lufthansa Technik Canada Inc., Canada	2	0	7	0
Lufthansa Technik Component Services Asia Pacific Limited, China	0	0	6	5
Lufthansa Technik Middle East FZE, United Arab Emirates	5	6	1	6
Lufthansa Technik Services India Private Limited, India	2	2	13	9
Oscar Bravo GmbH, Germany	0	0	6	1
time:matters (Shanghai) International Freight Forwarding Ltd., China	6	3	3	1
time:matters Americas, Inc., USA	11	9	3	2
time:matters Asia Pacific Pte. Ltd., Singapore	6	4	1	1
time:matters Courier Terminals GmbH, Germany	1	1	27	25
time:matters Netherlands B.V., Netherlands	6	6	2	2
vAeroLabs AD, Bulgaria	2	0	7	5
Wings Handling S.L., Spain	0	0	13	13
ZeroG GmbH, Germany	1	1	12	11
Joint ventures				
Airfoil Services Sdn. Bhd., Malaysia	1	0	9	8
EME Aero Sp. z o.o, Poland	8	4	809	529
Güneş Ekspres Havacılık A.Ş., Türkiye	9	5	1	0
ITALIA TRASPORTO AEREO S.P.A., Italy	60	0	19	0
Shanghai Pudong International Airport Cargo Terminal Co., Ltd., China	0	1	7	6
Spairliners GmbH, Germany	31	40	0	6
Star Alliance Services GmbH, Germany	0	1	0	6
Star Alliance (SG) Pte. Ltd., Singapore	1	0	10	0
Terminal 2 Gesellschaft mbH & Co oHG, Germany	1	0	15	13
Terminal One Group Association, L.P., USA	10	7	14	13
XEOS Sp. z o.o., Poland	0	3	9	0

T197 Volume of services provided to or by related parties (continued)

in €m	Volume of services rendered		Volume of services received	
	2025	2024	2025	2024
Associated companies				
AFS Aviation Fuel Services GmbH, Germany	0	0	9	8
Air Baltic Corporation AS, Latvia[1)]	1	0	31	0
Aircraft Maintenance and Engineering Corporation, China	117	16	1	0
HEICO Aerospace Holdings Corp., USA	0	0	15	11
Other related parties				
Shanghai Pudong International Airport Public Cargo Terminal Co. Ltd. (West), Shanghai, China	0	0	74	98

[1)] The payments relate to the period September to December 2025.

The payments of EME Aero Sp. z o.o, Poland, relate to engine maintenance services.

Tables T198 and T199 show receivables owed by and liabilities to related parties.

T198 Outstanding receivables from related parties

in €m	2025	2024
Trade receivables from affiliated companies	30	18
Trade receivables from joint ventures	43	19
Trade receivables from associated companies	2	3
Trade receivables from other related parties	–	–
Total trade receivables	**75**	**40**
Other receivables from affiliated companies	65	60
Other receivables from joint ventures	63	35
Other receivables from associated companies	–	–
Other receivables from other related parties	–	–
Total other receivables	**128**	**95**
Loans to affiliated companies	71	71
Loans to joint ventures	8	11
Loans to associated companies	–	–
Total non-current receivables	**79**	**82**

T199 Outstanding liabilities to related parties

in €m	2025	2024
Trade payables and other liabilities to affiliated companies	48	48
Trade payables and other liabilities to joint ventures	3	22
Trade payables and other liabilities to associated companies	3	3
Trade payables and other liabilities to other related parties	1	3
Total trade payables and other liabilities	**55**	**76**
Other liabilities to affiliated companies	337	299
Other liabilities to joint ventures	0	0
Other liabilities to associated companies	0	4
Other liabilities to other related parties	0	0
Total other liabilities	**337**	**303**

51. Supervisory Board and Executive Board

The disclosure of remuneration for key managers required by IAS 24 includes the remuneration of the active members of the Executive Board and Supervisory Board.

The members of the Executive Board and the Supervisory Board as well as the other offices that they hold are named in the combined management report in the section ↗ Corporate Governance.

The principles of the remuneration system and the amount of remuneration paid to Executive Board and Supervisory Board members are shown and explained in detail in the remuneration report. The ↗ remuneration report forms part of the Annual Report 2025.

Total Executive Board remuneration under IFRS was EUR 28.6m (previous year: EUR 13.5m), including current service costs for pensions of EUR 2.2m (previous year: EUR 4.3m).

The active members of the Executive Board in each financial year were remunerated as follows:

T200 Executive Board remuneration (IFRS)

in € thousands	2025	2024
Basic salary	5,590	5,790
Other [1]	1,084	7,883
One-year variable remuneration	7,521	401
Total short-term remuneration	**14,195**	**14,074**
Share-based long-term variable remuneration [2]	12,177	–4,918
Current service cost for retirement benefits	2,206	4,324
Total long-term remuneration	**14,383**	**–594**
Total	**28,578**	**13,480**

[1] Other remuneration includes, in particular, benefits from the use of company cars, discounts in connection with cash outflows from share programmes (↗ **Note 40**) and concessionary travel in accordance with the relevant IATA regulations. This item also includes a compensation payment to Till Streichert for the forfeiture of benefits with his previous employer totalling EUR 563k. In the previous year this also included severance payments and interim compensation payments for the Executive Board members who left the Executive Board in 2024 (EUR 6,915k in total).

[2] Expenses recognised in the reporting year for long-term variable remuneration for the 2022, 2023, 2024 and 2025 financial years.

Pension provisions for Executive Board members active in the 2025 financial year came to EUR 19.6m (previous year: EUR 26.8m).

Provisions of EUR 7,521k (previous year: EUR 401k) were recognised in the 2025 financial year for the one-year variable remuneration.

An increase of EUR 12,177k (previous year: reduction of EUR 4,918k) was recognised for provisions for the future payment of long-term variable remuneration for Executive Board members active in financial year 2025.

Total remuneration (HGB) paid to the Executive Board of Deutsche Lufthansa AG in the 2025 financial year came to EUR 26,377k (previous year: EUR 29,672k).

Current payments and other benefits for former members of the Executive Board and their surviving dependants amounted to EUR 17.1m (previous year: EUR 4.1m). This includes payments by subsidiaries as well as benefits in kind and concessionary travel.

Pension obligations toward former Executive Board members and their surviving dependants amount to EUR 43.8m (previous year: EUR 60.0m). They are included in the pension provisions under ↗ **Note 35**.

Expenses for the fixed remuneration of Supervisory Board members came to EUR 2,975k in the 2025 financial year (previous year: EUR 2,975k). Other remuneration amounted to EUR 3k in total (previous year: EUR 3k).

In the reporting year, as in the previous year, no loans or advance payments were made to members of the Executive Board or to members of the Supervisory Board.

In addition to their Supervisory Board remuneration, employee representatives on the Supervisory Board received compensation for their work in the form of wages and salaries including pension entitlements amounting to EUR 1.2m in total in the 2025 financial year (previous year: EUR 1.3m).

Major subsidiaries, joint ventures and associated companies

T201 Major subsidiaries as of 31 Dec 2025

Name, registered office	Equity stake in %	Voting share in %	Different reporting period
Passenger Airlines business segment			
Air Dolomiti S.p.A. Linee Aeree Regionali Europee, Dossobuono di Villafranca, Italy	100.00	100.00	
AirTrust AG, Kloten, Switzerland	100.00	100.00	
AUA Beteiligungen Gesellschaft m.b.H., Vienna Airport, Austria	100.00	100.00	
Auslese Leasing Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
Austrian Airlines AG, Vienna Airport, Austria	100.00	100.00	
Bayern Leasing Co. Ltd., Tokyo, Japan	0.00	0.00 [1]	
Bremen Leasing Co. Ltd., Tokyo, Japan	0.00	0.00 [1]	
Brussels Airlines SA/NV, Brussels, Belgium	100.00	100.00	
Celine Leasing Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
CRANE LTD., Tokyo, Japan	0.00	0.00 [1]	
Dia Adler Ltd., Tokyo, Japan	0.00	0.00 [1]	
Dia Bach Ltd., Tokyo, Japan	0.00	0.00 [1]	
Dia Falke Ltd., Tokyo, Japan	0.00	0.00 [1]	
Dia Flamingo Ltd., Tokyo, Japan	0.00	0.00 [1]	
Dia Hausen Ltd., Tokyo, Japan	0.00	0.00 [1]	
Dia Ibis Ltd., Tokyo, Japan	0.00	0.00 [1]	
Dia Orff Ltd., Tokyo, Japan	0.00	0.00 [1]	
Dia Wagner Ltd., Tokyo, Japan	0.00	0.00 [1]	
Dunkel Leasing Co. Ltd., Tokyo, Japan	0.00	0.00 [1]	
Edelweiss Air AG, Zurich, Switzerland	100.00	100.00	
Eifel Leasing Co. Ltd., Tokyo, Japan	0.00	0.00 [1]	
Eurowings Aviation GmbH, Cologne	100.00	100.00	
Eurowings Digital GmbH, Cologne	100.00	100.00	
Eurowings Europe GmbH, Vienna Airport, Austria	100.00	100.00	
Eurowings Europe Limited, St Julians, Malta	100.00	100.00	
Eurowings GmbH, Dusseldorf	100.00	100.00	
Eurowings Holidays GmbH, Cologne	100.00	100.00	
Eurowings Technik GmbH, Cologne	100.00	100.00	
Evans Leasing Co. Ltd., Tokyo, Japan	0.00	0.00 [1]	

T201 Major subsidiaries as of 31 Dec 2025 (continued)

Name, registered office	Equity stake in %	Voting share in %	Different reporting period
Evelyn Leasing Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
EW Discover GmbH, Frankfurt/Main	100.00	100.00	
FK Yocasta Leasing Ltd., Tokyo, Japan	0.00	0.00 [1]	
Germanwings GmbH, Cologne	100.00	100.00	
Group Engine Management GmbH, Frankfurt/Main	100.00	100.00	
Heidelberg Leasing Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
Helles Leasing Co. Ltd., Tokyo, Japan	0.00	0.00 [1]	
JPA No. 237 Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
JPA No. 238 Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
Leander Leasing Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
Lilium Leasing Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
LS-Aviation No.26 Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
LS-Aviation No.35 Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
LS-Aviation No.36 Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
LS-Aviation No.37 Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
LS-Aviation No.38 Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
Lufthansa Aviation GmbH, Munich Airport	100.00	100.00	
Lufthansa City Airlines GmbH, Munich	100.00	100.00	
Lufthansa CityLine GmbH, Munich Airport	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 10, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 12, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 14, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 15, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 16, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 19, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 20, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 21, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 22, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 24, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 25, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 26, Salzburg, Austria	100.00	100.00	

T201 Major subsidiaries as of 31 Dec 2025 (continued)

Name, registered office	Equity stake in %	Voting share in %	Different reporting period
Lufthansa Leasing Austria GmbH & Co. OG Nr. 27, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 28, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 29, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 30, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 31, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 32, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 33, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 34, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 35, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 37, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 38, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 39, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 40, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 41, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 42, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 43, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 44, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 45, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 46, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 47, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 48, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 49, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 51, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 52, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 53, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 54, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 55, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 57, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 58, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 59, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 60, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 61, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 62, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 63, Salzburg, Austria	100.00	100.00	

T201 Major subsidiaries as of 31 Dec 2025 (continued)

Name, registered office	Equity stake in %	Voting share in %	Different reporting period
Lufthansa Leasing Austria GmbH & Co. OG Nr. 64, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 65, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 66, Salzburg, Austria	100.00	100.00	
Lufthansa Leasing Austria GmbH & Co. OG Nr. 67, Salzburg, Austria	100.00	100.00	
Lufthansa Malta Aircraft-Leasing Ltd., St. Julians, Malta	100.00	100.00	
Lufthansa Process Management GmbH, Neu-Isenburg	100.00	100.00	
Miles & More GmbH, Frankfurt/Main	100.00	100.00	
Miyah Leasing Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
NBB Bluejay Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
NBB Dresden Lease Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
NBB Goshawk Co. Ltd., Tokyo, Japan	0.00	0.00 [1]	
NBB Harz Lease Co. Ltd., Tokyo, Japan	0.00	0.00 [1]	
NBB Rothenburg Lease Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
NBB Saxon Lease Co. Ltd., Tokyo, Japan	0.00	0.00 [1]	
NBB–10859 Lease Partnership, Tokyo, Japan	0.00	0.00 [1]	
NBB–8761 Lease Partnership, Tokyo, Japan	0.00	0.00 [1]	
NBB–8783 Lease Partnership, Tokyo, Japan	0.00	0.00 [1]	
NBB–8958 Lease Partnership, Tokyo, Japan	0.00	0.00 [1]	
NBB–9046 Lease Partnership, Tokyo, Japan	0.00	0.00 [1]	
NT●LH Aircraft Leasing Kumiai, Tokyo, Japan	0.00	0.00 [1]	
NTL12 Ltd., Tokyo, Japan	0.00	0.00 [1]	
NTL13 Ltd., Tokyo, Japan	0.00	0.00 [1]	
NTL14 Ltd., Tokyo, Japan	0.00	0.00 [1]	
NTL15 Ltd., Tokyo, Japan	0.00	0.00 [1]	
NTL16 Ltd., Tokyo, Japan	0.00	0.00 [1]	
NTL23 Ltd., Tokyo, Japan	0.00	0.00 [1]	
ÖLB Österreichische Luftverkehrs-Beteiligungs-GmbH, Vienna Airport, Austria	100.00	100.00	
ÖLH Österreichische Luftverkehrs-Holding GmbH, Vienna, Austria	100.00	100.00 [2]	
ÖLP Österreichische Luftverkehrs-Privatstiftung, Vienna, Austria	0.00	0.00 [3]	
Orchid Leasing Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
Oriental Leasing 24 Company Limited, Dublin, Ireland	0.00	0.00 [1]	
Oriental Leasing 37 Company Limited, Dublin, Ireland	0.00	0.00 [1]	
ORIX Aquila Corporation, Tokyo, Japan	0.00	0.00 [1]	

T201 Major subsidiaries as of 31 Dec 2025 (continued)

Name, registered office	Equity stake in %	Voting share in %	Different reporting period
ORIX Lysithea Corporation, Tokyo, Japan	0.00	0.00 [1]	
ORIX Telesto Corporation, Tokyo, Japan	0.00	0.00 [1]	
Schloss Leasing Co. Ltd., Tokyo, Japan	0.00	0.00 [1]	
SMFL Y Lease Nin-i-Kumiai Two, Tokyo, Japan	0.00	0.00 [1]	
SN Airholding SA/NV, Brussels, Belgium	100.00	100.00	
Swiss International Air Lines AG, Kloten, Switzerland	100.00	100.00	
Sylvaner Leasing Co. Ltd., Tokyo, Japan	0.00	0.00 [1]	
Tancho Leasing Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
TI DC Leasing Co. Ltd., Tokyo, Japan	0.00	0.00 [1]	
TI DD Leasing Co. Ltd., Tokyo, Japan	0.00	0.00 [1]	
TimBenNico Finance 2011 S.N.C., Puteaux, France	0.00	0.00 [1]	
TLC Lavender Ltd., Tokyo, Japan	0.00	0.00 [1]	
TLC Sweetpea Ltd., Tokyo, Japan	0.00	0.00 [1]	
Tusker Leasing Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
Yamasa Aircraft LH12 Kumiai, Okayama, Japan	0.00	0.00 [1]	
Yamasa Aircraft LH13 Kumiai, Okayama, Japan	0.00	0.00 [1]	
Yamasa Aircraft LH14 Kumiai, Okoyama, Japan	0.00	0.00 [1]	
Yamasa Aircraft LH15 Kumiai, Okayama, Japan	0.00	0.00 [1]	
Yamasa Aircraft LH16 Kumiai, Okayama, Japan	0.00	0.00 [1]	
Yamasa Aircraft LH17 Kumiai, Okayama, Japan	0.00	0.00 [1]	
Yamasa Aircraft LH18 Kumiai, Okayama, Japan	0.00	0.00 [1]	
Yamasa Aircraft LH19 Kumiai, Okayama, Japan	0.00	0.00 [1]	
Yamasa Aircraft LH20 Kumiai, Okayama, Japan	0.00	0.00 [1]	
Yamasa Aircraft LH21 Kumiai, Okayama, Japan	0.00	0.00 [1]	
Yamasa Aircraft LH22 Kumiai, Okayama, Japan	0.00	0.00 [1]	
Yamasa Aircraft LH23 Kumiai, Okayama, Japan	0.00	0.00 [1]	
Yamasa Aircraft LH24 Kumiai, Okayama, Japan	0.00	0.00 [1]	
Yamasa Next Aircraft NLH1 Kumiai, Okayama, Japan	0.00	0.00 [1]	
Yamasa Sangyo Aircraft DLH1 Kumiai, Okayama, Japan	0.00	0.00 [1]	
Yamasa Sangyo Aircraft DLH2 Kumiai, Okayama, Japan	0.00	0.00 [1]	
Yamasa Sangyo Aircraft DLH3 Kumiai, Okayama, Japan	0.00	0.00 [1]	
Yamasa Sangyo Aircraft DLH4 Kumiai, Okayama, Japan	0.00	0.00 [1]	
Yamasa Sangyo Aircraft DLH5 Kumiai, Okayama, Japan	0.00	0.00 [1]	

T201 Major subsidiaries as of 31 Dec 2025 (continued)

Name, registered office	Equity stake in %	Voting share in %	Different reporting period
Logistics business segment			
Flip No. 250 Co. Ltd., Tokyo, Japan	0.00	0.00 [1]	
Flip No. 251 Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
Flip No. 252 Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
FLIP No. 267 Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
FLIP No. 268 Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
FLIP No. 269 Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
Flip No. 275 Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
Flip No. 276 Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
Flip No. 277 Co., Ltd., Tokyo, Japan	0.00	0.00 [1]	
Jettainer Americas, Inc., East Meadow, USA	100.00	100.00	
Jettainer GmbH, Raunheim	100.00	100.00	
Lufthansa Cargo Aktiengesellschaft, Frankfurt/Main	100.00	100.00	
time:matters GmbH, Neu-Isenburg	100.00	100.00	
MRO business segment			
Hamburger Gesellschaft für Flughafenanlagen mbH, Hamburg	100.00	100.00	
Hawker Pacific Aerospace, Sun Valley, USA	100.00	100.00	
Lufthansa Technik AERO Alzey GmbH, Alzey	100.00	100.00	
Lufthansa Technik Airmotive Ireland Holdings Ltd., Dublin, Ireland	100.00	100.00	
Lufthansa Technik Airmotive Ireland Leasing Limited, Dublin, Ireland	100.00	100.00	
Lufthansa Technik Aktiengesellschaft, Hamburg	100.00	100.00	
Lufthansa Technik Budapest Repülögép Nagyjavító Kft., Budapest, Hungary	100.00	100.00	
Lufthansa Technik Component Services LLC, Tulsa, USA	100.00	100.00	
Lufthansa Technik Engine Services, Inc., Tulsa, USA	100.00	100.00	
Lufthansa Technik Immobilien- und Verwaltungsgesellschaft mbH, Hamburg	100.00	100.00	
Lufthansa Technik Landing Gear Services UK Limited, Kestrel Way, Hayes, UK	100.00	100.00	
Lufthansa Technik Logistik GmbH, Hamburg	100.00	100.00	
Lufthansa Technik Logistik Services GmbH, Hamburg	100.00	100.00	
Lufthansa Technik Malta Limited, Luqa, Malta	92.00	92.00	

T201 Major subsidiaries as of 31 Dec 2025 (continued)

Name, registered office	Equity stake in %	Voting share in %	Different reporting period
Lufthansa Technik North America Holding Corp., Tulsa, USA	100.00	100.00	
Lufthansa Technik Objekt- und Verwaltungsgesellschaft mbH, Hamburg	100.00	100.00	
Lufthansa Technik Philippines, Inc., Manila, Philippines	51.00	51.00	
Lufthansa Technik Portugal, S.A., Oporto, Portugal	100.00	100.00	
Lufthansa Technik Puerto Rico LLC, San Juan, Puerto Rico	100.00	100.00	
Lufthansa Technik Shenzhen Co. Ltd., Shenzhen, China	80.00	80.00	
Lufthansa Technik Sofia OOD, Sofia, Bulgaria	75.10	75.00	
Lufthansa Technik Turbine Shannon Limited, Shannon, Ireland	100.00	100.00	
Swiss Aviation Software AG, Allschwil, Switzerland	100.00	100.00	
Additional Businesses and Group Functions			
First EFA Student Pilot Funding GmbH, Vallendar	0.00	0.00 [1]	
JASEN Grundstücksgesellschaft mbH & Co. oHG, Grünwald	100.00	50.00 [1]	
LCH Grundstücksgesellschaft Berlin mbH, Frankfurt/Main	100.00	100.00	
LHAMI LEASING LIMITED, Dublin, Ireland	100.00	100.00	
LHAMIH LIMITED, Dublin, Ireland	100.00	100.00	
Lufthansa Asset Management GmbH, Frankfurt/Main	100.00	100.00	
Lufthansa Asset Management Leasing GmbH, Frankfurt/Main	100.00	100.00	
Lufthansa Aviation Training Germany GmbH, Frankfurt/Main	100.00	100.00	
Lufthansa Aviation Training GmbH, Munich Airport	100.00	100.00	
Lufthansa Aviation Training Switzerland AG, Opfikon, Switzerland	100.00	100.00	
Lufthansa Commercial Holding Gesellschaft mit beschränkter Haftung, Frankfurt/Main	100.00	100.00	
Lufthansa Group .IO SE, Frankfurt am Main	100.00	100.00	
Lufthansa Group Business Services GmbH, Frankfurt/Main	100.00	100.00	
Lufthansa Group Digital Hangar GmbH, Raunheim	100.00	100.00	

T201 Major subsidiaries as of 31 Dec 2025 (continued)

Name, registered office	Equity stake in %	Voting share in %	Different reporting period
Lufthansa Group Immobilien GmbH, Frankfurt/Main	100.00	100.00	
Lufthansa Industry Solutions AS GmbH, Norderstedt	100.00	100.00	
Lufthansa Industry Solutions BS GmbH, Raunheim	100.00	100.00	
Lufthansa Industry Solutions GmbH & Co. KG., Norderstedt	100.00	100.00	
Lufthansa Industry Solutions Verwaltungs GmbH, Norderstedt	100.00	100.00	
Lufthansa Leasing Austria 1. Beteiligungs GmbH, Salzburg, Austria	100.00	100.00	
Lufthansa Malta Corporate Finance Limited, St. Julians, Malta	100.00	100.00	
Lufthansa Malta Finance Holding Limited, St. Julians, Malta	100.00	100.00	
Lufthansa Malta Treasury Services Limited, St. Julians, Malta	100.00	100.00	
Lufthansa Seeheim GmbH, Seeheim-Jugenheim	100.00	100.00	
Lufthansa Systems Americas, Inc., Miami, USA	100.00	100.00	
Lufthansa Systems GmbH, Raunheim	100.00	100.00	
MARDU Grundstücks-Verwaltungsgesellschaft mbH & Co. oHG, Grünwald	100.00	50.00 [1]	
MUSA Grundstücks-Verwaltungsgesellschaft mbH & Co. oHG, Grünwald	100.00	50.00 [1]	
QUINTO Grundstücksgesellschaft mbH & Co. oHG, Grünwald	99.73	50.00 [1]	
Strategic Liquidity, Dusseldorf	100.00	100.00	
Truffle 2 GmbH, Frankfurt/Main	100.00	100.00	
Truffle 5 GmbH, Frankfurt/Main	100.00	100.00	
Truffle 6 GmbH, Frankfurt/Main	100.00	100.00	
Truffle 7 Limited, Hounslow, UK	100.00	100.00	
Truffle Holding AG, Frankfurt/Main	100.00	100.00	

[1] Fully consolidated structured entity in accordance with IFRS 10.
[2] 50.20% of the equity stakes and voting rights are attributed via ÖLP.
[3] Management responsibility for the company lies with the Group.

T202 Major joint ventures as of 31 Dec 2025 [1]

Name, registered office	Equity stake in %	Voting share in %	Different reporting period
Passenger Airlines business segment			
Güneş Ekspres Havacılık A.Ş., Antalya, Türkiye	50.00	50.00	
ITALIA TRASPORTO AEREO S.P.A., Rome, Italy [2]	41.00	41.00	
Terminal 2 Gesellschaft mbH & Co oHG, Munich Airport [2]	40.00	40.00	
Logistics business segment			
Shanghai Pudong International Airport Cargo Terminal Co. Ltd., Shanghai, China [2]	29.00	22.22	
MRO business segment			
EME Aero Sp. z.o.o., Jasionka, Poland	50.00	50.00	
N3 Engine Overhaul Services GmbH & Co. KG, Arnstadt	50.00	50.00	
Spairliners GmbH, Hamburg	50.00	50.00	
XEOS Sp. z.o.o., Środa Śląska, Poland [3]	25.00	25.00	

T203 Joint operations as of 31 Dec 2025 [4]

Name, registered office	Equity stake in %	Voting share in %	Different reporting period
Aerologic GmbH, Schkeuditz	50.00	50.00	

T204 Major associated companies as of 31 Dec 2025 [1]

Name, registered office	Equity stake in %	Voting share in %	Different reporting period
MRO business segment			
HEICO Aerospace Holdings Corp., Florida, USA	20.00	20.00	October
Additional Businesses			
Aircraft Maintenance and Engineering Corporation, Beijing, China	25.00	28.57	

[1] Accounted for using the equity method.
[2] Reported as a joint venture due to joint management.
[3] Since this company continues to be jointly managed under the shareholder agreement, despite the reduction in the equity stake to 25% in the reporting year, it continues to be reported as a joint venture.
[4] Included on a pro rata basis in accordance with IFRS 11.

Miscellaneous equity investments

T205 Miscellaneous equity investments as of 31 Dec 2025

Name, registered office	Equity stake in %	Voting share in %
Subsidiaries, not consolidated		
AerQ GmbH (in liquidation), Hamburg, Germany	100.00	100.00
Air Dolomiti Deutschland GmbH, Munich, Germany	100.00	100.00
Airline Marketing Services India Private Limited, Mumbai, India	100.00	100.00
Airport Services Dresden GmbH, Dresden, Germany	100.00	100.00
Airport Services Leipzig GmbH, Schkeuditz, Germany	100.00	100.00
Albatros Financial Solutions GmbH, Cologne, Germany	100.00	100.00
Albatros Versicherungsdienste GmbH, Cologne, Germany	100.00	100.00
amplimind GmbH, Munich Airport, Germany	51.00	51.00
Austrian Airlines Tele Sales Service GmbH, Innsbruck, Austria	100.00	100.00
AVIATION Data Hub GmbH, Hamburg, Germany	100.00	100.00
Aviation Quality Services GmbH, Frankfurt/Main, Germany	100.00	100.00
Aviation Services Network GmbH, Friedrichshafen, Germany	100.00	100.00
Avionic Design GmbH, Hamburg, Germany	100.00	100.00
Cargo Future Communications GmbH, Büchenbeuren, Germany	100.00	100.00
CB Customs Broker GmbH, Kelsterbach, Germany	100.00	100.00
Delvag Versicherungs-AG, Cologne, Germany	100.00	100.00
DLH Fuel Company mbH, Hamburg, Germany	100.00	100.00
DLH Malta Pension Ltd., St. Julians, Malta	100.00	100.00
DLH Malta Transition Limited, St. Julians, Malta	100.00	100.00
ETP Thermal Dynamics, LLC, Tulsa, USA	80.00	80.00
FLYdocs Inc. (Delaware Corp.), City of Wilmington, New Castle, USA	100.00	100.00
FLYdocs India Private Limited, Vadodara, India	100.00	100.00
FLYdocs Systems (MIDCO) Limited, Birmingham, UK	100.00	100.00
Flydocs Systems (TOPCO) Limited, Birmingham, UK	100.00	100.00
FLYdocs Systems Limited, Birmingham, UK	100.00	100.00
Gen2 Systems Limited, Birmingham, UK	100.00	100.00
Global Load Control (PTY) LTD, Cape Town, South Africa	100.00	100.00
Global Tele Sales (PTY) Ltd., Cape Town, South Africa	100.00	100.00
Global Tele Sales Brno s.r.o., Brno, Czech Republic	100.00	100.00
Global Telesales of Canada, Inc., Peterborough, Canada	100.00	100.00
handling counts GmbH, Frankfurt/Main, Germany	100.00	100.00
help alliance gGmbH, Frankfurt/Main, Germany	100.00	100.00

T205 Miscellaneous equity investments as of 31 Dec 2025 (continued)

Name, registered office	Equity stake in %	Voting share in %
heyworld GmbH, Frankfurt/Main, Germany	100.00	100.00
Idair GmbH, Hamburg, Germany	100.00	100.00
IND Beteiligungs GmbH, Raunheim, Germany	100.00	100.00
Inflight Catering Services Limited, Dar es Salaam, Tanzania	61.99	61.99
LCAG Malta Pension Ltd., St. Julians, Malta	100.00	100.00
LCAG Malta Transition Limited, St. Julians, Malta	100.00	100.00
LG-LHT Aircraft Solutions GmbH (in liquidation), Hamburg, Germany	100.00	100.00
LG-LHT Passenger Solutions GmbH (in liquidation), Hamburg, Germany	100.00	100.00
LGSP Lufthansa Ground Service Portugal, Unipessoal Lda., Maia/Oporto, Portugal	100.00	100.00
LHT Malta Pension Ltd., St. Julians, Malta	100.00	100.00
Lufthansa Aviation Training Austria GmbH, Vienna Airport, Austria	100.00	100.00
Lufthansa Aviation Training Operations Germany GmbH, Berlin, Germany	100.00	100.00
Lufthansa Aviation Training Pilot Academy GmbH, Laage, Germany	100.00	100.00
Lufthansa Aviation Training USA Inc., Goodyear, USA	100.00	100.00
Lufthansa Blues Beteiligungs GmbH (in liquidation), Frankfurt/Main, Germany	100.00	100.00
Lufthansa Cagri Merkezi ve Müsteri Hizmetleri A.S., Istanbul, Türkiye	100.00	100.00
Lufthansa Cargo Servicios Logisticos de Mexico, S.A. de C.V., Mexico City, Mexico	100.00	100.00
Lufthansa City Center International GmbH, Frankfurt/Main, Germany	50.00	50.00
Lufthansa Consulting Brasil Ldta., Rio de Janeiro, Brazil	99.90	99.90
Lufthansa Consulting GmbH, Frankfurt/Main, Germany	100.00	100.00
Lufthansa Engineering and Operational Services GmbH, Frankfurt/Main, Germany	100.00	100.00
Lufthansa Global Tele Sales GmbH, Berlin, Germany	100.00	100.00
Lufthansa Ground Services Beteiligungs GmbH, Munich, Germany	100.00	100.00
Lufthansa Ground Services GmbH & Co. KG, Munich Airport, Germany	100.00	100.00
Lufthansa Ground Services Verwaltungs GmbH, Munich Airport, Germany	100.00	100.00
Lufthansa Group Business Services Hong Kong Limited, Hong Kong, China	100.00	100.00
Lufthansa Group Business Services Johannesburg (pty) Ltd., Craighill-Johannesburg, South Africa	100.00	100.00
Lufthansa Group Business Services S.A. de C.V., Mexico City, Mexico	100.00	100.00
Lufthansa Group Business Services Sp. z o. o., Cracow, Poland	100.00	100.00
Lufthansa Group Business Services Wien GmbH (in liquidation), Vienna, Austria	100.00	100.00
Lufthansa Group Security Operations GmbH, Frankfurt/Main, Germany	100.00	100.00

T205 Miscellaneous equity investments as of 31 Dec 2025 (continued)

Name, registered office	Equity stake in %	Voting share in %
LUFTHANSA GROUP TASTE & MORE GmbH, Hamburg, Germany	100.00	100.00
Lufthansa Industry Solutions SHPK, Tirana, Albania	100.00	100.00
Lufthansa Innovation Hub GmbH, Berlin, Germany	100.00	100.00
Lufthansa International Finance (Netherlands) N. V., Amsterdam, Netherlands	100.00	100.00
Lufthansa Job Services Norderstedt GmbH, Norderstedt, Germany	100.00	100.00
Lufthansa Leasing Austria GmbH & Co. OG Nr. 56, Salzburg, Austria	100.00	100.00
Lufthansa Leasing Austria GmbH & Co. OG Nr. 68, Salzburg, Austria	100.00	100.00
Lufthansa Leasing Austria GmbH & Co. OG Nr. 69, Salzburg, Austria	100.00	100.00
Lufthansa Leasing Austria GmbH & Co. OG Nr. 70, Salzburg, Austria	100.00	100.00
Lufthansa Leasing Austria GmbH & Co. OG Nr. 71, Salzburg, Austria	100.00	100.00
Lufthansa Malta Pension Holding Ltd., St. Julians, Malta	100.00	100.00
Lufthansa Pension Beteiligungs GmbH, Frankfurt/Main, Germany	100.00	100.00
Lufthansa Pension GmbH & Co. KG, Frankfurt/Main, Germany	100.00	100.00
Lufthansa Services (Thailand) Ltd., Bangkok, Thailand	100.00	100.00
Lufthansa Services Philippines, Inc., Manila, Philippines	100.00	100.00
Lufthansa Super Star Gesellschaft mit beschränkter Haftung (in liquidation), Berlin, Germany	100.00	100.00
Lufthansa Systems 25. GmbH, Raunheim, Germany	100.00	100.00
Lufthansa Systems Asia Pacific Pte. Ltd., Singapore, Singapore	100.00	100.00
Lufthansa Systems FlightNav AG, Opfikon, Switzerland	100.00	100.00
Lufthansa Systems Hungaria Kft, Budapest, Hungary	100.00	100.00
Lufthansa Systems India Private Limited, Bengaluru, India	100.00	100.00
Lufthansa Systems Poland Sp. z o.o., Danzig, Poland	100.00	100.00
Lufthansa Technical Training GmbH, Hamburg, Germany	100.00	100.00
Lufthansa Technik Airline Services – Limited Liability Company, Jeddah, Saudi Arabia	100.00	100.00
Lufthansa Technik Canada Inc., Calgary, Canada	100.00	100.00
Lufthansa Technik Component Services Asia Pacific Limited, Hong Kong, China	100.00	100.00
Lufthansa Technik Intercoat GmbH, Kaltenkirchen, Germany	51.00	51.00
Lufthansa Technik Middle East FZE, Dubai, United Arab Emirates	100.00	100.00
Lufthansa Technik Milan s.r.l., Somma Lombardo (VA), Italy	100.00	100.00
Lufthansa Technik Services India Private Limited, New Delhi, India	100.00	100.00
Lufthansa UK Pension Trustee Limited, West Drayton, Middlesex, UK	100.00	100.00
Malta Pension Investments, St. Julians, Malta	0.00	100.00
OOO LSG Sky Chefs Rus, Moscow, Russian Federation	100.00	100.00

T205 Miscellaneous equity investments as of 31 Dec 2025 (continued)

Name, registered office	Equity stake in %	Voting share in %
Oscar Bravo GmbH, Munich, Germany	100.00	100.00
QUINTO Grundstücks-Verwaltungsgesellschaft mbH, Grünwald, Germany	94.80	94.80
Reservation Data Maintenance India Private Ltd., New Delhi, India	51.00	51.00
Shared Services International India Private Limited, New Delhi, India	100.00	100.00
Shared Services International, Singapore PTE. LTD, Singapore, Singapore	100.00	100.00
Star Risk Services Inc. (in liquidation), Southlake, USA	100.00	100.00
Swiss WorldCargo (India) Private Limited (in liquidation), Mumbai, India	100.00	100.00
TATS – Travel Agency Technologies & Services GmbH, Frankfurt am Main, Germany	100.00	100.00
time:matters (Shanghai) International Freight Forwarding Ltd., Shanghai, China	100.00	100.00
time:matters Americas, Inc., Miami, USA	100.00	100.00
time:matters Asia Pacific Pte. Ltd., Singapore, Singapore	100.00	100.00
time:matters Austria GmbH, Vienna Airport, Austria	100.00	100.00
time:matters Belgium BVBA, Mechelen, Belgium	100.00	100.00
time:matters Courier Terminals GmbH, Frankfurt/Main, Germany	100.00	100.00
time:matters Netherlands B.V., Schiphol-Rijk, Netherlands	100.00	100.00
vAeroLabs AD, Sofia, Bulgaria	75.01	75.01
Wings Handling S.L., Madrid, Spain	100.00	100.00
ZeroG GmbH, Raunheim, Germany	100.00	100.00
Equity investments		
AFS Aviation Fuel Services GmbH, Hamburg, Germany	33.33	33.33
Air Baltic Corporation AS, Riga, Latvia	10.00	10.00
Airfoil Services Sdn. Bhd., Kuala Lumpur, Malaysia	50.00	50.00
Airline Tariff Publishing Co., Dulles, USA	9.77	9.77
AO Aeromar, Moscow Region, Russian Federation	49.00	49.00
ATLECON Fuel LLC, Atlanta, USA	14.29	14.29
AUS Fuel Company, LLC, Austin, USA	6.67	6.67
Calgary Fuel Facilities Corporation, Dorval, Canada	8.33	8.33
Cargo One GmbH, Berlin, Germany	5.43	5.43
Charlotte Fuel Facilities LLC, Charlotte, USA	10.00	10.00
Chelyabinsk Catering Service OOO, Chelyabinsk, Russian Federation	26.00	26.00
Denver Fuel Company, LLC, Newark, USA	5.88	5.88
Düsseldorf Fuelling Services (DFS) GbR, Dusseldorf, Germany	33.33	33.33

T205 Miscellaneous equity investments as of 31 Dec 2025 (continued)

Name, registered office	Equity stake in %	Voting share in %
EFM – Gesellschaft für Enteisen und Flugzeugschleppen am Flughafen München mbH, Freising, Germany	51.00	51.00
Egyptian Aviation Services Company (S.A.E.), Cairo, Egypt	5.83	5.83
Entebbe Handling Services limited (ENHAS), Entebbe, Uganda	5.00	5.00
Flight Training Alliance GmbH, Frankfurt/Main, Germany	50.00	50.00
Flughafen München Baugesellschaft mbH, Munich Airport, Germany	40.00	40.00
FraAlliance GmbH, Frankfurt/Main, Germany	50.00	50.00
FraCareServices GmbH, Frankfurt/Main, Germany	49.00	49.00
FSH Flughafen Schwechat-Hydranten-Gesellschaft Gmbh & Co OG, Vienna Airport, Austria	28.57	28.57
GOAL German Operating Aircraft Leasing GmbH & Co. KG, Grünwald, Germany	40.00	39.99
GOAL German Operating Aircraft Leasing GmbH, Munich, Germany	40.00	40.00
Hamburg Fuelling Services GbR, Hamburg, Germany	25.00	25.00
Hamburg Tank Service GbR, Hamburg, Germany	33.30	33.30
Hydranten-Betriebs OHG, Frankfurt/Main, Germany	49.00	20.00
INAIRVATION GmbH, Edlitz-Thomasberg, Austria	50.00	50.00
interpersonal GmbH, Hamburg, Germany	35.00	35.00
Kulinary Holding AG, Opfikon, Switzerland	40.00	40.00
Lufthansa HNA Technical Training Co., Ltd., Meilan Airport, Hainan, China	50.00	50.00
Lufthansa Leasing GmbH, Grünwald, Germany	49.00	49.00
Lumics GmbH & Co. KG, Hamburg, Germany	50.00	50.00
Lumics Verwaltungs GmbH, Hamburg, Germany	50.00	50.00

T205 Miscellaneous equity investments as of 31 Dec 2025 (continued)

Name, registered office	Equity stake in %	Voting share in %
Montreal International Fuel Facilities Corporation, Dorval, Canada	5.00	5.00
N3 Engine Overhaul Services Verwaltungsgesellschaft mbH, Arnstadt, Germany	50.00	50.00
Orlando Fuel Facilities LLC, Orlando, USA	5.88	5.88
PHL Fuel Facilities LLC, Philadelphia, USA	10.00	10.00
RSW Fuel Company, LLC, Orlando, USA	10.00	10.00
Rydes GmbH, Berlin, Germany	11.40	11.40
SAN Fuel Company, LLC, San Diego, USA	5.56	5.56
Sanya LSG Air Catering Co. Ltd., Sanya, China	45.00	40.00
SCA Schedule Coordination Austria GmbH, Vienna Airport, Austria	25.00	25.00
Shenzhen Airport International Cargo Terminal Company Limited, Shenzhen, China	50.00	50.00
STL Fuel Company, LLC, Washington, D.C., USA	10.00	10.00
Terminal One Group Association, L.P., New York, USA	24.75	0.00
Terminal One Management Inc., New York, USA	25.00	25.00
THBG BBI GmbH, Schönefeld, Germany	46.45	46.45
Tolmachevo Catering OOO, Novosibirsk, Russian Federation	26.00	26.00
Turbo Fuel Services Sachsen (TFSS) GbR, Hamburg, Germany	20.00	20.00
UBAG Unterflurbetankungsanlage Flughafen Zürich AG, Rümlang, Switzerland	12.00	12.00
Zentrum für Angewandte Luftfahrtforschung GmbH, Hamburg, Germany	20.00	20.00
Zhengzhou Airport International Cargo Terminal Co., Ltd, Zhengzhou Henan Province, China	49.00	49.00

[1] 33.34% of the equity stake and 50.01% of the voting rights are attributed via a call option.

Declaration by the legal representatives

We declare that, to the best of our knowledge and according to the applicable accounting standards, the consolidated financial statements give a true and fair view of the net assets, financial and earnings position of the Group, and that the Group management report, which has been combined with the management report for Deutsche Lufthansa AG, presents a fair view of the course of business, including the business result, and the situation of the Group, and presents the material opportunities and risks to its future development.

Frankfurt, 24 February 2026

The Executive Board



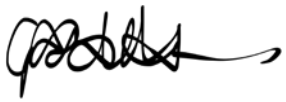
Carsten Spohr
Chairman of the Executive Board
Chief Executive Officer



Michael Niggemann
Member of the Executive Board
Chief Human Resources and
Legal Officer, Labour Director



Till Streichert
Member of the Executive Board
Chief Financial Officer



Grazia Vittadini
Member of the Executive Board
Chief Technology Officer



Dieter Vranckx
Member of the Executive Board
Chief Commercial Officer

The following Auditor's Report also includes a "Report on the audit of the electronic reproductions of the consolidated financial statements and the combined management report prepared for the purpose of disclosure in accordance with Section 317 Paragraph 3a HGB" ("ESEF Report"). The subject matter on which the ESEF Report is based (ESEF documents to be audited) is not included. The audited ESEF documents can be viewed in or retrieved from the Unternehmensregister (German Company Register, in German language only).

Independent auditor's report

To Deutsche Lufthansa Aktiengesellschaft

Report on the audit of the consolidated financial statements and of the Group management report

Opinions

We have audited the consolidated financial statements of Deutsche Lufthansa Aktiengesellschaft, Cologne, and its subsidiaries (the "Group" or "Lufthansa Group"), which comprise the consolidated income statement and consolidated statement of comprehensive income for the fiscal year from 1 January to 31 December 2025, and the consolidated statement of financial position as at 31 December 2025, consolidated statement of changes in shareholders' equity and consolidated cash flow statement for the fiscal year from 1 January to 31 December 2025, and notes to the consolidated financial statements, including material accounting policy information. In addition, we have audited the Group management report of Deutsche Lufthansa Aktiengesellschaft, which is combined with the management report of Deutsche Lufthansa Aktiengesellschaft, for the fiscal year from 1 January to 31 December 2025. In accordance with the German legal requirements, we have not audited the content of the Group declaration on corporate governance which is published on the website stated in the "Corporate Governance" section of the combined management report, the Group non-financial declaration included in the "Combined non-financial declaration" section of the combined management report or the information on the main characteristics of the entire internal control system (disclosures in accordance with recommendation A.5 of the German Corporate Governance Code (DCGK 2022)) contained in the "Opportunities and risk report" section of the combined management report under the heading "Internal control system." In addition, we have not audited the content of the disclosures extraneous to management reports extending beyond the prior year in the tables with multi-year comparisons of the combined management report (information pertaining to fiscal years 2021, 2022 and 2023). Disclosures extraneous to management reports are such disclosures that are not required pursuant to Secs. 315, 315a or Secs. 315b to 315d HGB ["Handelsgesetzbuch": German Commercial Code] or German Accounting Standard No. 20 (GAS 20).

In our opinion, on the basis of the knowledge obtained in the audit,

- the accompanying consolidated financial statements comply, in all material respects, with the IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB) (IFRS Accounting Standards) and adopted by the EU, and the additional requirements of German commercial law pursuant to Sec. 315e (1) HGB and, in compliance with these requirements, give a true and fair view of the assets, liabilities and financial position of the Group as at 31 December 2025 and of its financial performance for the fiscal year from 1 January to 31 December 2025, and

- the accompanying Group management report as a whole provides an appropriate view of the Group's position. In all material respects, this Group management report is consistent with the consolidated financial statements, complies with German legal requirements and appropriately presents the opportunities and risks of future development. We do not express an opinion on the aforementioned Group declaration on corporate governance, the aforementioned Group non-financial declaration, the aforementioned description of the entire internal control system (disclosures in accordance with recommendation A.5 DCGK 2022) or the aforementioned multi-year comparisons of the Group management report.

Pursuant to Sec. 322 (3) Sentence 1 HGB, we declare that our audit has not led to any reservations relating to the legal compliance of the consolidated financial statements and of the Group management report.

Basis for the opinions

We conducted our audit of the consolidated financial statements and of the Group management report in accordance with Sec. 317 HGB and the EU Audit Regulation (No 537/2014, referred to subsequently as "EU Audit Regulation") and in compliance with German Generally Accepted Standards for Financial Statement Audits promulgated by the Institut der Wirtschaftsprüfer [Institute of Public Auditors in Germany] (IDW). We performed the audit of the consolidated financial statements in supplementary compliance with the International Standards on Auditing (ISAs). Our responsibilities under those requirements, principles and standards are further described in the "Auditor's responsibilities for the audit of the consolidated financial statements and of the Group management report" section of our auditor's report. We are independent of the Group entities in accordance with the requirements of European law and German commercial and professional law as well as the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), as applicable to audits of financial statements of public interest entities. We have also fulfilled our other German professional responsibilities in accordance with these requirements and the IESBA Code. In addition, in accordance with Art. 10 (2) f) of the EU Audit Regulation, we declare that we have not provided non-audit services prohibited under Art. 5 (1) of the EU Audit Regulation. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions on the consolidated financial statements and on the Group management report.

Key audit matters in the audit of the consolidated financial statements

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements for the fiscal year from 1 January to 31 December 2025. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon; we do not provide a separate opinion on these matters.

Below, we describe what we consider to be the key audit matters:

1. Recognition of traffic revenue, including recognition of liabilities from unused flight documents and customer loyalty programs

Reasons why the matter was determined to be a key audit matter

Passenger flights account for the largest share of the Group's business operations. The related flight documents are paid by the customer before the flight takes place. Prepayments by customers for flight documents are accounted for as contract liabilities from unused flight documents until the flight documents are used. The respective companies recognize flight documents as revenue in profit or loss when the aircraft lands at the destination airport.

Any flight documents that have not been used by the end of the fiscal year, are still valid at year-end and continue to be recognized as contract liabilities from unused flight documents are examined at year-end to determine their age and validity. In addition, historical data is used to estimate how many flight documents will no longer be used. The flight documents with a high probability of no longer being used are recognized as breakage under revenue in profit or loss.

In addition, Deutsche Lufthansa Aktiengesellschaft recognizes contract liabilities from customer loyalty programs in its consolidated financial statements that relate to bonus miles granted to participants in the Miles & More program. Until the bonus miles are redeemed, these contract liabilities are determined on the basis of the relative stand-alone selling price per bonus mile. If participants collect bonus miles with external partners, these are recognized as liabilities until redemption at the prices the external partners paid to Deutsche Lufthansa Aktiengesellschaft. Bonus miles with a high probability of not being redeemed are recognized as breakage revenue in profit or loss over a period of three years based on historical estimates.

From our perspective, the recognition of traffic revenue, including the recognition of contract liabilities from unused flight documents and customer loyalty programs, entails a significant risk of material misstatement and was therefore a key audit matter in our audit, since the estimates of the executive directors have a significant effect on the recognition and valuation of these items, which are specific to the business model and significant in terms of the amount. The estimates and assumptions of the executive directors regarding the passengers' flight document usage and bonus mile redemption patterns are based on complex calculation procedures which are inherent to the system and are subject to judgment. This relates in particular to revenue from the release of contract liabilities from unused flight documents and customer loyalty programs.

Auditor's response

During our audit procedures, we obtained an understanding of the processes implemented by the executive directors of Deutsche Lufthansa Aktiengesellschaft for recognizing traffic revenue and revenue from customer loyalty programs as well as the correct timing of revenue recognition related to breakage by reference to individual transactions from the purchase of the flight documents through to recognition in the consolidated financial statements and tested the controls in place in the respective processes. In addition, with the aid of internal IT specialists, we assessed the design and operating effectiveness of the internal controls established by the Group with regard to the IT systems relevant for the recognition of traffic revenue. In so doing, we assessed in particular the mapping and processing of business processes, the possibilities for IT administrators to make changes and the access rights of individual employees.

With regard to services related to IT systems and processes outsourced to third parties, we assessed, with the aid of internal IT specialists, the design and operating effectiveness of the internal control system regarding those IT systems and/or processes relevant for the recognition of traffic revenue, using an assurance report (ISAE 3402 Type 2) on the design and operating effectiveness of the internal control system at the service organization.

Using substantive analytical procedures, we examined whether the revenue generated in fiscal year 2025 correlates with the corresponding contract liabilities from unused flight documents and whether revenue from customer loyalty programs correlates with the corresponding payments received to identify any irregularities in the accounting treatment. We examined the plausibility of and reasons for any deviations and/or irregularities in the correlation. In addition, we used data analytics to identify any irregularities in the posting data compared to relevant document types and system users, among other things. To detect any irregularities in the development of revenue, we checked whether the development of revenue is consistent with the Group's key performance indicators reported internally and overall industry performance. Moreover, we reconciled individual payments received with the corresponding supporting documents for proof of payments received (e.g., account statements) on a sample basis and checked that they resulted in the derecognition of a receivable from the sale of flight documents.

In particular, we assessed the Group's accounting approach with regard to the requirements for revenue recognition pursuant to IFRS 15. In doing so, we focused on whether Deutsche Lufthansa Aktiengesellschaft and its subsidiaries identified separate performance obligations within a contract, determined a transaction price and allocated it to the separate performance obligations and timed the recognition of revenue in accordance with the provisions of IFRS 15.

During our audit, we reviewed, with regard to the breakage revenue recognized upon the derecognition of contract liabilities from unused flight documents (release), outstanding valid flight documents and their valuation with regard to their sales year and validity. Moreover, we assessed the consistency of the calculation methods used to determine flight prices, fees, taxes and other charges allocable to flight documents that are no longer expected to be used. We tested the plausibility of future expected usage rates for unused flight documents that are used to calculate breakage revenue based on past usage rates and the information on the passengers' expected future flight patterns provided to us by the executive directors. In particular, we obtained an understanding of the manual accrual postings made in this respect on the basis of the supporting documents. As such manual accrual postings are always made at year-end, we also assessed the accuracy of the accounting cut-off (regarding both breakage revenue and revenue from customer loyalty programs) as part of our assessment of the design and operating effectiveness of the Group's internal control system. We discussed with our client factors and unique features of the industry as well as the transport conditions of Deutsche Lufthansa Aktiengesellschaft and its subsidiaries that influence the usage ratios and assessed their completeness and plausibility. To assess the reliability of the forecasts and estimates used, we compared the number of expired tickets to the amount of breakage revenue recognized in the past.

During our audit, we also evaluated the recognition of breakage revenue from customer loyalty programs for participants in the Miles & More program. With regard to the contract liabilities from customer loyalty programs, we assessed the calculation methods applied to determine the release ratios for adequate consistency. We examined the determination of fair value depending on how the respective bonus mile is used (e.g., used for flights with a Lufthansa Group company or a partner airline or used in the form of a bonus in kind) and the underlying assumptions to assess the adequacy of the contract liabilities. We also checked the mathematical accuracy of the calculation of the liabilities from customer loyalty programs.

Our audit procedures did not give rise to any reservations regarding the recognition of traffic revenue, including the recognition of liabilities from unused flight documents and customer loyalty programs.

Reference to related disclosures

With regard to the accounting policies used for revenue recognition and contract liabilities, and the related use of judgment, we refer to the disclosures under "2. New IFRS Accounting Standards and summary of the material accounting policies," "3. Traffic revenue" and "40. Current contract liabilities" in the notes to the consolidated financial statements.

2. Valuation of own and leased aircraft

Reasons why the matter was determined to be a key audit matter

The aircraft reported in the consolidated financial statements of Deutsche Lufthansa Aktiengesellschaft represent a significant portion of the assets of the Lufthansa Group. The aircraft reported include aircraft which are legally owned and used by the Group as well as leased aircraft. There are also aircraft that have been sold and leased back under sale and leaseback transactions.

Aircraft are recognized either by the operating airlines or by aircraft owning companies. Key components of an aircraft that have different useful lives are recognized and depreciated separately. Seats and in-flight entertainment systems installed in commercial aircraft are recognized as separate components. Provided the relevant criteria for recognition are met, the costs for regular extensive maintenance work (e.g., overhauling aircraft or major engine overhauls) are also recognized as a separate component.

In the case of intra-Group transactions (e.g., intra-Group sales or contributions), adjustment entries must be made at Group level during consolidation in order to continue to recognize the assets at their depreciated consolidated acquisition/production cost.

The recoverability of the aircraft that are earmarked for continued use in flight operations in the Group operational planning (GOP) is determined using the recoverability of the cash-generating units (CGUs) to which they are allocated. In connection with estimating the recoverability of own and leased aircraft in the consolidated financial statements, the executive directors made planning assumptions in the GOP which have a significant impact on the measurement of the relevant CGU.

From our perspective, the valuation of owned and leased aircraft was a key audit matter in our audit as the valuation of this item, which is significant in amount, is highly complex due to the component approach on the one hand and intra-Group transactions that need to be eliminated on the other, such that there is an elevated risk of material misstatement. Furthermore, the recoverability of the item is regularly based on estimates and assumptions made by the executive directors in terms of the GOP underlying measurement of the CGU.

Auditor's response

We firstly scrutinized the internal control system established by the executive directors for the valuation of own and leased aircraft by testing the design of the processes and assessing the risk of material misstatement.

In order to assess the depreciated consolidated acquisition/production cost of the aircraft and the appropriate accounting treatment of individual components, we obtained an understanding of the presentation of intra-Group transactions by reconciling the reporting data used in the elimination of intra-Group profits and losses, which are posted at the level of the respective Group company, and recalculating the adjustment entries. Furthermore, as part of our substantive analytical procedures, we initially developed an expectation for the item balance as of the reporting date, based on our knowledge of the existing fleet, depreciation as well as additions to and disposals of aircraft in the fiscal year. We then compared our expectation with the depreciated consolidated acquisition/production cost and depreciation recognized for aircraft. In the context of these substantive analytical procedures, we tested the plausibility of any deviations and/or anomalies and whether they were well founded.

For leased aircraft and sale and leaseback transactions, we first examined the underlying agreements and assessed the effects of the contractual terms on the valuation, in the case of sale and leaseback transactions in particular with regard to the recognition and/or cut-off of accounting gains. We recalculated right-of-use assets and lease liabilities arising from such transactions based on the underlying contract data and reconciled them with the amounts posted as of the reporting date.

An assessment of the recoverability of aircraft in the consolidated financial statements is based on the allocation of aircraft to CGUs and the recoverability of the relevant CGU as a whole. We checked the allocation of aircraft to the individual CGUs by reconciling the carrying amounts transferred in the CGU impairment test. We also checked the substance of the allocation in a reconciliation with a fleet list per airline as the aircraft are allocated to the CGU of the airline operating the aircraft. With regard to the assessment of the recoverability of the aircraft in the economic ownership of the Group and earmarked for continued use in flight operations, we examined, with the aid of our valuation specialists, the fleet planning in connection with the GOP for internal consistency and analyzed whether it is in line with industry forecasts. We

analyzed the executive directors' disclosures on the key planning assumptions, strategic objectives, expected developments and operational measures and their inclusion/reflection in the cash flows and assessed their plausibility (transparency, consistency, lack of contradiction). Our analysis was based on analyst estimates, both for the Company as well as in relation to comparable companies, along with other external forecasts on the development of the airline industry (market studies) and macroeconomic forecasts. In addition, we assessed the method used in the impairment test designed by the executive directors and assessed whether it gave rise to an impairment for the relevant CGU, which needed to be allocated to the aircraft.

Our audit procedures did not lead to any reservations relating to the valuation of own and leased aircraft.

Reference to related disclosures
With regard to the valuation of aircraft, we refer to the disclosures in the notes to the consolidated financial statements under "2 New IFRS Accounting Standards and summary of the material accounting policies" and "19. Aircraft and reserve engines including right-of-use assets," "22. Leases" and "9. Depreciation, amortization and impairment."

3. Recoverability of deferred tax assets

Reasons why the matter was determined to be a key audit matter
The deferred tax assets arising from tax loss carryforwards and deductible temporary differences reported in the consolidated financial statements of Deutsche Lufthansa Aktiengesellschaft constitute an asset of Deutsche Lufthansa Aktiengesellschaft and its subsidiaries which is significant in amount. When accounting for the deferred tax assets, the Lufthansa Group assesses the extent to which it is probable that sufficient taxable profit will be available in the future to allow the deferred tax assets to be utilized.

The recoverability of the deferred tax assets is based on estimates and assumptions made by the executive directors in relation to the future operating performance of the taxable Group companies. The executive directors have prepared a Group operational planning (GOP) for fiscal years 2026 to 2029 and, based thereon, forecast taxable profit for the taxable Group companies.

From our perspective, the assessment of the recoverability of this item, which is significant in amount, was a key audit matter in our audit as it is based to a large extent on the judgments, estimates and assumptions of the executive directors regarding sufficient taxable profit, particularly in light of current global security, economic and regulatory developments, including the war between Russia and Ukraine, possible knock-on effects on international economic relationships and the related uncertainty surrounding the future development of air travel as well as additional industry-specific developments, including shortages in supply of aircraft, engines and spare parts.

Auditor's response
We firstly scrutinized the internal control system established by the executive directors for the determination and recognition of deferred taxes by testing the design of the processes and assessing the risk of material misstatement.

To assess the recoverability of the deferred tax assets, with the aid of our valuation specialists, we analyzed the executive directors' forecasts of the further taxable profit, checked their mathematical accuracy and discussed them with the responsible management level. We analyzed the executive directors' disclosures on the key planning assumptions, strategic objectives, expected developments and operational measures and their inclusion/reflection in the cash flows and assessed their plausibility (transparency, consistency, lack of contradiction). Our analysis was based on analyst estimates, both for the Lufthansa Group as well as in relation to comparable companies, along with other external forecasts on the development of the airline industry (market studies) and macroeconomic forecasts. We also checked the reconciliation from the GOP to the tax planning by making inquiries of the responsible employees of Deutsche Lufthansa Aktiengesellschaft and its subsidiaries and of the executive directors as well as through recalculations, plausibility testing and analysis of the reconciliation items.

We assessed the positive and negative evidence of sufficient taxable profit likely being available in the future considered by the executive directors for the recognition of deferred tax assets and their individual significance for the overall assessment, discussed them with the responsible management level and examined their plausibility (transparency, consistency, lack of contradiction).

Our tax specialists were involved in all phases of the audit.

Our audit procedures did not lead to any reservations relating to the assessment of the recoverability of deferred tax assets.

Reference to related disclosures

With regard to the recognition of deferred tax assets and judgments made by the executive directors in financial reporting and sources of estimation uncertainty, we refer to the disclosures in the notes to the consolidated financial statements under "2. New IFRS Accounting Standards and summary of the material accounting policies" and "14. Income taxes."

Other information

The Supervisory Board is responsible for the report of the Supervisory Board in the "Report of the Supervisory Board" section. The executive directors and the Supervisory Board are responsible for the declaration pursuant to Sec. 161 AktG ["Aktiengesetz": German Stock Corporation Act] on the German Corporate Governance Code, which is part of the Group declaration on corporate governance. In all other respects, the executive directors are responsible for the other information. The other information comprises the aforementioned Group declaration on corporate governance, the aforementioned Group non-financial declaration, the aforementioned description of the entire internal control system (disclosures in accordance with recommendation A.5 DCGK 2022) and the aforementioned other information included in the Group management report. The other information also comprises additional parts to be included in the annual report, of which we obtained a copy prior to issuing this auditor's report, in particular:

- The key performance indicators in the "Key figures" section
- "The Executive Board" section
- The letter from the Executive Board to the shareholders in the "Letter from the Executive Board" section of the annual report
- The explanations on the Deutsche Lufthansa Aktiengesellschaft share in the "Lufthansa share" section of the annual report
- The declaration by the executive directors in the "Declaration by the legal representatives" section of the annual report
- The remuneration report in the "Remuneration report" section of the annual report
- The ten-year overview in the "Ten-year overview" section of the annual report
- but not the consolidated financial statements, not the Group management report disclosures whose content is audited and not our auditor's report thereon.

Our opinions on the consolidated financial statements and on the Group management report do not cover the other information, and consequently we do not express an opinion or any other form of assurance conclusion thereon.

In connection with our audit, our responsibility is to read the other information and, in so doing, to consider whether the other information

- is materially inconsistent with the consolidated financial statements, with the Group management report or our knowledge obtained in the audit, or
- otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the executive directors and the Supervisory Board for the consolidated financial statements and the Group management report

The executive directors are responsible for the preparation of the consolidated financial statements that comply, in all material respects, with the IFRS Accounting Standards as adopted by the EU and the additional requirements of German commercial law pursuant to Sec. 315e (1) HGB, and that the consolidated financial statements, in compliance with these requirements, give a true and fair view of the assets, liabilities, financial position and financial performance of the Group. In addition, the executive directors are responsible for such internal control as they have determined necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud (i.e., fraudulent financial reporting and misappropriation of assets) or error.

In preparing the consolidated financial statements, the executive directors are responsible for assessing the Group's ability to continue as a going concern. They also have the responsibility for disclosing, as applicable, matters related to going concern. In addition, they are responsible for financial reporting based on the going concern basis of accounting unless there is an intention to liquidate the Group or to cease operations, or there is no realistic alternative but to do so.

Furthermore, the executive directors are responsible for the preparation of the Group management report that, as a whole, provides an appropriate view of the Group's position and is, in all material respects, consistent with the consolidated financial statements, complies with German legal requirements, and appropriately presents the opportunities and risks of future development. In addition, the executive directors are responsible for such arrangements and measures (systems) as they have considered necessary to enable the preparation of a Group management report that is in accordance with the applicable German legal requirements, and to be able to provide sufficient appropriate evidence for the assertions in the Group management report.

The Supervisory Board is responsible for overseeing the Group's financial reporting process for the preparation of the consolidated financial statements and of the Group management report.

Auditor's responsibilities for the audit of the consolidated financial statements and of the Group management report

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and whether the Group management report as a whole provides an appropriate view of the Group's position and, in all material respects, is consistent with the consolidated financial statements and the knowledge obtained in the audit, complies with the German legal requirements and appropriately presents the opportunities and risks of future development, as well as to issue an auditor's report that includes our opinions on the consolidated financial statements and on the Group management report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Sec. 317 HGB and the EU Audit Regulation and in compliance with German Generally Accepted Standards for Financial Statement Audits promulgated by the Institut der Wirtschaftsprüfer (IDW) and supplementary compliance with the ISAs will always detect a material misstatement. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements and this Group management report.

We exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements and of the Group management report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinions. The risk of not detecting a material misstatement resulting from fraud is higher than the risk of not detecting a material misstatement resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit of the consolidated financial statements and of arrangements and measures relevant to the audit of the Group management report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control and of such arrangements and measures.

- Evaluate the appropriateness of accounting policies used by the executive directors and the reasonableness of estimates made by the executive directors and related disclosures.

- Conclude on the appropriateness of the executive directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in the auditor's report to the related disclosures in the consolidated financial statements and in the Group management report or, if such disclosures are inadequate, to modify our respective opinions. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to be able to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements present the underlying transactions and events in a manner that the consolidated financial statements give a true and fair view of the assets, liabilities, financial position and financial performance of the Group in compliance with the IFRS Accounting Standards as adopted by the EU and the additional requirements of German commercial law pursuant to Sec. 315e (1) HGB.

- Plan and perform the audit of the consolidated financial statements to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group to express opinions on the consolidated financial statements and on the Group management report. We are responsible for the direction, supervision and review of the work performed for the group audit. We remain solely responsible for our audit opinions.

- Evaluate the consistency of the Group management report with the consolidated financial statements, its conformity with [German] law, and the view of the Group's position it provides.

- Perform audit procedures on the prospective information presented by the executive directors in the Group management report. On the basis of sufficient appropriate audit evidence we evaluate, in particular, the significant assumptions used by the executive directors as a basis for the prospective information, and evaluate the proper derivation of the prospective information from these assumptions. We do not express a separate opinion on the prospective information and on the assumptions used as a basis. There is a substantial unavoidable risk that future events will differ materially from the prospective information.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with the relevant independence requirements, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence and where applicable, the related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter.

Other legal and regulatory requirements

Report on the assurance on the electronic rendering of the consolidated financial statements and the Group management report prepared for publication purposes in accordance with Sec. 317 (3a) HGB

Opinion

We have performed assurance work in accordance with Sec. 317 (3a) HGB to obtain reasonable assurance about whether the rendering of the consolidated financial statements and the Group management report (hereinafter the "ESEF documents") contained in the file "DLH-2025-12-31-de.zip" and prepared for publication purposes complies in all material respects with the requirements of Sec. 328 (1) HGB for the electronic reporting format ("ESEF format"). In accordance with German legal requirements, this assurance work extends only to the conversion of the information contained in the consolidated financial statements and the Group management report into the ESEF format and therefore relates neither to the information contained within these renderings nor to any other information contained in the file identified above.

In our opinion, the rendering of the consolidated financial statements and the Group management report contained in the file identified above and prepared for publication purposes complies in all material respects with the requirements of Sec. 328 (1) HGB for the electronic reporting format. Beyond this assurance opinion and our audit opinions on the accompanying consolidated financial statements and the accompanying Group management report for the fiscal year from 1 January to 31 December 2025 contained in the "Report on the audit of the consolidated financial statements and of the Group management report" above, we do not express any assurance opinion on the information contained within these renderings or on the other information contained in the file identified above.

Basis for the opinion

We conducted our assurance work on the rendering of the consolidated financial statements and the Group management report contained in the file identified above in accordance with Sec. 317 (3a) HGB and the IDW Assurance Standard: Assurance on the Electronic Rendering of Financial Statements and Management Reports Prepared for Publication Purposes in Accordance with Sec. 317 (3a) HGB (IDW AsS 410) (06.2022) and the International Standard on Assurance Engagements 3000 (Revised). Our responsibility in accordance therewith is further described in the "Group auditor's responsibilities for the assurance work on the ESEF documents" section. Our audit firm applies the IDW Standard on Quality Management: Requirements for Quality Management in the Audit Firm (IDW QMS 1 (09.2022)).

Responsibilities of the executive directors and the Supervisory Board for the ESEF documents

The executive directors of the Company are responsible for the preparation of the ESEF documents including the electronic rendering of the consolidated financial statements and the Group management report in accordance with Sec. 328 (1) Sentence 4 No. 1 HGB and for the tagging of the consolidated financial statements in accordance with Sec. 328 (1) Sentence 4 No. 2 HGB.

In addition, the executive directors of the Company are responsible for such internal control as they have determined necessary to enable the preparation of ESEF documents that are free from material intentional or unintentional non-compliance with the requirements of Sec. 328 (1) HGB for the electronic reporting format.

The Supervisory Board is responsible for overseeing the process for preparing the ESEF documents as part of the financial reporting process.

Group auditor's responsibilities for the assurance work on the ESEF documents

Our objective is to obtain reasonable assurance about whether the ESEF documents are free from material intentional or unintentional non-compliance with the requirements of Sec. 328 (1) HGB. We exercise professional judgment and maintain professional skepticism throughout the assurance work. We also:

- Identify and assess the risks of material intentional or unintentional non-compliance with the requirements of Sec. 328 (1) HGB, design and perform assurance procedures responsive to those risks, and obtain assurance evidence that is sufficient and appropriate to provide a basis for our assurance opinion.
- Obtain an understanding of internal control relevant to the assurance on the ESEF documents in order to design assurance procedures that are appropriate in the circumstances, but not for the purpose of expressing an assurance opinion on the effectiveness of these controls.
- Evaluate the technical validity of the ESEF documents, i.e., whether the file containing the ESEF documents meets the requirements of Commission Delegated Regulation (EU) 2019/815, in the version in force at the date of the financial statements, on the technical specification for this file.
- Evaluate whether the ESEF documents enable an XHTML rendering with content equivalent to the audited consolidated financial statements and to the audited Group management report.
- Evaluate whether the tagging of the ESEF documents with Inline XBRL technology (iXBRL) in accordance with the requirements of Arts. 4 and 6 of Commission Delegated Regulation (EU) 2019/815, in the version in force at the date of the financial statements, enables an appropriate and complete machine-readable XBRL copy of the XHTML rendering.

Further information pursuant to Art. 10 of the EU Audit Regulation

We were elected as group auditor by the Annual General Meeting on 6 May 2025. We were engaged by the Supervisory Board on 6 May 2025. We have been the group auditor of Deutsche Lufthansa Aktiengesellschaft without interruption since fiscal year 2020.

We declare that the opinions expressed in this auditor's report are consistent with the additional report to the audit committee pursuant to Art. 11 of the EU Audit Regulation (long-form audit report).

In addition to the financial statement audit, we have provided to Group entities the following services that are not disclosed in the consolidated financial statements or in the Group management report or have been engaged to provide them:

- Limited assurance engagement on the sustainability reporting in accordance with Art. 2 No. 22 of Directive 2006/43/EC in conjunction with Art. 2 No. 18 of Directive 2013/34/EU
- Various agreed-upon procedures and assurance services that result from contractual obligations (especially under leases, loan agreements and retirement benefit agreements)
- Issue of comfort letters on the basis of IDW AuS 910
- Audit of the remuneration report pursuant to Sec. 162 (3) AktG
- Voluntary and statutory audits of financial statements as of 31 December 2025
- Specified procedures engagement at Albatros Service Center GmbH, Cologne, in accordance with Sec. 24 FinVermV ["Finanzanlagenvermittlungsverordnung": German Financial Investment Brokerage Ordinance]

Other matter – use of the auditor's report

Our auditor's report must always be read together with the audited consolidated financial statements and the audited Group management report as well as the assured ESEF documents. The consolidated financial statements and the Group management report converted to the ESEF format – including the versions to be published in the Unternehmensregister [German Company Register] – are merely electronic renderings of the audited consolidated financial statements and the audited Group management report and do not take their place. In particular, the ESEF report and our assurance opinion contained therein are to be used solely together with the assured ESEF documents made available in electronic form.

German Public Auditor responsible for the engagement

The German Public Auditor responsible for the engagement is Jörg Bösser.

Eschborn/Frankfurt am Main, March 3, 2026

EY GmbH & Co. KG
Wirtschaftsprüfungsgesellschaft

Jörg Bösser	Dustin Jansen
Wirtschaftsprüfer	Wirtschaftsprüfer
[German Public Auditor]	[German Public Auditor]

Remuneration report

The remuneration report provides detailed, individualised information about the remuneration awarded and due to active and former members of the Executive Board and Supervisory Board of Deutsche Lufthansa AG in the 2025 financial year, as well as the target remuneration granted for the 2025 financial year. The report complies with the requirements of Section 162 AktG and the relevant financial reporting standards (HGB, IFRS). A summary of the remuneration system for the Executive Board in the 2025 financial year can be found in Table T208. Further detailed information about the remuneration systems for members of the Executive Board and Supervisory Board of Deutsche Lufthansa AG is provided on the Company's website https://investor-relations.lufthansagroup.com/en/corporate-governance.html

Review of remuneration year 2025

A year of transformation for the Lufthansa Group

For the Lufthansa Group, 2025 was characterised by operational and financial stability and strategic development. Geopolitical crises and macroeconomic uncertainty made their mark on the global economy and international air traffic. Despite ongoing delays in aircraft deliveries and increased pressure on ticket prices, the Lufthansa Group strengthened its market position and made progress in almost all segments.

As such, the Executive Board consistently continued to push ahead with the biggest fleet modernisation in the Lufthansa Group's history. At the same time, significant improvements in operational stability were achieved – not least due to the progress made in implementing the Lufthansa Airlines turnaround programme. The Lufthansa Group reported a significant increase in its earnings in the 2025 financial year, with solid revenue growth of 5.4% and Adjusted EBIT of EUR 1,960m. This was partly driven by the high level of passenger traffic demand as well as strong performance in the cargo business. Moreover, through its acquisition of a 41% stake in ITA Airways and the expansion of Lufthansa Technik's international locations, the internationalisation of the company continued.

Changes to the remuneration system for the Executive Board from the 2025 financial year onwards

At its meeting in December 2024, the Supervisory Board adopted changes to the remuneration system approved by the Annual General Meeting on 9 May 2023, which took effect from 1 January 2025. The changes are based on a comprehensive review by the Supervisory Board of the existing remuneration system to ensure it reflects proposals from investors. The main changes are summarised in the table below:

T206 Overview of changes to the system of Executive Board remuneration

Aspect	Change
Retirement benefits	• Reduction in contributions to the company pension to around 30% of basic remuneration • Introduction of the option to agree to a cash allowance instead of contributions to retirement benefits when they are first appointed or their contracts are renewed in order to reduce the risk burden for the Company
Structure of target total remuneration	• Strengthening the performance-related pay approach by reallocating the difference from retirement benefits to variable remuneration elements, in particular long-term variable remuneration, in order to further reinforce the long-term orientation

The modified remuneration system for the Executive Board members was presented to the Annual General Meeting on 6 May 2025 for approval in accordance with Section 120a Paragraph 1 AktG and approved with a majority of 96.54%. The remuneration system entered into force from 1 January 2025 for all new appointments and reappointments. Carsten Spohr, Michael Niggemann and Till Streichert switched to the new remuneration system during their current term of office, as of 1 January 2025 ("Remuneration System 2025"). Grazia Vittadini and Dieter Vranckx decided to remain in the remuneration system approved by the Annual General Meeting on 9 May 2023 for the time being ("Remuneration System 2023"). A changeover to the remuneration system in effect from 1 January 2025 is planned in the event of a possible reappointment. With the exception of the changes listed above and the associated implications on the target remuneration for Executive Board members (see T209), both Executive Board remuneration systems are identical, ensuring a consistent incentive system.

Vote on the remuneration report for the 2024 financial year at the Annual General Meeting 2025

The remuneration report for the 2024 financial year received the support of 84.66% of the shareholders in attendance at the Annual General Meeting on 6 May 2025.

The Supervisory Board once again discussed investors' proposals in depth in financial year 2025 and took them into account, as shown in the table below:

T207 Handling of investor feedback in 2025

Investor feedback	Lufthansa's response
Criticism of the amount of contributions to the company pension	For three of the five Executive Board members, the contributions to the company pension has amounted to approximately 30% of basic remuneration since the 2025 financial year. The reduction is also planned for the other members of the Executive Board if they are reappointed. This means that the standard market rate of around 30% will be achieved in 2027.
More ambitious target achievement curve for relative Total Shareholder Return (TSR) in the LTI	The asymmetric structure of the performance curve ensures a balanced profile of risks and opportunities. Having the NYSE Arca Global Airlines sector index as a benchmark also means that a demanding peer group is used. A target achievement curve in which the target corresponds to median performance is still standard within the German peer group. The Supervisory Board will continue to review the structure of the performance curve regularly in the context of market practice and peer group performance.
Settlement of variable remuneration components in shares (not eligible for sale over a longer period of time) rather than cash	The Executive Board remuneration system also provides an option for variable remuneration components to be settled in company shares. The existing share ownership guidelines ensure that the Executive Board invests in company shares, meaning that its interests are harmonised with those of shareholders via the existing LTI Performance Share Plan.
Duration of the LTI of five rather than four years	The assessment of performance criteria over four years for the LTI meets market standards, and is consistent with Section 87 AktG and the recommendations of the German Corporate Governance Code. It also remains in line with market practice in Germany.

Remuneration of Executive Board members

The remuneration system for Executive Board members takes account of the Company's size, complexity and economic situation, as well as its future prospects. It is also aligned with the corporate strategy, thereby creating an incentive for successful and sustainable governance. At the same time, it takes into account the responsibilities and performance of the Executive Board as a whole and of its individual members, as well as the Company's current position. For this reason, the remuneration system is based on transparent, performance-related parameters relevant to the Company's success and sustainability.

The Supervisory Board is responsible for the structure of the remuneration system for Executive Board members, and for defining the individual benefits. The Steering and Remuneration Committee assists the Supervisory Board, monitors the appropriateness of the remuneration system and prepares the Supervisory Board's resolutions. In the event of material changes to the remuneration system, and at least every four years, the remuneration system is presented for approval to the Annual General Meeting.

Overview of the remuneration system for the 2025 financial year

The remuneration of the Executive Board in the 2025 financial year is based on the remuneration system 2025 for Carsten Spohr, Michael Niggemann and Till Streichert. For Grazia Vittadini and Dieter Vranckx, the remuneration for the 2025 financial year is based on the remuneration system 2023. The following table provides an overview of the components of the remuneration system for Executive Board members, the underlying targets and specific application in the 2025 financial year. Differences between the two remuneration systems, which generally relate to the amount of contributions to the company pension and the target amounts (see T209) for the variable remuneration components are marked as such.

T208 Executive Board remuneration system 2025

Component	Objective	Structure
Performance-unrelated remuneration		
Basic salary	Shall reflect the role and responsibilities in the Executive Board. Should ensure a reasonable basic income and prevent unreasonable risk-taking	• Annual basic salary • Paid in twelve monthly instalments • CEO: EUR 1,892,000 • Particularly important Executive Board member: EUR 1,118,000 • Ordinary Executive Board member: EUR 860,000
Ancillary benefits		• Company car with driver, industry-standard concessionary flights for private travel, insurance premiums
Retirement benefits	Shall ensure adequate retirement benefits	• Annual allocation of a fixed amount within the scope of a defined-contribution system or, alternatively, as a cash allowance • CEO: EUR 572,000 • Particularly important Executive Board member: EUR 338,000 • Ordinary Executive Board member (2025 remuneration system): EUR 260,000 • Ordinary Executive Board member (2023 remuneration system): EUR 450,000
Performance-related remuneration		
One-year variable remuneration (STI)	Intended to support profitable growth while taking into consideration liquidity management as well as the collective responsibility of the Executive Board and the individual performance of its members	• Adjusted EBIT versus target (40%) • Adjusted free cash flow versus target (40%) • Overall and individual commercial and sustainability targets (20%) • Individual performance factor (bonus/malus, 0.8–1.2) • Cap: 200% of target amount • Settlement in cash or shares
Long-term variable remuneration (LTI)	Intended to promote a sustainable increase in enterprise value, while aligning the interests of the Executive Board members with those of shareholders	• Conditional award of virtual Lufthansa shares with four-year duration • Final number of virtual shares depends on: • Adjusted ROCE during the performance period versus annual target (50%) • Relative TSR of the Lufthansa share versus sector index (NYSE Arca Global Airlines Index) (30%) • Strategic and sustainability targets (20%) • Value depends on the absolute performance of the Lufthansa share (including dividends) over the course of the programme • Cap: 200% of target amount • Settlement in cash or shares

Component	Objective	Structure
End-of-service benefits		
Mutually agreed termination ***Not exercised in the 2025 financial year***	Shall avoid unreasonably high severance payments	• Severance payment limited to remainder of service contract or two times annual remuneration (cap)
Non-compete clause ***Not exercised in the 2025 financial year***	Protects the Company's interests	• One-year non-compete clause after departure from the Executive Board, with compensation of 50% of basic salary payable • Waiver of non-compete clause by Company possible (with six-month notice period)
Change-of-control clause ***Not exercised in the 2025 financial year***	Shall ensure independence in takeover situations	• Severance payment corresponding to the remuneration owed for the remainder of the service contract, up to the cap on severance pay
Other compensation rules		
Share Ownership Guidelines	Intended to strengthen the equity culture and align the interests of Executive Board members and shareholders	• Obligation to invest in Lufthansa shares within a period of four years • CEO: 200% of basic salary • Ordinary Executive Board member: 100% of basic salary • Holding obligation for the duration of work on the Executive Board; graduated annual reduction of 25% of shareholding after departure from the Executive Board
Compliance and performance clawback ***Not exercised in the 2025 financial year***	Aims to ensure sustainable Company development	• Supervisory Board has the right to withhold STI and LTI or recover remuneration already paid
Maximum remuneration in accordance with Section 87a Paragraph 1 Sentence 2 No. 1 AktG	Shall prevent uncontrolled high payments	• Reduction in variable remuneration where the maximum for a financial year is exceeded: • CEO: EUR 11.0m • Particularly important Executive Board member: EUR 6.5m • Ordinary Executive Board member: EUR 5.0m

Review of the appropriateness of Executive Board remuneration
In the 2025 financial year, the Supervisory Board once again considered in detail the appropriateness of the Executive Board's remuneration and reviewed its amount and structure. It reached the conclusion that the remuneration is appropriate.

As part of this appropriateness review, the Supervisory Board considers whether it is standard for the market by examining the amount and structure of Executive Board remuneration at comparable companies (horizontal comparison). The comparable market consists of all the companies listed on the DAX and MDAX, since they are of a similar size as of the assessment date. This means that the largest listed companies in Germany are included, and reflects the fact that Deutsche Lufthansa AG is listed in the MDAX.

To factor in the relative size of Deutsche Lufthansa AG in this peer group, the companies are classified by size using the equally weighted criteria of revenue, headcount and market capitalisation. To determine whether it is appropriate and standard for the market, the target and maximum remuneration are assessed on the basis of the company's relative size.

In addition, the Supervisory Board carries out a vertical comparison, assessing the ratio of Executive Board remuneration against the remuneration of senior executives and the workforce as a whole and including the development of this ratio over time (see T220). The workforce as a whole consists of the upper management tier as well as non-payscale and payscale workers in the German Group companies in the Lufthansa collective bargaining group.

Target remuneration
The following table shows the remuneration granted to the members of the Executive Board for the 2025 and 2024 financial years. A distinction is made here between the Chairman of the Executive Board, the Executive Board member for the Finance function (determined by the Supervisory Board to be of particular importance) and the other ordinary members of the Executive Board. The year-on-year- comparison shows that the changes in the 2025 financial year with regard to the 2025 remuneration system merely relate to a reallocation of the contributions to the company pension into variable remuneration components. The amount of target total remuneration is unchanged from the previous year on the whole. The target remuneration for the ordinary members of the Executive Board in the 2023 remuneration system (applies to Grazia Vittadini and Dieter Vranckx) is stated separately.

T209 Target remuneration and relative proportion in 2025 and 2024

	CEO				Distinguished Executive Board member responsible for Finance				Ordinary Executive Board members (remuneration system 2025)				Ordinary Executive Board members (remuneration system 2023)			
	2025 in € thousands	2025 Proportion	2024 in € thousands	2024 Proportion	2025 in € thousands	2025 Proportion	2024 in € thousands	2024 Proportion	2025 in € thousands	2025 Proportion	2024 in € thousands	2024 Proportion	2025 in € thousands	2025 Proportion	2024 in € thousands	2024 Proportion
Fixed remuneration																
Basic salary	1,892	31.3%	1,892	33.6%	1,118	31.3%	1,118	33.6%	860	31.3%	860	33.6%	860	33.6%	860	33.6%
Variable remuneration																
One-year variable remuneration 2025 (2024)	1,408	23.3%	1,320	23.4%	832	23.3%	780	23.4%	640	23.3%	600	23.4%	600	23.4%	600	23.4%
Long-term variable remuneration 2025 (2024)	2,750	45.5%	2,420	43.0%	1,625	45.5%	1,430	43.0%	1,250	45.5%	1,100	43.0%	1,100	43.0%	1,100	43.0%
Target direct remuneration	**6,050**	**100.0%**	**5,632**	**100%**	**3,575**	**100.0%**	**3,328**	**100.0%**	**2,750**	**100.0%**	**2,560**	**100.0%**	**2,560**	**100.0%**	**2,560**	**100.0%**
Contribution to company pension 2025 (2024)	572		990		338		585		260		450		450		450	
Total target renuneration	**6,622**		**6,622**		**3,913**		**3,913**		**3,010**		**3,010**		**3,010**		**3,010**	

Maximum remuneration

In addition to the caps on one-year and long-term variable remuneration, the Supervisory Board has capped the total amount of remuneration received by each Executive Board member in a given financial year in accordance with Section 87a Paragraph 1 Sentence 2 No. 1 AktG. Since 2023, this maximum remuneration has been EUR 11m for the Chairman of the Executive Board, EUR 6.5m for the Chief Financial Officer and EUR 5m for the other ordinary Executive Board members. It relates to actual expenses or the actual payment of remuneration agreed for the financial year (including ancillary benefits and retirement benefit expenses). If remuneration for a given financial year exceeds this cap, the variable remuneration is reduced accordingly.

Compliance with the maximum remuneration limit for the 2025 financial year

Since the amount paid out for the long-term variable remuneration in 2025 will only be known on 31 December 2028 due to the four-year performance period, definitive information on compliance with the remuneration cap in the 2025 financial year can only be provided in the remuneration report for the 2028 financial year.

Compliance with the maximum remuneration limit for the 2022 financial year

The Supervisory Board specified a maximum amount for the overall remuneration granted to the Executive Board members for the 2022 financial year. Following the end of the performance period for long-term variable remuneration 2022 (LTI 2022) on 31 December 2025, it is clear that none of the Executive Board members active in the 2022 financial year exceeded this maximum amount. The following table provides a detailed overview of the amounts of remuneration granted, including the respective maximum amounts.

T210 Maximum remuneration for the 2022 financial year

	Carsten Spohr, Chairman of the Executive Board Chairman since 01 May 2014; Executive Board member since 01 Jan 2011		Christina Foerster Executive Board member from 01 Jan 2020 to 30 June 2024		Harry Hohmeister Executive Board member from 1 Jan 2013 to 30 June 2024		Detlef Kayser Executive Board member from 01 Jan 2019 to 30 June 2024		Michael Niggemann Executive Board member since 01 Jan 2020		Remco Steenbergen Executive Board member from 01 Jan 2021 to 07 May 2024 [1]	
in € thousands	2022	2022 (max.)	2022	2022 (max.)	2022	2022 (max.)	2022	2022 (max.)	2022	2022 (max.)	2022	2022 (max.)
Fixed remuneration												
Basic salary	1,634	1,634	860	860	860	860	860	860	860	860	860	860
Ancillary benefits	38	38	27	27	34	34	26	26	32	32	61	61
Total	**1,672**	**1,672**	**887**	**887**	**894**	**894**	**886**	**886**	**892**	**892**	**921**	**921**
Variable remuneration												
One-year variable remuneration (STI 2022)	2,280	2,280	1,042	1,200	1,200	1,200	1,042	1,200	1,147	1,200	1,200	1,200
Long-term variable remuneration (LTI 2022)	3,714	4,180	1,955	2,200	1,955	2,200	1,955	2,200	1,955	2,200	–	–
Total	**5,994**	**6,460**	**2,997**	**3,400**	**3,155**	**3,400**	**2,997**	**3,400**	**3,101**	**3,400**	**1,200**	**1,200**
Retirement benefit expenses	865	865	459	459	451	451	453	453	464	464	482	482
Total remuneration	**8,531**	**8,997**	**4,343**	**4,746**	**4,500**	**4,745**	**4,336**	**4,739**	**4,457**	**4,756**	**2,603**	**2,603**
Maximum remuneration in accordance with Section 87a Paragraph 1 Sentence 2 No. 1 AktG		**9,500**		**5,000**		**5,000**		**5,000**		**5,000**		**5,000**

[1] In accordance with his severance agreement, Remco Steenbergen is not entitled to long-term variable remuneration for the 2022 financial year.

Variable remuneration in the 2025 financial year

The performance criteria for one-year and long-term variable remuneration are based on the Company's strategic goals and operational management. They aim to strengthen profitability while setting incentives for growth, thereby taking the importance of liquidity management and the optimal use of capital into account. For this reason, Adjusted EBIT, Adjusted free cash flow and Adjusted ROCE are the relevant performance indicators for the Lufthansa Group and the main financial performance criteria for variable remuneration. Taking the interests of shareholders and other stakeholders into account, this is intended to ensure the sustainability of the business and reflect the Lufthansa Group's social and environmental responsibilities.

On the basis of the remuneration system, the Supervisory Board determined the targets and the minimum and maximum amounts for the financial performance indicators and for the focus topics selected as part of the sustainability targets for variable remuneration for the 2025 financial year. The Supervisory Board ensured that the targets were demanding and ambitious.

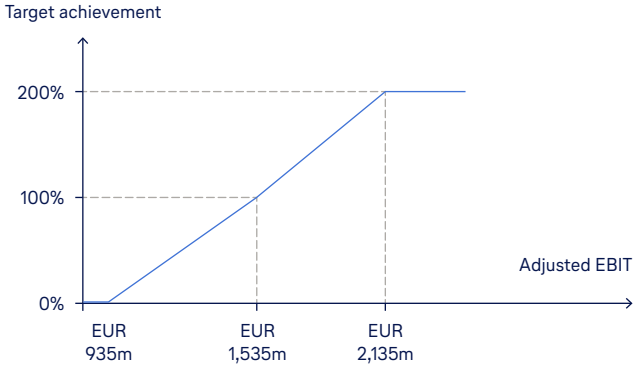
For both the one-year and long-term variable remuneration, the possible range of performance against both individual financial targets as well as sustainability targets is between 0% and 200%.

One-year variable remuneration (STI 2025)

80% of the one-year variable remuneration for the 2025 financial year is based on financial targets, with 20% based on overall and individual business and sustainability targets.

In the interests of value-based management, the financial targets are based on the Group's key performance indicators; Adjusted EBIT and Adjusted free cash flow each account for 40% of the target achievement. For the 2025 financial year, as in prior years, the Supervisory Board defined "Customers" and "Employees" as focal points for the business and sustainability targets in the one-year variable remuneration, and thus took the interests of other key stakeholders into consideration.

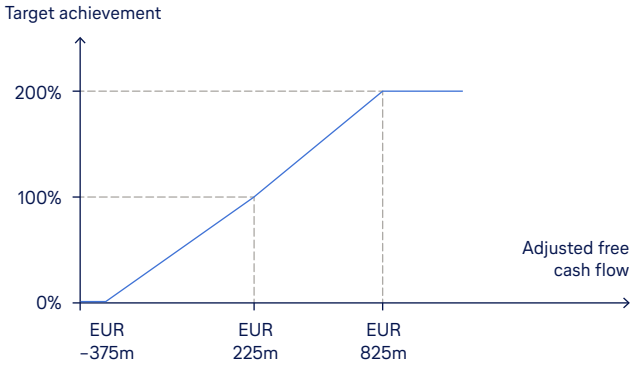
C30 STI 2025: Target and Target Achievement Adjusted EBIT



Adjusted EBIT 2025: EUR 1,960m | Target achievement: 170.83%

Financial targets are set by the Supervisory Board on the basis of the budget and the Group's medium-term financial planning for the upcoming financial year. The target for Adjusted EBIT in the 2025 financial year was EUR 1,535m. For the performance criterion of Adjusted free cash flow, the target was EUR 225m. Interim figures are interpolated on a straight-line basis. The targets and performance against the financial targets in financial year 2025 are shown in the diagrams.

C31 STI 2025: Target and Target Achievement Adjusted Free Cash Flow

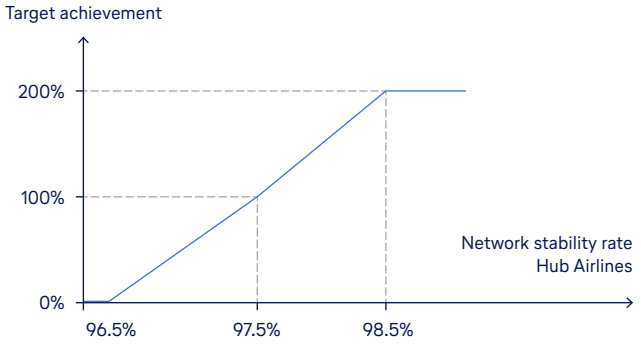


Adjusted free cash flow 2025: EUR 1,188m | Target achievement: 200%

Overall, the level of target achievement for the financial targets for the STI 2025 is therefore 185.42%.

For the sustainability parameter “Customers”, the flight schedule stability rate of the hub airlines (↗ Combined non-financial declaration) was used in the 2025 financial year. This measures the proportion of flights operated as planned, based on flight cancellations within 90 days prior to departure, by all Lufthansa Group hub airlines (Lufthansa Airlines, SWISS, Austrian Airlines, Brussels Airlines). Cancellations due to strikes or geopolitical events are excluded from this assessment in order to eliminate external effects. Interim figures are interpolated on a straight-line basis.

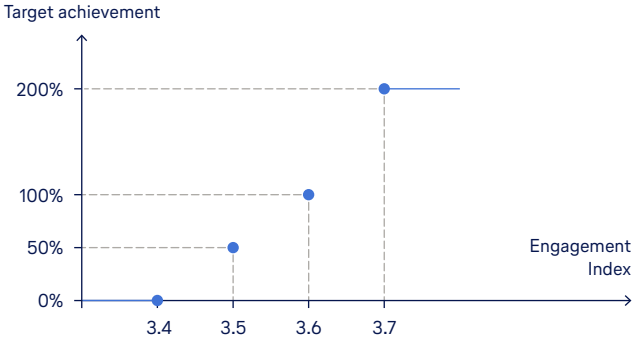
C32 STI 2025: Sustainability Target “Customer”



Network stability rate Hub Airlines: 98.1% | Target achievement: 160%

The Engagement Index is used for the parameter “Employees” (↗ Combined non-financial declaration). It measures the extent to which employees identify with the Company, as well as their commitment and willingness to recommend the Company to others as an employer. Each index score corresponds to a performance level. The 100% target is based on the average external benchmark. Following the change in the data collection scale during the financial year, “5” is now the best achievable score.

C33 STI 2025: Sustainability Target “Employees”



Engagement Index: 3.9 | Target achievement: 200%

The “Customers” and “Employees” targets each account for 10% of the STI 2025.

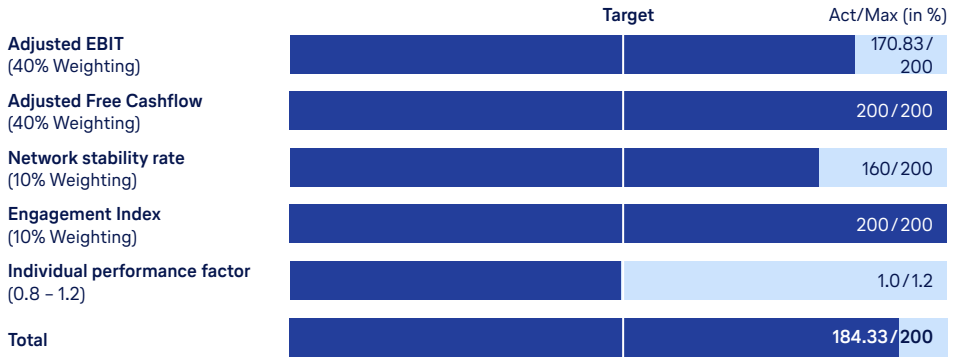
Overall, the level of target achievement for the STI 2025 based on the weighted target achievement of the financial and sustainability targets is thus 184.33%.

In addition, the Supervisory Board can apply an individual performance factor (bonus/malus factor) of 0.8 to 1.2 when assessing the performance of each individual Executive Board member for the STI. This is based on the individual performance targets set annually by the Supervisory Board and the individual Executive Board members. In addition to the targets for individual Executive Board members, these comprise overarching targets for the entire Executive Board in order to reflect the collective responsibility of its members as a decision-making body.

The Steering and Remuneration Committee and Supervisory Board assessed performance against the established targets at the end of the 2025 financial year. The individual and collective targets for the 2025 financial year established by the Supervisory Board relate to the implementation of the Lufthansa Group strategy, in particular the multi-brand, multi-hub and multi-AOC strategy, the improvement of the customer experience and advancement of digitalisation, the implementation of ESG measures, in particular the continued modernisation of the fleet, the development of the organisational structure to improve efficiency and the long-term increase in profitability and value creation.

Including the collective performance and individual contributions of the Executive Board members, the Supervisory Board defined an individual performance factor of 1.0 for all Executive Board members for the 2025 financial year. In doing so, particular attention was paid to the rapid integration of ITA Airways, the operational implementation of the new Lufthansa Group umbrella brand, significant improvements to punctuality, the launch of Lufthansa Allegris and SWISS Senses as well as tailored services and the free use of messaging services on long-haul flights, the optimisation of fleet productivity and increase in "green fares", the development of the new TOM2026 operating model, as well as significant improvements in results for the passenger airlines and Lufthansa Cargo, as well as the presentation of a clear strategy on the Capital Markets Day. For each Executive Board member, the performance factor was then multiplied by the overall target achievement in relation to financial, business and sustainability targets.

C34 Target Achievement STI 2025



The following table shows the overall level of target achievement and the resulting amount paid for the STI 2025 for each individual member of the Executive Board.

T211 Overall level of target achievement and amounts paid for the STI 2025

Executive Board	Target amount in € thousands	Overall target achievement in %	Individual performance factor	Payment amount in € thousands
Carsten Spohr	1,408	184.33	1.0	2,595
Michael Niggemann	640	184.33	1.0	1,180
Till Streichert	832	184.33	1.0	1,534
Grazia Vittadini [1]	600	184.33	1.0	1,106
Dieter Vranckx [1]	600	184.33	1.0	1,106

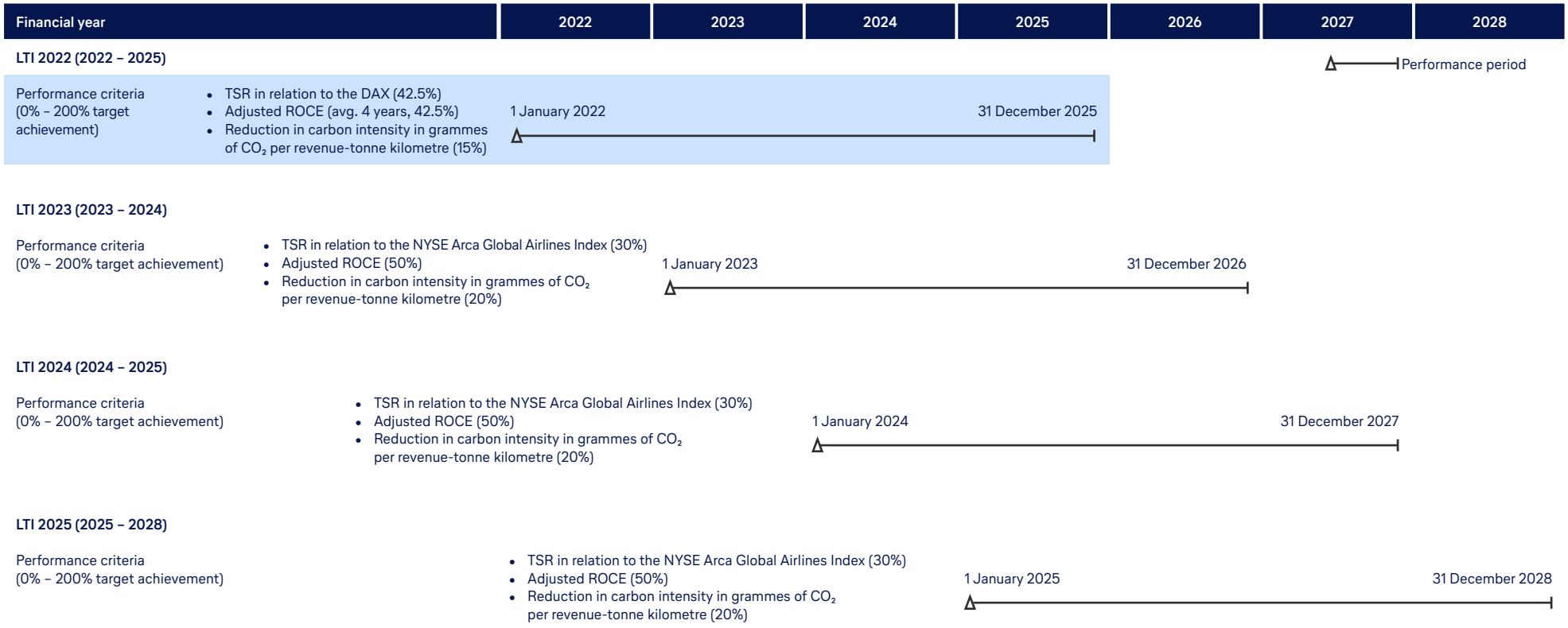
[1] Target amount according to remuneration system 2023.

Long-term variable remuneration (LTI)

To promote the long-term, sustainable development of the Company, long-term variable remuneration (the greater part of variable remuneration) depends on the achievement of long-term targets. Taking absolute and relative share performance into account closely aligns the interests of Executive Board members with those of shareholders.

Current long-term variable remuneration includes ongoing programmes from several financial years, which are partly based on remuneration systems in effect before 1 January 2025. In particular, this includes long-term variable remuneration granted in the 2022 financial year (LTI 2022), for which the four-year programme ended on 31 December 2025. The following table provides an overview of current LTI programmes for the members of the Executive Board, including the performance criteria set by the Supervisory Board.

C35 Current LTI Programmes as of 31 December 2025



Long-term variable remuneration commitment 2025 (LTI 2025)

Since financial year 2020, the long-term variable remuneration commitment for Executive Board members has been share-based. At the beginning of the performance period, the Executive Board members receive a number of virtual shares corresponding to the value of each contractually granted target amount. The number of virtual shares is determined with reference to the average price of the Lufthansa share in the first 60 trading days after the four-year performance period begins. The average price for the LTI 2025 is EUR 6.62. The following table shows the number of virtual shares conditionally allocated to the individual Executive Board members as LTI 2025 in the reporting year.

T212 Conditionally allocated shares for LTI 2025 – allocation price: €6.62

Executive Board	Target amount in € thousands	Number of conditionally committed shares
Carsten Spohr	2,750	415,408
Michael Niggemann	1,250	188,822
Till Streichert	1,625	245,468
Grazia Vittadini [1)]	1,100	166,163
Dieter Vranckx [1)]	1,100	166,163

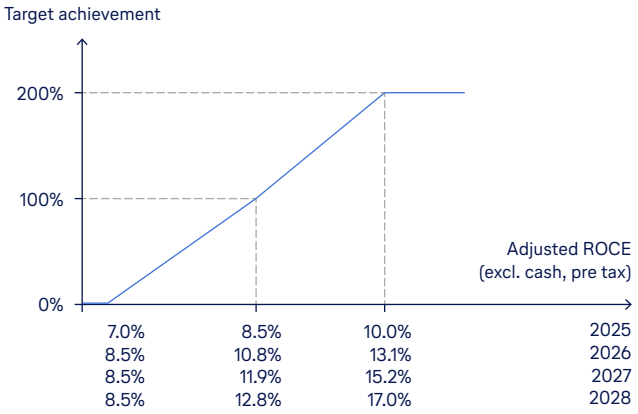
[1)] Target amount according to 2023 Executive Board remuneration system.

The final number of virtual shares at the end of the four-year performance period depends on the achievement of the financial performance targets Adjusted ROCE (50%) and relative total shareholder return (30%), as well as the strategic and sustainability targets (20%). The Supervisory Board has specified "Environment" as a core area of focus for the strategic and sustainability targets in the LTI 2025. This provides a long-term incentive for the environmental policy goal of reducing CO_2 emissions.

Performance against the target of Adjusted ROCE is measured by comparing the average Adjusted ROCE over the four-year performance period with a target set by the Supervisory Board at the beginning of the performance period for each year of the programme. The Supervisory Board aligns this target with the Group's four-year operational planning, with the lower limit set to cover the weighted average cost of capital (WACC). This is in line with the strategic objective of earning a return on capital employed that exceeds the long-term cost of capital.

The Supervisory Board determines the target performance for each year based on the actual figures and the defined performance curve. Interim figures are interpolated on a straight-line basis. Overall target achievement is measured at the end of the four-year performance period as the average of the target achievements for the individual years. The following chart shows the targets for the LTI 2025.

C36 LTI 2025: Target Adjusted ROCE



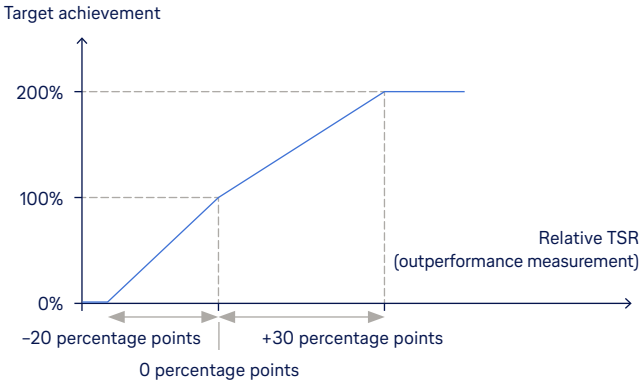
The actual average Adjusted ROCE reached in the financial years making up the four-year performance period and the resulting levels of target achievement are published in the remuneration report for the financial year at the end of the respective performance period.

TSR performance for the LTI 2025 is calculated at the end of the four-year performance period by comparing the share return for Deutsche Lufthansa AG with the share return for the NYSE Arca Global Airlines Index. To calculate the TSR performance, the average price for the Deutsche Lufthansa AG share for the last 60 trading days before the start of the performance period is compared with the respective average share price before the end of the performance period. Notionally reinvested dividends are taken into consideration. TSR performance is measured in the same way for the NYSE Arca Global Airlines Index. The relative TSR is then measured as the difference between the TSR performance of Deutsche Lufthansa AG and of the NYSE Arca Global Airlines Index in percentage points (outperformance).

On this basis, the target achievement is calculated at the end of the four-year performance period using the defined performance curve. The design of the performance curve includes the standard market elements of share-based remuneration components on the European market. Target achievement is 100% if the TSR of Deutsche Lufthansa AG corresponds to the TSR for the peer group index. If the relative TSR for Deutsche Lufthansa AG is 20 percentage points or more below the comparative index, the target achievement is zero. If the relative TSR for Deutsche Lufthansa AG is 30 percentage points or more above the comparative index, the target achievement is 200%. Interim figures are interpolated on a straight-line basis.

C37 LTI 2025: Target Relative Total Shareholder Return

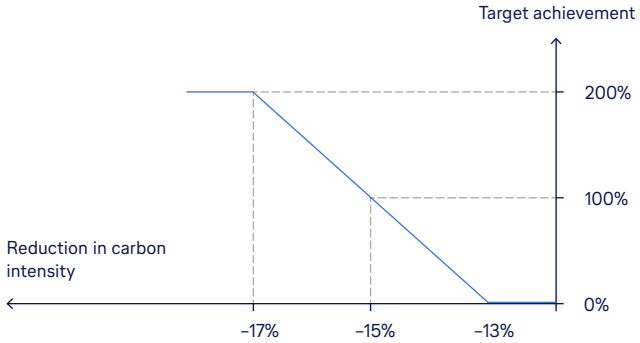
Total shareholder return for the Lufthansa share compared with the NYSE Arca Global Airlines Index



The "Environment" sustainability target is based on the Lufthansa Group's long-term strategy. Since 2022, the Lufthansa Group's CO_2 reduction targets have been based on the industry-wide and internationally acknowledged Science Based Targets initiative (SBTi), which are in line with the targets set by the Paris Agreement. The Lufthansa Group thus undertakes to achieve a scientifically based intensity target relating to its specific CO_2 emissions, measured in terms of grammes per revenue tonne-kilometre. The reduction target for the LTI 2025 is based on the long-term target of a 30.6% reduction in specific carbon emissions by 2030 compared with the 2019 base year (↗ Combined non-financial declaration). The target for the LTI 2025 is a 15 percentage point reduction in CO_2 intensity by the end of the performance period on 31 December 2028. The end points of the range are defined by a deviation of +/– 2 percentage points from the target. Interim figures are interpolated on a straight-line basis.

C38 LTI 2025: Sustainability Target "Environment"

Reduction in carbon intensity compared with the base year 2019



To calculate performance, the level of target achievement in terms of the relative improvement in CO_2 intensity is determined at the end of the four-year performance period. This is then counted towards the overall level of target achievement for the LTI 2025 at the end of the performance period with a weighting of 20%.

To obtain the final number of virtual shares, the number of virtual shares granted conditionally is multiplied by the total target achievement, which comprises the weighted financial and sustainability performance targets, at the end of the performance period. To calculate the payment amount, the final number of virtual shares is multiplied by the average Lufthansa share price over the last 60 trading days before the end of the performance period, plus dividends paid during the performance period for the final number of shares. Payment is generally in cash.

Long-term variable remuneration 2022 (LTI 2022)

The long-term variable remuneration commitment for the financial year 2022 (LTI 2022) is also share-based. At the beginning of the performance period, Executive Board members received a number of virtual shares corresponding to the contractually agreed target amount.

The number of virtual shares is determined with reference to the average price of the Lufthansa share in the first 60 trading days after the four-year performance period begins. The average price for the LTI 2022 is EUR 7.00. The final number of virtual shares for the LTI 2022 depends on the achievement of the financial performance targets Adjusted ROCE (42.5%) and relative total shareholder return (42.5%), as well as the strategic and sustainability targets (15%).

Unlike the LTI 2025, no annual target was set by the Supervisory Board for determining the target achievement of Adjusted ROCE for the LTI 2022. Instead, a strategic target was set for average Adjusted ROCE over the four-year performance period. For the LTI 2022, the strategic target ROCE was 6.3%.

Unlike for the LTI 2025, TSR performance for the LTI 2022 was calculated at the end of the four-year performance period using DAX-listed companies as a comparative index. This involved comparing the average share price for the last 60 trading days before the start of the performance period with the relevant share price before the end of the performance period. Dividends were taken into account as notionally reinvested. The TSR performance of all DAX companies was ranked and the relative performance of Deutsche Lufthansa AG determined by its percentile position. Target achievement is 100% if the TSR of Deutsche Lufthansa AG corresponds to the median (50th percentile) for the peer group. Interim figures were interpolated on a straight-line basis.

The Supervisory Board had specified “Environment” as a core area of focus for the strategic and sustainability targets in the LTI 2022. The underlying performance criteria were based on the long-term target of a 30.6% reduction in specific CO_2 emissions by 2030 compared with the 2019 base year. The target for the LTI 2022 was a 13 percentage point reduction in carbon intensity by the end of the performance period on 31 December 2025.

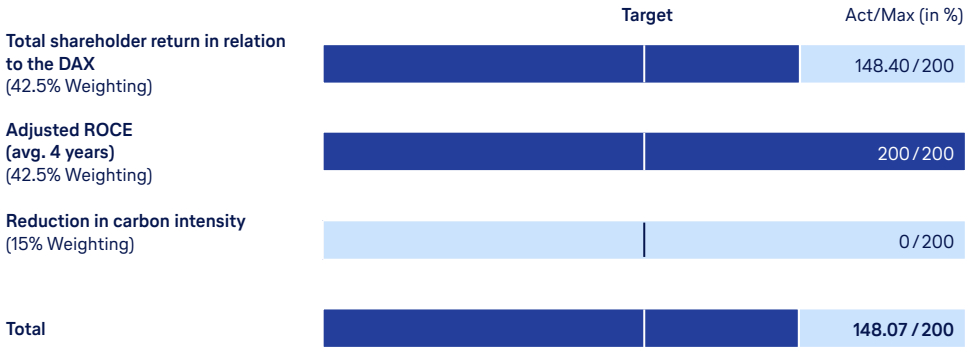
The following table shows the target, lower and upper limits for the financial performance criteria and the sustainability target “Environment” set by the Supervisory Board for the LTI 2022, along with the target achievement for each.

T213 LTI 2022: Objective and target achievement

	Objective			Target achievement	
	0%	100%	200%		in %
Relative TSR compared with the DAX	25th percentile	50th percentile	75th percentile	62.1 percentile	148.40
Adjusted ROCE	5.0%	6.3%	7.6%	8.9%	200
Reduction in CO_2 intensity compared with 2019	–11.0%	–13.0%	–15.0%	–7.1%	0

Overall, the level of target achievement for the long-term variable remuneration for the 2022 financial year is thus 148.07%.

C39 Target Achievement LTI 2022



To calculate the payment amount from the LTI 2022, the number of virtual shares granted conditionally is first multiplied by the total target achievement, consisting of the weighted financial and sustainability performance targets, in order to obtain the final number of virtual shares. The final number of virtual shares is then multiplied by the average Lufthansa share price over the last 60 trading days before the end of the performance period, plus the dividends paid over the course of the programme. The average share price at the end of the programme is EUR 7.80 for the LTI 2022. Adding the dividend of EUR 0.30 per share paid to shareholders means the payment amount for the LTI 2022 is obtained by multiplying the final number of virtual shares by EUR 8.40. No dividend was paid out in the 2022 and 2023 financial years. The following table shows the calculation of the individual payments for eligible Executive Board members.

T214 Payment amounts under LTI 2022 – overall level of target achievement 148.07%

Executive Board	Target amount in € thousands	Number of conditionally committed shares (start price: € 7.00)	Final number of virtual shares	**Payment amount in € thousands (final price: €7.80, plus €0.60 dividend)**
Carsten Spohr	2,090	298,571	442,094	**3,714**
Christina Foerster (until 30 June 2024)	1,100	157,143	232,682	**1,955**
Harry Hohmeister (until 30 June 2024)	1,100	157,143	232,682	**1,955**
Detlef Kayser (until 30 June 2024)	1,100	157,143	232,682	**1,955**
Michael Niggemann	1,100	157,143	232,682	**1,955**
Remco Steenbergen (until 30 June 2024) [1]	1,100	157,143	–	–

[1] Under the severance agreement, Remco Steenbergen is not entitled to the LTI 2022.

Malus and clawback rule

In the event of an intentional or grossly negligent breach of statutory obligations or internal policies (compliance malus and clawback), or if variable remuneration components dependent on achieving certain targets are paid on the basis of false data (performance clawback), the Supervisory Board has the right to withhold or demand repayment of the one-year and long-term variable remuneration. Enforcement of the withholding or repayment claim is at the professional discretion of the Supervisory Board.

The Supervisory Board did not exercise the right to withhold or demand repayment of variable remuneration components in financial year 2025.

Share Ownership Guidelines

The Share Ownership Guidelines (SOG) have been an integral part of the remuneration system for the Executive Board since 2019. They oblige the CEO to acquire Lufthansa shares worth twice his basic salary and the ordinary Executive Board members to acquire shares worth one year's gross basic salary and to hold them for their term of office and beyond. Executive Board members must demonstrate annually that they meet this obligation.

For the Executive Board members active before 1 January 2023, i.e. Carsten Spohr and Michael Niggemann, the minimum number of Lufthansa shares to be purchased was determined at the beginning of the term of office based on the average share price over the 125 trading days before the service contract begins. As of the 2023 financial year, newly appointed members of the Executive Board are obliged to purchase a number Lufthansa shares corresponding to the values of their respective basic salaries. This applies to the members of the Executive Board newly appointed in the 2024 financial year, Till Streichert, Grazia Vittadini and Dieter Vranckx.

To build up a share portfolio, shares are to be acquired by all Executive Board members over a four-year period. Shareholdings acquired beforehand can be included in the calculation. Since the 2023 financial year, to determine whether the SOG are met, these shares have been included at the average price of the Lufthansa share over the 60 trading days prior to the start of Executive Board mandates.

T215 Shareholdings of Executive Board members active in the 2025 financial year

	Number of Lufthansa shares which must be held according to SOG	Shareholdings under SOG as of 31 Dec 2025
Carsten Spohr	180,596 shares	350,000 shares
Michael Niggemann	56,126 shares	100,000 shares
Till Streichert	€1,118,000	€1,159,488
Grazia Vittadini	€860,000	–
Dieter Vranckx	€860,000	€462,116

The shares acquired in accordance with the SOG are to be held until the end of the service contract with the Executive Board member. After stepping down, Executive Board members may sell 25% of their SOG shares per year.

Retirement benefits

The members of the Executive Board receive retirement benefit commitments based on a defined contribution plan. Every Executive Board member receives, for the duration of their employment, a fixed annual amount which is credited to their personal pension account. With the new structure for the target total remuneration in the 2025 financial year, this amounts to EUR 572k for Carsten Spohr, the Chairman of the Executive Board, EUR 338k for Till Streichert, the Executive Board member determined by the Supervisory Board to be of particular importance and Chief Financial Officer, and to EUR 260k for Michael Niggemann as an ordinary Executive Board member. The other ordinary members of the Executive Board, Grazia Vittadini and Dieter Vranckx, who remained in the remuneration system in place prior to 1 January 2025, received EUR 450k.

The investment guidelines are based on the investment concept for the Lufthansa Pension Trust, which also applies to staff members of Deutsche Lufthansa AG.

Retirement benefits are paid when the beneficiary reaches the retirement age of 60 years (if they are no longer an Executive Board member) or in the event of disability or death. Where an employment relationship ends before retirement age is reached, the beneficiaries or their surviving dependants acquire a retirement benefit credit as defined in the investment concept. Deutsche Lufthansa AG guarantees the amounts paid into the retirement benefit account.

A supplementary risk capital sum will be added to the pension credit in the event of a claim for a disability pension or a pension for surviving dependants. This sum consists of the average contributions paid into the pension account over the past three years multiplied by the number of full years by which the claimant is short of the age of 60 from the time pension entitlement arises.

The pension credit is paid out in ten instalments. On application by the Executive Board member or their surviving dependants, a payment as a lump sum or in fewer than ten instalments may also be made, subject to approval by the company. The pension balance accumulated until 31 December 2018 by Carsten Spohr may also be paid as an annuity, on application and with the approval of the Company.

Under his contract as a pilot, which is currently not active, Carsten Spohr is entitled to a transitional pension in accordance with the collective bargaining agreement on “Transitional pensions for cockpit staff”. In the event that Carsten Spohr steps down from the Executive Board before reaching the age of 60 and resumes his employment as a pilot, he is entitled to draw a “Transitional pension for cockpit staff at Lufthansa” once he turns 60 or on request once he turns 55, in accordance with the provisions of the collective bargaining agreement. This additional benefit is paid if certain conditions of eligibility are met and provides for a monthly pension of up to 60% of the last modified salary until the beneficiary reaches the age of 63.

Pension entitlements in financial year 2025

The total amount of pension entitlements earned by active Executive Board members in the 2025 financial year was EUR 2.0m (previous year: EUR 2.1m) according to HGB and EUR 2.2m (previous year: EUR 2.2m) according to IFRS. This was recognised in staff costs (current service cost). The individual service costs and present values of pension entitlements are as follows:

T216 Pension entitlements according to HGB and IFRS

	HGB		HGB		IFRS		IFRS	
	Current service costs		Settlement amount of pension obligations		Current service costs		Defined-benefit obligations (DBO)	
in € thousands	2025	2024	31 Dec 2025	31 Dec 2024	2025	2024	31 Dec 2025	31 Dec 2024
Carsten Spohr	535	942	14,184	12,150	573	993	14,184	12,147
Michael Niggemann	176	414	3,259	2,684	264	460	3,248	2,664
Till Streichert (since 15 September 2024)	332	234	619	234	405	228	612	228
Grazia Vittadini (since 1 July 2024)	450	262	773	263	472	259	769	260
Dieter Vranckx (since 1 July 2024)	468	280	816	281	492	275	808	276
Total	**1,961**	**2,132**	**19,651**	**15,612**	**2,206**	**2,215**	**19,621**	**15,575**

End-of-service benefits

Cap on severance pay

If a contract is terminated early for reasons other than good cause or a change of control, the Company will not remunerate more than the value of outstanding entitlements for the remainder of the contract, as recommended by the German Corporate Governance Code, whereby these payments may not exceed annual remuneration for two years (severance cap). The cap on severance pay is determined by the annual remuneration, which is made up of the basic salary and the target amounts of the one-year and long-term variable remuneration; in-kind benefits and ancillary benefits are not considered.

Remuneration awarded and due in financial year 2025 pursuant to Section 162 AktG

Pursuant to Section 162 AktG, the remuneration report must disclose the remuneration awarded and due to each current or former member of the Executive Board or Supervisory Board in the past financial year.

Remuneration will be deemed to have been awarded if it fell due in the reporting period and the individual Executive Board member has actually received it ("payment-based perspective"). According to the prevailing legal opinion regarding the interpretation of the term "award" in Section 162 AktG, remuneration components may, as an alternative, already be presented in the remuneration report for the reporting year in which the one-year or long-term activity constituting the basis for this remuneration has been performed in full ("accumulation-based perspective"). This perspective enables transparent reporting that is easy to understand, with the level of performance in the respective reporting year matching the level of remuneration. As in the previous year, the accumulation-based perspective is therefore applied to the term "award" in the present report within the meaning of Section 162 AktG.

Accordingly, the amounts paid out for the STI are shown in the following tables for the reporting year, even though they will be paid out only after the end of the reporting year in question. Similarly, the amounts paid out for the long-term variable remuneration components are indicated in the reporting year in which the performance period ends, even though the payment will, also in this case, only be made in the following year.

The following section shows the remuneration awarded and due to each individual active and former Executive Board member in financial year 2025, in accordance with Section 162 Paragraph 1 Sentence 1 AktG.

As well as the STI for the 2025 financial year, the variable remuneration components awarded in this sense in the financial year include the payment under the LTI 2022.

Executive Board members active in the financial year

Table T217 shows the remuneration awarded and due to Executive Board members active in the 2025 financial year as defined in Section 162 Paragraph 1 Sentence 1 AktG, as well as the relative proportions of individual fixed and variable remuneration components. Although the retirement benefit expenses are not classified as awarded or due remuneration within the meaning of Section 162 Paragraph 1 Sentence 1 AktG, they are also shown in the following tables for the sake of transparency. They correspond to the service cost for pensions and other contractually agreed retirement benefits in accordance with IAS 19.

T217 Remuneration awarded and due in accordance with Section 162 Paragraph 1 Sentence 1 AktG – Executive Board members active in the 2025 financial year

	Carsten Spohr, Chairman of the Executive Board since 01 May 2014; Member of the Executive Board since 01 Jan 2011				Michael Niggemann Member of the Executive Board since 01 Jan 2020				Till Streichert Member of the Executive Board since 15 Sept 2024 [2]			
in € thousands	2025	2025 [1]	2024	2024 [1]	2025	2025 [1]	2024	2024 [1]	2025	2025 [1]	2024	2024 [1]
Fixed remuneration												
Basic salary	1,892	22.9%	1,892	36.2%	860	21.3%	860	32.9%	1,118	33.5%	329	34.5%
Ancillary benefits	58	0.7%	55	1.1%	35	0.9%	37	1.4%	126	3.8%	37	3.9%
Total	**1,950**	**23.6%**	**1,947**	**37.2%**	**895**	**22.2%**	**897**	**34.3%**	**1,244**	**37.2%**	**366**	**38.4%**
Variable remuneration												
One-year variable remuneration	2,595	31.4%	145	2.8%	1,180	29.3%	66	2.5%	1,534	45.9%	25	2.6%
Long-term variable remuneration LTI 2022 (LTI 2021)	3,714	45.0%	3,140	60.0%	1,955	48.5%	1,652	63.2%	–	–	–	–
Total	**6,309**	**76.4%**	**3,285**	**62.8%**	**3,135**	**77.8%**	**1,718**	**65.7%**	**1,534**	**45.9%**	**25**	**2.6%**
Other	–	–	–	–	–	–	–	–	563	16.9%	563	59.0%
Total remuneration as defined in Section 162 AktG	**8,259**	**100.0%**	**5,232**	**100.0%**	**4,030**	**100.0%**	**2,615**	**100.0%**	**3,341**	**100.0%**	**954**	**100.0%**
Retirement benefit expenses	573	–	993	–	264	–	460	–	405	–	228	–
Total remuneration	**8,832**	**–**	**6,225**	**–**	**4,294**	**–**	**3,075**	**–**	**3,746**	**–**	**1,182**	**–**

[1] The relative proportions indicated here relate to the total remuneration shown in the table as defined in Section 162 AktG, excluding retirement benefit expenses.

[2] The Supervisory Board agreed to pay Till Streichert one-off gross compensation of €1,690,000 for the loss of benefits from his previous employer. The compensation is paid in three instalments of EUR 563k each in 2024, 2025 and 2026, and is not offset against the maximum remuneration for those financial years as defined in Section 87a Paragraph 1 Sentence 2 No. 1 AktG.

T217 Remuneration awarded and due in accordance with Section 162 Paragraph 1 Sentence 1 AktG – Executive Board members active in the 2025 financial year (continued)

	Grazia Vittadini Member of the Executive Board since 01 July 2024				Dieter Vranckx Member of the Executive Board since 01 July 2024			
in € thousands	2025	2025 [1]	2024	2024 [1]	2025	2025 [1]	2024	2024 [1]
Fixed remuneration								
Basic salary	860	40.9%	430	85.1%	860	40.4%	430	83.3%
Ancillary benefits	138	6.6%	42	8.3%	163	7.7%	53	10.3%
Total	**998**	**47.4%**	**472**	**93.5%**	**1,023**	**48.1%**	**483**	**93.6%**
Variable remuneration								
One-year variable remuneration	1,106	52.6%	33	6.5%	1,106	51.9%	33	6.4%
Long-term variable remuneration LTI 2022 (LTI 2021)	–	–	–	–	–	–	–	–
Total	**1,106**	**52.6%**	**33**	**6.5%**	**1,106**	**51.9%**	**33**	**6.4%**
Total remuneration as defined in Section 162 AktG	**2,104**	**100.0%**	**505**	**100.0%**	**2,129**	**100.0%**	**516**	**100.0%**
Retirement benefit expenses	472	–	259	–	492	–	275	–
Total remuneration	**2,576**	**–**	**764**	**–**	**2,621**	**–**	**791**	**–**

[1] The relative proportions indicated here relate to the total remuneration shown in the table as defined in Section 162 AktG excluding retirement benefit expenses.

In financial year 2025, the members of the Executive Board received no benefits or promises of benefits from third parties relating to their work on the Executive Board.

Former Executive Board members

Table T218 shows the remuneration awarded and due to former Executive Board members in the 2025 financial year in accordance with Section 162 Paragraph 1 Sentence 1 AktG. In accordance with Section 162 Paragraph 5 AktG, no personal data was disclosed for former Executive Board members who left the Executive Board before 31 December 2015.

T218 Remuneration awarded and due in accordance with Section 162 Paragraph 1 Sentence 1 AktG – former Executive Board members

in € thousands	Ancillary benefits	Variable remuneration (LTI 2022)	Interim compensation	Lump-sum pension payment	Total
Christina Foerster Member of the Executive Board until 30 June 2024	–	1,955	–	–	**1,955**
Karl Ulrich Garnadt Member of the Executive Board until 30 April 2017	1		–	132	**133**
Harry Hohmeister Member of the Executive Board until 30 June 2024	1	1,955	215	–	**2,171**
Detlef Kayser Member of the Executive Board until 30 June 2024	3	1,955	–	3,322	**5,280**
Simone Menne Member of the Executive Board until 31 August 2016	–	–	–	2,846	**2,846**

Total current payments and other benefits to former Executive Board members (including the individual payments shown in Table T218) and their surviving dependants came to EUR 17.1m in the reporting year (previous year: EUR 4.1m). This includes non-cash benefits and concessionary travel. Pension obligations toward former Executive Board members and their surviving dependants amount to EUR 43.8m (previous year: EUR 60.0m).

Remuneration of Supervisory Board members

Structure of Supervisory Board remuneration
The rules for the remuneration of Supervisory Board members applicable since 1 January 2023 are based on a resolution passed by the Annual General Meeting on 9 May 2023. The remuneration is structured as a purely fixed remuneration. Supervisory Board remuneration reflects the responsibility assumed by the members of the Supervisory Board and the scope of their work. Additional remuneration is an appropriate reflection of the higher time commitment on the part of the chair and the deputy chair of the Supervisory Board, and by the members and chairs of the committees.

Section 113 Paragraph 3 AktG stipulates that the Annual General Meeting of a listed company must pass a resolution on Supervisory Board remuneration at least every four years. On 9 May 2023, the Annual General Meeting approved the changes to the remuneration of Supervisory Board members in line with Article 14 of the revised Articles of Association with 98.27% of the votes, thereby approving and confirming the underlying remuneration system.

Ordinary Supervisory Board members receive remuneration of EUR 100k for each financial year in accordance with Section 14 Paragraph 1 of the Articles of Association. The Chairman receives EUR 300k and the Deputy Chairman EUR 150k. The Chair of the Audit Committee and the Chair of the Steering and Remuneration Committee receive an additional EUR 100k each; other members of the Audit Committee receive an additional EUR 50k. Chairs of other committees receive an additional EUR 50k while other members of other committees receive an additional EUR 25k. Remuneration for committee work is subject to the proviso that the committee must have convened at least once in the financial year. The additional remuneration for committee work is limited to two committee payments, whereby in this case the two highest committee payments are taken.

If Supervisory Board members step down from the Supervisory Board or a position on one of its committees for which additional remuneration is paid during the course of a financial year, they shall receive remuneration pro rata temporis. Pro rata temporis remuneration for committee work is subject to the proviso that the committee must have convened at least once before their departure.

Fixed remuneration and remuneration for committee work are due at the end of each financial year. Supervisory Board remuneration for the 2025 financial year was paid in January 2026.

Remuneration awarded and due in financial year 2025 pursuant to Section 162 AktG
The remuneration awarded and due to Supervisory Board members for the 2025 financial year (fixed remuneration and remuneration for committee work) amounted to EUR 2,975k (previous year: EUR 2,975k).

Table T219 shows the amounts for the individual Supervisory Board members. The fixed remuneration and the remuneration for committee work relates to the remuneration owed for the financial year in question, since this remuneration falls due at the close of that financial year.

T219 Remuneration awarded and due in accordance with Section 162 AktG – Supervisory Board members

	2025[1]					2024[2]				
	Fixed remuneration		**Remuneration for committee work**		**Total Supervisory Board remuneration**	Fixed remuneration		Remuneration for committee work		Total Supervisory Board remuneration
	in € thousands	in %	in € thousands	in %	in € thousands	in € thousands	in %	in € thousands	in %	in € thousands
Karl-Ludwig Kley	300	80.0	75	20.0	**375**	300	80.0	75	20.0	375
Christine Behle	150	85.7	25	14.3	**175**	150	85.7	25	14.3	175
Tim Busse	100	100.0	–	–	**100**	100	100.0	–	–	100
Erich Clementi	100	66.7	50	33.3	**150**	100	66.7	50	33.3	150
Thomas Enders (until 6 May 2025)	34	56.7	26	43.3	**60**	100	57.1	75	42.9	175
Karl Gernandt	100	60.2	66	39.8	**166**	100	75.2	33	24.8	133
Sara Grubisic	100	80.0	25	20.0	**125**	100	80.0	25	20.0	125
Sara Hennicken (since 7 May 2024)	100	75.2	33	24.8	**133**	65	100.0	–	–	65
Christian Hirsch	100	66.7	50	33.3	**150**	100	66.7	50	33.3	150
Alexis von Hoensbroech (since 6 May 2025)	66	100.0	–	–	**66**	–	–	–	–	–
Jamila Jadran	100	100.0	–	–	**100**	100	100.0	–	–	100
Arne Christian Karstens	100	66.7	50	33.3	**150**	100	66.7	50	33.3	150
Michael Kerkloh (until 7 May 2024)	–	–	–	–	**–**	35	67.3	17	32.7	52
Carsten Knobel	100	66.7	50	33.3	**150**	100	66.7	50	33.3	150
Holger Benjamin Koch	100	66.7	50	33.3	**150**	100	66.7	50	33.3	150
Harald Krüger	100	44.4	125	55.6	**225**	100	44.4	125	55.6	225
Marvin Reschinsky	100	80.0	25	20.0	**125**	100	80.0	25	20.0	125
Birgit Rohleder	100	100.0	–	–	**100**	100	100.0	–	–	100
Britta Seeger	100	100.0	–	–	**100**	100	100.0	–	–	100
Astrid Stange	100	100.0	–	–	**100**	100	100.0	–	–	100
Angela Titzrath	100	80.0	25	20.0	**125**	100	80.0	25	20.0	125
Klaus Winkler	100	66.7	50	33.3	**150**	100	66.7	50	33.3	150
Total	**2,250**	**75.6**	**725**	**24.4**	**2,975**	**2,250**	**75.6**	**725**	**24.4**	**2,975**

[1] Remuneration for the 2025 financial year due in accordance with Section 162 AktG, paid in January 2026.
[2] Remuneration for the 2024 financial year due in accordance with Section 162 AktG, paid in January 2025.

The contributions made for the insurance premium for the members of the Supervisory Board within the scope of Deutsche Lufthansa AG's group accident insurance policy totalled EUR 2.6k (previous year: EUR 2.6k). As in the previous year, the Supervisory Board members of Deutsche Lufthansa AG did not receive any remuneration for their work on supervisory boards of Group companies this financial year.

Disclosures on relative changes in Executive Board and Supervisory Board remuneration, remuneration of the rest of the workforce and Company profitability

Table T220 shows the annual change in remuneration for members of the Executive Board and the Supervisory Board, the annual change in average remuneration of the remaining workforce, as well as changes in selected earnings indicators for the Lufthansa Group. The remuneration of Executive Board members and Supervisory Board members shown in Tables T217 and T219 represents the remuneration awarded and due in the financial year as stipulated in Section 162 Paragraph 1 Sentence 1 AktG.

Profitability is generally shown by reference to the net profit for the year for Deutsche Lufthansa AG and the revenue and Adjusted EBIT for the Lufthansa Group. The latter is a key performance indicator for the Group and forms the basis for the financial targets in the variable remuneration of the Executive Board.

The presentation of average remuneration for FTE employees is based on the employees of the German companies in the Lufthansa collective bargaining group (excluding Lufthansa CityLine GmbH). A further distinction is made between the total workforce and those covered by collective bargaining agreements.

T220 Comparative presentation of changes in the remuneration of the Executive Board, the Supervisory Board and the workforce, as well as the development of profitability[1)]

	2021	2022	Change 22/21	2023	Change 23/22	2024	Change 24/23	2025	Change 25/24[1)]
I. Executive Board remuneration in € thousands									
Active Executive Board members									
Carsten Spohr	1,676	4,241	**153.0%**	4,577	**7.9%**	5,232	**14.3%**	8,259	**57.9%**
Michael Niggemann	902	2,039	**126.1%**	2,118	**3.9%**	2,615	**23.5%**	4,030	**54.1%**
Till Streichert (since 15 September 2024)	–	–	–	–	–	954	–	3,341	**250.2%**
Grazia Vittadini (since 1 July 2024)	–	–	–	–	–	505	–	2,104	**316.6%**
Dieter Vranckx (since 1 July 2024)	–	–	–	–	–	516	–	2,129	**312.6%**
Former Executive Board members[3)4)]									
Christina Foerster (until 30.06.2024)	904	1,929	**113.4%**	2,119	**9.8%**	7,306	**244.8%**	1,955	**–73.2%**
Karl Ulrich Garnadt (until 30 April 2017)	1	130	–	118	**–9.2%**	131	**11.0%**	133	**1.5%**
Harry Hohmeister (until 30 June 2024)	901	2,276	**152.6%**	2,127	**–6.5%**	5,012	**135.6%**	2,171	**–56.7%**
Detlef Kayser (until 30.06.2024)	893	2,032	**127.5%**	2,117	**4.2%**	3,440	**62.5%**	5,280	**53.5%**
II. Average remuneration for workforce in €									
Overall workforce in Germany	59,117	79,780	**35.0%**	86,535	**8.5%**	85,919	**–0.7%**	93,114	**8.4%**
Pay-scale staff in Germany	55,237	72,350	**31.0%**	78,505	**8.5%**	82,275	**4.8%**	85,577	**4.0%**
III. Earnings indicators in €m									
Net profit/loss for the year Deutsche Lufthansa AG	–2,310	–2,664	**–15.3%**	6,765	**353.9%**	372	**–94.5%**	44	**–88.2%**
Adjusted EBIT	–1,666	1,509	**190.6%**	2,682	**77.7%**	1,645	**–38.7%**	1,960	**19.1%**
Revenue	16,811	32,770	**94.9%**	35,422	**8.1%**	37,581	**6.1%**	39,597	**5.4%**

1) Figures for Executive Board and Supervisory Board members and the workforce are based on remuneration awarded and due in the 2025 financial year within the meaning of Section 162 Paragraph 1 Sentence 1 AktG (without contributions to company pension).
2) The changes compared to the previous year are not the result of remuneration increases, but rather of lower variable components in 2024. At the same time, for Carsten Spohr, Michael Niggemann, and Till Streichert, the proportion of target remuneration in the variable components has increased as a result of the voluntary switch to the remuneration system 2025, with a simultaneous reduction in the contribution to the company pension scheme. For Till Streichert, Grazia Vittadini, and Dieter Vranckx, the changes are also mainly due to the fact that they were only appointed to the Executive Board in fiscal year 2024 and therefore only received pro-rata remuneration in 2024.
3) Figure for Harry Hohmeister in the 2024 financial year including the payment of pension benefits after reaching retirement age.
4) No information for Simone Menne as she had not received any remuneration in the financial years prior to 2025.

T220 Comparative presentation of changes in the remuneration of the Executive Board, the Supervisory Board and the workforce, as well as the development of profitability (continued)[1]

	2021	2022	Change 22/21	2023	Change 23/22	2024	Change 24/23	2025	Change 25/24
IV. Supervisory Board remuneration[4][5] in € thousands									
Karl-Ludwig Kley	302	305	**1.2%**	375	**23.0%**	375	**0.0%**	375	**0.0%**
Christine Behle	141	143	**1.1%**	174	**22.1%**	175	**0.6%**	175	**0.0%**
Tim Busse (since 29 July 2023)	–	–	–	43	–	100	**132.6%**	100	**0.0%**
Erich Clementi (since 5 May 2020)	81	82	**1.2%**	150	**82.9%**	150	**0.0%**	150	**0.0%**
Thomas Enders (until 6 May 2025)	121	124	**2.5%**	175	**41.1%**	175	**0.0%**	60	**–65.7%**
Karl Gernandt (since 9 May 2023)	–	–	–	65	–	133	**104.6%**	166	**24.8%**
Sara Grubisic (since 29 July 2023)	–	–	–	53	–	125	**135.8%**	125	**0.0%**
Sara Hennicken (since 7 May 2024)	–	–	–	–	–	65	–	133	**104.6%**
Christian Hirsch (since 29 July 2023)	–	–	–	63	–	150	**138.1%**	150	**0.0%**
Jamila Jadran (since 29 July 2023)	–	–	–	43	–	100	**132.6%**	100	**0.0%**
Arne Christian Karstens (since 29 July 2023)	–	–	–	63	–	150	**138.1%**	150	**0.0%**
Carsten Knobel	111	112	**0.9%**	150	**33.9%**	150	**0.0%**	150	**0.0%**
Holger Benjamin Koch	81	82	**0.6%**	134	**64.4%**	150	**11.9%**	150	**0.0%**
Harald Krüger	142	165	**16.0%**	225	**36.4%**	225	**0.0%**	225	**0.0%**
Marvin Reschinsky (since 29.7.2023)	–	–	–	53	–	125	**135.8%**	125	**0.0%**
Birgit Rohleder	81	83	**1.9%**	100	**21.2%**	100	**0.0%**	100	**0.0%**
Britta Seeger (since 4 May 2021)	54	81	**49.3%**	100	**24.2%**	100	**0.0%**	100	**0.0%**
Astrid Stange	81	82	**1.2%**	100	**22.0%**	100	**0.0%**	100	**0.0%**
Angela Titzrath	81	82	**1.2%**	125	**53.4%**	125	**0.0%**	125	**0.0%**
Klaus Winkler	113	115	**1.8%**	148	**29.3%**	150	**1.4%**	150	**0.0%**

[4] Up to and including the 2022 financial year, in addition to fixed remuneration for membership of the Supervisory Board and its committees, the Supervisory Board's remuneration includes attendance fees paid for personal attendance at physical meetings up to this date.

[5] Disclosures exclude Alexis von Hoensbroech as he has only been on the Supervisory Board since 2025 and therefore did not receive any Supervisory Board remuneration in prior years.

For the Supervisory Board
Dr Karl-Ludwig Kley, Chairman

For the Executive Board
Carsten Spohr, Chairman

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Sustainable Development Goals (SDG)

T221 Sustainable Development Goals (SDG)

SDG	Sub-target	European Sustainability Reporting Standard	Reference to non-financial declaration	Lufthansa Group's contribution to achieving the global SDGs as defined in the 2030 Agenda of the United Nations
	3.3	ESRS S1	↗ Comprehensive actions implemented under the Human Resources strategy	Preventive vaccinations are being carried out. The Lufthansa Group offers its employees in Germany, Austria and Switzerland the chance to get vaccinated to protect them against serious bouts of influenza.
	3.4	ESRS S1	↗ Comprehensive actions implemented under the Human Resources strategy	The Lufthansa Group's Medical Services offer employees the full range of occupational health care, adapted to their individual needs and taking their workplace and individual health conditions into account. The Medical Services also have outstanding expertise in aviation medicine and offer psychosocial advisory services.
		ESRS S1	↗ Comprehensive actions implemented under the Human Resources strategy	Group-wide health management supports health managers in the individual companies. The Medical Operations Center (MOC) also offers wide-ranging support to Lufthansa Group passengers with pre-existing medical conditions or disabilities.
	3.8	ESRS S1	↗ Comprehensive actions implemented under the Human Resources strategy	Lufthansa Group cooperates with a health insurer in Germany. Since the goal is to improve employee health, the Lufthansa Group's health management in Germany entered into a partnership with a statutory health insurer during the reporting year, offering a wide range of workplace health management actions.
	4.4	ESRS S1	↗ Risks were identified mainly in relation to collective bargaining and employer attractiveness	Various apprenticeships, student and trainee programmes are offered to this end at the Lufthansa Group, and talented individuals in a variety of groups are supported and systematically integrated. Furthermore, an assortment of professional development programmes is offered to enable employees to work on their personal and career development.
	4.7	ESRS S1	↗ Comprehensive actions implemented under the Human Resources strategy	The Lufthansa Group actively advocates the promotion of lifelong learning and long-term employability. The Company strengthens sustainable competences in its workforce with focused training and further education courses, particularly concerning the environment. Additional apprenticeships and professional development programmes have been introduced since 2022, including the Green Mobility Trainee programme, which enables participants to work on three different sustainability projects within the Lufthansa Group over a period of 18 months. This programme was successfully carried out for the third time in the reporting year. The Lufthansa Group again implemented the Green Explorers learning and engagement programme, which qualified 150 selected employees as sustainability ambassadors. They are driving sustainable approaches in product development, customer loyalty and the use of sustainable materials.
	7.2	ESRS E1	↗ Expansion of sustainable aviation fuel to support climate-friendly air travel of the future	The Lufthansa Group secures its SAF supply through continuous procurement on the spot market, reviews long-term supply commitments in the medium term and supports innovative SAF production concepts via a global partner network on a long-term basis.
		ESRS E1	↗ Ground operations energy strategy focuses on energy efficiency and renewable energy	The Lufthansa Group introduced a new energy management system for ground energy consumption in 2024. With it, the Lufthansa Group aims to change its approach to energy procurement and energy consumption, comply with current legislation, adjust its energy mix and decarbonise its vehicle fleet in the long term.
		ESRS E1	↗ Scientifically proven carbon reduction targets underpin climate change mitigation ambitions	The Lufthansa Group has set a Scope 2 target for ground operations in Germany, Austria and Switzerland to source electricity exclusively from renewable energies.
		ESRS E1	↗ Energy consumption and mix	The Lufthansa Group records and analyses its global energy consumption annually. The figures are not only important for calculating the Group's total carbon footprint, but also provide insights into its energy mix.

T221 Sustainable Development Goals (SDG) (continued)

SDG	Sub-target	European Sustainability Reporting Standard	Reference to non-financial declaration	Lufthansa Group's contribution to achieving the global SDGs as defined in the 2030 Agenda of the United Nations
	7.3	ESRS E1	↗ Technical actions for the existing fleet complement the commitment to greater fuel efficiency	The AeroSHARK fuel-saving surface technology developed by Lufthansa Technik together with BASF is one example of the successful implementation of a technical action. The "riblet films" are currently already capable of reducing the air resistance of large commercial aircraft, and thus their kerosene consumption, by 0.8%. At the end of 2025, the Lufthansa Group fleet had a total of 21 Boeing 777s fitted with AeroSHARK in service, including twelve Boeing 777-300ERs at SWISS and five Boeing 777Fs at Lufthansa Cargo and, newly added in 2025, four 777-200ERs at Austrian Airlines. In addition, Lufthansa Technik has commenced the certification process for the Airbus A330 aircraft model in order to offer this product both within the Lufthansa Group and on the external market.
		ESRS E1	↗ Efficiency gains through a unified European airspace are expected to reduce emissions	The European Commission's target of increasing efficiency by up to 10% through shorter flight paths, improved capacity management and fewer delays is expected to be achieved through the SESAR programme in terms of research and implementation.
		ESRS E1	↗ The OPS Sustainability Program is an integral approach for the areas of action of the climate change mitigation strategy	In the reporting year, 81 fuel-saving projects were under way across the Group. These projects comprise activities relating to performance and procedures, weight reduction, flight route optimisation and technical development. In addition to the reductions achieved in recent years, they made it possible to permanently avoid an additional 67.8 thousand tonnes of CO_2 emissions.
		ESRS E1	↗ Emission reductions to be achieved through process and weight optimisation	Pilots use Green Procedures to promote the use of fuel-saving processes in aircraft operations. New, more efficient arrival and departure procedures with satellite-based navigation as well as structural adjustments to airspace boundaries and flight planning can also economise on kerosene. Significant weight savings on aircraft can be achieved through the use of innovative materials and by reducing the material requirements.
		ESRS E1	↗ Ground operations energy management focuses on energy efficiency and renewable energy	The Lufthansa Group introduced a new energy management system for ground energy consumption in 2024. With it, the Lufthansa Group aims to change its approach to energy procurement and energy consumption, comply with current legislation, adjust its energy mix and decarbonise its vehicle fleet in the long term.
	8.2	ESRS 2	↗ Core elements of the general corporate strategy have an impact on sustainability matters	The Lufthansa Group offers its customers short-haul, medium-haul and long-haul flights worldwide. These are primarily provided by its five largest passenger airlines, Lufthansa Airlines, SWISS, Austrian Airlines, Brussels Airlines and Eurowings. Customers can also use the services of Lufthansa Cargo to transport goods around the world. Finally, the Lufthansa Group portfolio includes the technical maintenance of aircraft by Lufthansa Technik and other industrial IT solutions. The Lufthansa Group expanded its product portfolio in 2023 with Green Fares, which enable customers to reduce their flight-related CO_2 emissions and offset the remaining CO_2 emissions. This product underlines the Lufthansa Group's commitment to greater energy and resource efficiency. It also expanded its portfolio of passenger airlines by gradually acquiring a stake in ITA Airways.
	8.5	ESRS S1	↗ The Lufthansa Group's Code of Conduct is founded on ethical values	Through its Code of Conduct, the Lufthansa Group promotes a respectful, inclusive and non-discriminatory working environment, through fair treatment, equal opportunities and safe working conditions – irrespective of gender, origin, disability or identity.

T221 Sustainable Development Goals (SDG) (continued)

SDG	Sub-target	European Sustainability Reporting Standard	Reference to non-financial declaration	Lufthansa Group's contribution to achieving the global SDGs as defined in the 2030 Agenda of the United Nations
	8.7	ESRS S1	↗ Policy statement sets out the Lufthansa Group's human rights strategy	The Lufthansa Group pursues a two-pronged strategy to protect human and environmental rights. On the one hand, it aims to prevent impacts and risks from occurring in the first place. On the other, it tries to respond to structural impacts and risks identified in the impact assessment with appropriate actions to prevent or at least minimise adverse impacts for human rights and the environment. If the Lufthansa Group becomes aware of an actual or imminent breach of human rights or environmental obligations, it immediately strives to take appropriate remedial action. If a supplier is unable to immediately cease, prevent or minimise a breach, the Lufthansa Group will develop and implement a corresponding remedial and/or prevention plan. As a last resort, the Lufthansa Group reserves the right to terminate the business relationship.
		ESRS S2	↗ Complaints procedures	Complaints and reports regarding potential negative human rights and environmental impacts or compliance violations by suppliers can be submitted confidentially using an electronic whistleblower system or the external ombudsperson for the Lufthansa Group. Moreover, in their contracts, suppliers are prompted to notify their suppliers and their suppliers' employees of the Lufthansa Group's reporting channels.
		ESRS S2	↗ Supplier Code of Conduct describes the basic rules of cooperation for suppliers	The Supplier Code of Conduct applies to all suppliers of the Lufthansa Group. It primarily addresses three core sustainability areas: environmental protection, social aspects and responsible business conduct. It sets the minimum standards for suppliers, their employees and subcontractors. The focus is on respecting human rights, complying with labour and health standards, protecting the environment and conducting business with integrity. The Lufthansa Group expects its suppliers to comply with the applicable laws and regulations of the countries in which they procure, manufacture, offer or supply products or services. The Lufthansa Group does not tolerate any unethical business conduct such as corruption, bribery, forced labour, child labour or violations of environmental, labour and social standards, and expressly prohibits such practices.
		ESRS S2	↗ Lufthansa Group guidelines take international frameworks into account	Integrating human rights and sustainability into the business processes, guidelines and global supply chains of the Lufthansa Group is an ongoing task. In doing so, the Company aligns itself with key international conventions and declarations.
		ESRS S2	↗ Group procurement policy obligates suppliers to assume social and environmental responsibility	By including obligations in contracts with suppliers, the Lufthansa Group endeavours to ensure responsible practices by its direct suppliers in order to meet its own standards for corporate responsibility and prevent negative impacts. The suppliers' obligations include adherence to the ten principles of the UN Global Compact, the five core labour standards of the International Labour Organization and contractual requirements under the German Corporate Due Diligence in Supply Chains Act (LkSG).
	8.8	ESRS S1	↗ Processes to remediate negative impacts and channels for own workforce to raise concerns	The Lufthansa Group has established multiple whistleblowing channels for reporting concerns and potential violations. Reports submitted to the Corporate Compliance Office or the Human Rights Office through these channels are first checked for plausibility and then classified into categories such as criminal offences or human rights violations. Depending on the topic, the reports are then forwarded to the designated Human Resources departments for further action.
		ESRS S1	↗ The Lufthansa Group's Code of Conduct is founded on ethical values	In accordance with the Code of Conduct, the Lufthansa Group treats employees and other stakeholders with respect and rejects all forms of discrimination, harassment and violence. Conduct within the Lufthansa Group is based on valuing and including people regardless of their national or ethnic background, gender, religion, beliefs, disability, age or sexual identity. The Company therefore opposes discrimination of any kind.

T221 Sustainable Development Goals (SDG) (continued)

SDG	Sub-target	European Sustainability Reporting Standard	Reference to non-financial declaration	Lufthansa Group's contribution to achieving the global SDGs as defined in the 2030 Agenda of the United Nations
	9.1	ESRS E1	↗ The Lufthansa Group is committed to the harmonisation of European airspace	The Lufthansa Group is committed to the harmonisation of EU airspace. The Lufthansa Group and other European airlines, such as those in the Airlines for Europe (A4E) alliance, have the necessary expertise in this area and have been actively promoting the creation of an efficient EU airspace for many years through their participation in committees and projects.
		ESRS E2	↗ The Lufthansa Group invests in modern and thus quieter aircraft	The Lufthansa Group updates its fleet continuously. Aircraft that went into service in 2025, including Airbus A320neos, A321neos, A350-900s and Boeing 787-9s, have modern engines and are much quieter than comparable older aircraft types.
		ESRS E2	↗ The existing fleet is being retrofitted with noise-reducing technologies	At the beginning of 2014, Lufthansa Airlines became the first airline worldwide to start operations with a new Airbus A320 equipped with noise-reducing vortex generators. All aircraft in the A320 family of Lufthansa Airlines and SWISS have now been fitted with these modifications. The retrofitting of the expanded fleet of six A320 aircraft at Austrian Airlines began at the end of 2023 and will be completed by the end of 2024. Since the end of 2023, Eurowings has equipped all its A320-family aircraft with vortex generators, meaning that in 2024, for the first time, the entire fleet was equipped with noise reduction measures.
	9.5	ESRS E1	↗ Actions to mitigate climate-related physical and transition risks are being continued	The research and development of innovative, more climate-friendly technologies form part of the actions that the Lufthansa Group is driving forward. For example, Lufthansa Technik initiated the Hydrogen Aviation Lab in 2021, a project funded by the City of Hamburg that focuses on technologies as well as extensive maintenance and ground processes for future aircraft generations using liquid hydrogen as a primary energy source. Since 1994, the Lufthansa Group has also actively supported various national and international atmospheric and climate research projects.
		ESRS E1	↗ Four-pillar climate change mitigation strategy addresses four areas for action	More targeted political support and financial support mechanisms are needed to develop new technologies if the targets set as part of the Lufthansa Group's climate change mitigation commitment are to be attained in a sector that is difficult to decarbonise. This is why the Lufthansa Group is involved in a wide range of private and government-funded collaborative, research and development initiatives. Working with the scientific community, it has also funded atmospheric research to contribute to a better understanding of the global climate.
		ESRS E2	↗ The Lufthansa Group participates in noise research to optimise approaches and take-offs	In the reporting year, the Lufthansa Group once again supported the German Aerospace Center in the ongoing development of its Low Noise Augmentation System (LNAS) for optimising approaches and take-offs.
	10.2	ESRS S1	↗ Other actions relating, for example, to training, privacy, diversity and equal opportunities.	The Lufthansa Group continued with its worldwide international talent programme "Globalists" in 2025. Its aim is to promote an inclusive, intercultural corporate culture as well as specifically prepare international talent for a rotation within the Company's home markets and support those employees during this.
		ESRS S1	↗ Other actions relating, for example, to training, privacy, diversity and equal opportunities.	The Lufthansa Group continued with the Female Leadership Programme "GoAhead4LC3" worldwide in 2025 specifically to increase the percentage of female managers at the two levels below the Executive Board.

T221 Sustainable Development Goals (SDG) (continued)

SDG	Sub-target	European Sustainability Reporting Standard	Reference to non-financial declaration	Lufthansa Group's contribution to achieving the global SDGs as defined in the 2030 Agenda of the United Nations
	12.2	ESRS E5	↗ Passenger Airlines approaches to resource use and circular economy	Based on the R-strategies and the EU's waste hierarchy (2008/98/EC), the Lufthansa Group Passenger Airlines have introduced specific guidelines under the framework of its global waste policies with the aim of promoting the shift away from the use of primary resources and towards renewable, recycled or recyclable materials. Steps are being taken to ensure that products are made from a single material and can be recycled where possible going forward.
		ESRS E5	↗ Key resource use in the Lufthansa Group's business segments is dependent on the respective business model	The Lufthansa Group measures and reports its material resource inflows and outflows at Passenger Airlines, MRO and Cargo.
	12.3	ESRS E5	↗ Passenger Airlines has put in place targets for sustainable in-flight resource use	The Lufthansa Group Passenger Airlines pursue a target of reducing food waste on short-haul flights by 50% compared with 2019 by 2025 and achieved a reduction rate of 54 % in the reporting year.
		ESRS E5	↗ Reduce: cut resource use and analyse waste streams	In relation to post-flight operating processes, the focus is on analysing waste stream data to improve transparency. For example, Passenger Airlines analysed food consumption with a view to increasing resource efficiency – particularly in respect of food waste.
		ESRS E5	↗ Reduce: cut resource use and analyse waste streams	Using the AI-assisted "Lufthansa Group Mobile Tray Tracker", the Lufthansa Group analyses food consumption on arriving flights, recognises untouched meals and identifies waste quantities. The data obtained allows the Company to make informed decisions with regard to loading supplies on board so that food waste can be reduced. In 2025, the food supplies loaded on board night flights from Boston and Bangkok were adjusted at SWISS and Austrian Airlines, for example.
	12.5	ESRS E5	↗ Passenger Airlines approaches to resource use and circular economy	To reduce resource consumption, the Lufthansa Group Passenger Airlines are focusing on keeping finite resources within a closed loop for as long as possible. This includes endeavouring to return all in-flight plastic and aluminium items to the circular economy or dispense with them entirely in favour of renewable raw materials.
		ESRS E5	↗ Passenger Airlines has put in place targets for sustainable in-flight resource use	The Lufthansa Group Passenger Airlines plan to return customer-related plastic and aluminium items to the circular economy and no longer have any single-use plastic or single-use aluminium items on flights from 2025 onwards.
		ESRS E5	↗ Replace: expedite the replacement of single-use materials	In the procurement process, the focus is on replacing single-use plastic and single-use aluminium. The Procurement department sources renewable and recyclable materials wherever possible.
		ESRS E5	↗ Recycle: recycle materials	The Lufthansa Group introduced recycling guidelines for crews at all of its Passenger Airlines. Following the introduction of PET recycling at Düsseldorf Airport in 2024, this facility was expanded in 2025 to the stations in Stuttgart, Berlin, Nuremberg and Mallorca.
		ESRS E5	↗ 293 of 599 single-use plastic and single-use aluminium items have been replaced to date	In order to measure its progress in replacing single-use plastic and single-use aluminium items, the Lufthansa Group has defined a company-specific performance indicator based on Airline Sustainability Reporting, an IATA handbook. This indicator measures how many single-use plastic and single-use aluminium items in total are used by Passenger Airlines and Lufthansa Cargo and how many have been replaced by more sustainable alternatives, such as reusable instead of disposable cups.
		ESRS E5	↗ Lufthansa Technik approaches to resource use and circular economy	Lufthansa Technik has been offering leasing-based repair services for years, whereby airlines in the Lufthansa Group and external airlines can have spare parts installed in their aircraft. The spare parts remain the property of Lufthansa Technik and may be used elsewhere as soon as an aircraft leaves the fleet. This ensures these parts are kept within the material cycle.
		ESRS E5	↗ Lufthansa Technik targets are focused on increasing the recycling rate at its sites	Lufthansa Technik has set itself a target of increasing its recycling rate to 75% by 2025. The targets were agreed on together with segment management, the Executive Board and Lufthansa Technik's environmental department in 2017. The recycling rate was 54% in 2025.

T221 Sustainable Development Goals (SDG) (continued)

SDG	Sub-target	European Sustainability Reporting Standard	Reference to non-financial declaration	Lufthansa Group's contribution to achieving the global SDGs as defined in the 2030 Agenda of the United Nations
	12.5	ESRS E5	↗ Lufthansa Technik puts an emphasis on recycling	Taking applicable regulations into consideration, recyclable metal materials such as steel from across the Group are sold by Lufthansa Technik specifically to specialised recycling companies. This helps to optimise resource use and supports the achievement of the sustainability target of increasing the recycling rate, while also generating economic benefits through the sale of metal waste to recycling companies and reducing disposal costs.
		ESRS E5	↗ Lufthansa Cargo approaches to resource use and circular economy	Lufthansa Cargo pursues a circular economy concept aimed at avoiding and reducing the use of resources as well as conserving resources. This includes loading aids and equipment that are indispensable in the airfreight transport sector. These are mainly items designed for multiple use that only become waste once they are no longer repairable or reach their date of expiry according to international airfreight regulations.
		ESRS E5	↗ Lufthansa Cargo is focused on increasing the share of recycled materials	Lufthansa Cargo and its subsidiaries have set themselves a target of increasing the share of recycled materials to 40% by the end of 2025. This relates to all materials disposed of at Lufthansa Cargo's Frankfurt hub.
		ESRS E5	↗ Lufthansa Cargo is committed to conserving resources with regard to its cargo capacity	Two new actions were introduced during the reporting year: a biodegradable film for securing loads is being trialled, and straps collected by Lufthansa Cargo and its subsidiaries are being sent back to the manufacturer.
	13.1	ESRS E1	↗ The Lufthansa Group's climate-related risks and opportunities have been identified	The Lufthansa Group has identified material climate-related risks and opportunities as part of its climate risk analysis.
		ESRS E1	↗ Resilience analysis has been updated and resistance to climate change has been analysed	In 2025, the Lufthansa Group reviewed and updated its climate resilience analysis based on the climate scenario results in order to assess the resilience of its strategy and business model to the impacts of climate change.
		ESRS E1	↗ Actions to mitigate climate-related physical and transition risks have been implemented	The Lufthansa Group has implemented various actions to become more resilient to climate-related physical and transition risks. These actions are currently considered sufficient to address the impacts of climate change in the short, medium and long term.
	13.2	ESRS E1	↗ Efficiency gains through a unified European airspace are expected to reduce emissions	The European Commission's legislative proposal for the further development of European airspace (SES2+) is intended to help further harmonise and optimise European air traffic management. The technological basis for this is the results of Europe's SESAR programme.
		ESRS E1	↗ Four-pillar climate change mitigation strategy addresses four areas for action	The Lufthansa Group is in discussions with policymakers regarding the support and development of funding mechanisms to develop new technologies and accelerate the market launch of sustainable aviation fuel.
		ESRS E1	↗ Mandatory carbon offsets	The CORSIA scheme for climate change mitigation, which was agreed with the ICAO in October 2016, has been offsetting growth-related CO_2 emissions in international aviation through the purchase of certificates since 2021.
		ESRS E1	↗ Trading with market-based climate change mitigation instruments	Under the EU ETS, CO_2 emissions have been recorded and reduced across industries through certificate trading since 2012. All flights carried out by the Lufthansa Group within the European Economic Area (EEA) are subject to this system. The Swiss Emissions Trading Scheme(CH ETS) and the UK Emissions Trading Scheme (UK ETS) for flights between the EEA, Switzerland and the United Kingdom impose additional obligations to surrender emissions certificates.

T221 Sustainable Development Goals (SDG) (continued)

SDG	Sub-target	European Sustainability Reporting Standard	Reference to non-financial declaration	Lufthansa Group's contribution to achieving the global SDGs as defined in the 2030 Agenda of the United Nations
	13.3	ESRS E1	↗ Transition plan for climate change mitigation	The Lufthansa Group has a transition plan for the transition to greater climate change mitigation. It describes how the Lufthansa Group plans to achieve its SBTi targets. It also describes how the climate transition plan is embedded in the organisation.
		ESRS E1	↗ Transition plan for climate change mitigation	The Lufthansa Group is committed to expanding the range of intermodal transport by working with other transport companies to include more train and bus connections as alternatives to short-haul flights.
		ESRS E1	↗ Integration of sustainability-related performance in incentive schemes	The Supervisory Board set the indicator grammes of CO_2 per revenue tonne-kilometre as a core focus for the strategic goals and sustainability targets within the long-term variable remuneration for the 2025 financial year (LTI 2024).
		ESRS E1	↗ Four-pillar climate change mitigation strategy addresses four areas for action	The Lufthansa Group has identified four action areas in connection with climate change mitigation: technical progress, better infrastructure, operational actions and economic instruments
		ESRS E1	↗ Science-based carbon reduction targets underpin climate change mitigation ambitions	The Lufthansa Group has set ambitious climate change mitigation targets. The SBTi validation in 2022 made the Lufthansa Group the first airline group in Europe and the second worldwide with a scientifically verified CO_2 reduction target in line with the goals of the Paris Agreement of 2015. In accordance with the SBTi criteria, the Lufthansa Group has set a target of reducing its carbon intensity, i.e. its CO_2 emissions in grammes of CO_2 per revenue tonne-kilometre (passenger and cargo) – by 30.6 % from 2019 to 2030.
		ESRS E1	↗ The contribution of individual decarbonisation levers has been quantified	The Lufthansa Group quantifies the following contributions of its decarbonisation levers to achieving the SBTi targets by 2030: • Fleet renewal reduces greenhouse gas emissions per revenue tonne-kilometre (RTK) by 15.3% • Operational efficiency measures reduce greenhouse gas emissions per RTK by 3.9%. • The use of SAF additionally reduces greenhouse gas emissions per RTK by 3.4%
		ESRS E1	↗ The Lufthansa Group includes contributions to climate change mitigation projects for carbon emission prevention or removal in order to achieve its voluntary climate target	Beyond the reduction defined by the SBTi targets, the Lufthansa Group aims to meet its self-imposed target – to halve its net CO_2 emissions by 2030 compared with 2019. The Lufthansa Group includes contributions to climate change mitigation projects for CO_2 avoidance or removal. These offsets contribute significantly to the climate change mitigation target. The contributions flow into a portfolio of climate change mitigation projects, which includes initiatives in various countries around the world, such as Germany, Austria, Belgium and Switzerland.
		ESRS E1	↗ Fleet renewal is the most important lever for reducing CO_2 emissions	Fleet renewal remains the key driver for reducing CO_2 in the short and medium term. Modernising the fleet saves kerosene and therefore CO_2 in flight operations. The Lufthansa Group fleet was expanded by 23 new aircraft in 2025, including Airbus A320neos, A321neos, A350-900s and Boeing 787-9s, which are powered by modern engines. The A320neo is one of the world's newest and most environmentally friendly aircraft.
		ESRS E1	↗ Contributions to climate change mitigation projects in line with carbon emissions from employee business travel	Since 2019, the Lufthansa Group has been voluntarily contributing to climate change mitigation projects worldwide in line with the estimated CO_2 emissions from all of its employees' business flights globally.
		ESRS S4	↗ Opportunities and risks in appropriate product design	The Lufthansa Group provides customers with CO_2 information on individual flights and devises actions for reducing their environmental impacts. Lufthansa's more sustainable offerings include its Green Fare tickets and Lufthansa Cargo's Sustainable Choice add-on sustainability option.
		ESRS E1	↗ The carbon footprint is determined annually in accordance with the Greenhouse Gas Protocol	The Lufthansa Group calculates its carbon footprint each year. The carbon footprint of the Lufthansa Group represents the total of all carbon dioxide and other greenhouse gas emissions generated by its operations as defined by the internationally recognised Greenhouse Gas Protocol standards – including significant emissions from the supply chain.

T221 Sustainable Development Goals (SDG) (continued)

SDG	Sub-target	European Sustainability Reporting Standard	Reference to non-financial declaration	Lufthansa Group's contribution to achieving the global SDGs as defined in the 2030 Agenda of the United Nations
	16.5	ESRS G1	↗ **Binding compliance guidelines apply to all Lufthansa Group employees**	The Integrity Compliance Guidelines contain provisions for the prevention of corruption and bribery, including conflicts of interest. Three guidelines here regulate clear requirements for invitations and gifts, particularly from public officials, as well as potential conflicts of interest. The guidelines aim to mitigate corruption and bribery risks, ensure compliance with regulatory standards and maintain and improve the Group's reputation.
		ESRS G1	↗ **Prevention and detection of corruption and bribery**	To investigate allegations or incidents of corruption and bribery, the Lufthansa Group maintains various whistleblower channels. All employees can also contact their direct supervisors, the compliance managers in their Group company or the Corporate Compliance Office.
		ESRS G1	↗ **Compliance training aims to raise employee awareness of risks**	Compliance training is intended to support Lufthansa Group employees in understanding all of the relevant legal requirements and internal guidelines of the Lufthansa Group. It should serve to sharpen awareness of risks, provide guidance on handling risk situations and show where employees can obtain support. Web-based training should raise awareness of these topics; in-person training should convey department or function-specific knowledge. The web-based or on-site training courses mentioned are accessible to all employees.
	16.10	ESRS S4	↗ **The Lufthansa Group pursues responsible marketing practices and product information**	The Lufthansa Group is committed to ensuring that its product claims and product information are truthful and not misleading, which is reflected in its marketing practices and the information it provides about its products.
	17.16	About this non-financial declaration	↗ **Responsible conduct is strengthened by strategic partnerships and sustainability initiatives**	The Lufthansa Group has applied the ten principles of the UN Global Compact for sustainable and responsible business conduct since 2002, thus setting an example for long-term engagement, responsible business conduct and sustainable development.
		About this non-financial declaration	↗ **Responsible conduct is strengthened by strategic partnerships and sustainability initiatives**	The Lufthansa Group is a long-standing member of the International Air Transport Association (IATA), the international airline industry association, and, within this global organisation, is actively involved in promoting safety, efficiency and sustainability in the aviation sector. It works closely with other members to develop and implement joint standards and methods, to drive innovation and actively shape the transition of the airline industry towards lower emissions.

Task Force on Climate-related Financial Disclosures (TCFD) Index

T222 Task Force on Climate-related Financial Disclosures (TCFD) Index

Topic	Recommendation for disclosure	European Sustainability Reporting Standard	Reference to non-financial declaration
GOVERNANCE Disclosure of governance of climate-related risks and opportunities	a. Supervisory governance of the Supervisory Board with regard to climate-related risks and opportunities	ESRS 2	↗ GOV-1 – The role of the administrative, management and supervisory bodies
		ESRS 2	↗ GOV-2 – Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies
	b. Role of management in assessing and managing climate-related risks and opportunities	ESRS 2	↗ GOV-1 – The role of the administrative, management and supervisory bodies
		ESRS 2	↗ GOV-2 – Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies
		ESRS 2	↗ GOV-3 – Integration of sustainability-related performance in incentive schemes
		ESRS 2	↗ IRO-1 – Description of the processes to identify and assess material impacts, risks and opportunities
STRATEGY Disclosure of the actual and potential impacts of climate-related risks and opportunities on business activities, strategy and financial planning	a. Short-, medium- and long-term climate-related risks and opportunities for the organisation	ESRS 2	↗ IRO-1 – Description of the processes to identify and assess material impacts, risks and opportunities
		ESRS 2	↗ SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model
		ESRS E1	↗ IRO-1 – Description of the processes to identify and assess material climate-related impacts, risks and opportunities
	b. Impacts of climate-related risks and opportunities on business activities, strategy and financial planning	ESRS 2	↗ SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model
		ESRS E1	↗ SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model
		ESRS E1	↗ IRO-1 – Description of the processes to identify and assess material climate-related impacts, risks and opportunities
		ESRS E1	↗ E1-1 – Transition plan for climate change mitigation
		ESRS E1	↗ E1-2 – Policies related to climate change mitigation and adaptation
		ESRS E1	↗ E1-3 – Actions and resources in relation to climate change policies
		ESRS E1	↗ E1-4 – Targets related to climate change mitigation and adaptation
	c. Resilience of the strategy, taking account of various climate-related scenarios, including a 2°C or lower scenario	ESRS 2	↗ SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model
		ESRS E1	↗ SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model
		ESRS E1	↗ IRO-1 – Description of the processes to identify and assess material climate-related impacts, risks and opportunities
		ESRS E1	↗ E1-1 – Transition plan for climate change mitigation

T222 Task Force on Climate-related Financial Disclosures (TCFD) Index (continued)

Topic	Recommendation for disclosure	European Sustainability Reporting Standard	Reference to non-financial declaration
RISK MANAGEMENT Disclosure of processes to identify, assess and manage climate-related risks	a. Processes to identify and assess climate-related risks	ESRS 2	↗ IRO-1 – Description of the processes to identify and assess material impacts, risks and opportunities
		ESRS E1	↗ IRO-1 – Description of the processes to identify and assess material climate-related impacts, risks and opportunities
	b. Processes to manage climate-related risks	ESRS E1	↗ SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model
		ESRS E1	↗ E1-1 – Transition plan for climate change mitigation
		ESRS E1	↗ E1-2 – Policies related to climate change mitigation and adaptation
		ESRS E1	↗ E1-3 – Actions and resources in relation to climate change policies
		ESRS E1	↗ E1-4 – Targets related to climate change mitigation and adaptation
	c. Integration of processes to identify, assess and manage climate-related risks in general risk management	ESRS 2	↗ GOV-5 – Risk management and internal controls over sustainability reporting
		ESRS 2	↗ IRO-1 – Description of the processes to identify and assess material impacts, risks and opportunities
METRICS AND TARGETS Disclosure of metrics and targets to assess and manage relevant climate-related risks and opportunities	a. Metrics to assess climate-related risks and opportunities in line with the strategy and processes to manage risk	ESRS 2	↗ GOV-3 – Integration of sustainability-related performance in incentive schemes
		ESRS E1	↗ GOV-3 – Integration of sustainability-related performance in incentive schemes
		ESRS E1	↗ E1-1 – Transition plan for climate change mitigation
		ESRS E1	↗ E1-3 – Actions and resources in relation to climate change policies
		ESRS E1	↗ E1-4 – Targets related to climate change mitigation and adaptation
		ESRS E1	↗ E1-5 – Energy consumption and mix
		ESRS E1	↗ E1-6 – Gross Scopes 1, 2, 3 and Total GHG emissions
		ESRS E1	↗ E1-7 – GHG removals and GHG mitigation projects financed through carbon credits
	b. Scope 1, Scope 2 and Scope 3 greenhouse gas emissions and related risks	ESRS E1	↗ E1-6 – Gross Scopes 1, 2, 3 and Total GHG emissions
	c. Targets to manage climate-related risks and opportunities as well as the degree to which targets have been achieved	ESRS E1	↗ E1-1 – Transition plan for climate change mitigation
		ESRS E1	↗ E1-4 – Targets related to climate change mitigation and adaptation

Assurance report of the independent German public auditor

on a limited assurance engagement in relation to the Group sustainability statement

To Deutsche Lufthansa Aktiengesellschaft, Köln

Assurance conclusion

We have conducted a limited assurance engagement on the group sustainability statement, included in section "combined non-financial declaration" of the combined management report, of Deutsche Lufthansa Aktiengesellschaft for the fiscal year from 1 January 2025 to 31 December 2025. The group sustainability statement was prepared to fulfill the requirements of Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 (Corporate Sustainability Reporting Directive, CSRD) and Art. 8 of Regulation (EU) 2020/852 as well as Secs. 289b to 289e and Secs. 315b and 315c HGB ["Handelsgesetzbuch": German Commercial Code] for a group non-financial statement which is combined with the parent company's non-financial statement.

Information outside the group management report as referred to in the group sustainability statement is not subject to our assurance engagement.

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the accompanying group sustainability statement is not prepared, in all material respects, in accordance with the requirements of the CSRD and Art. 8 of Regulation (EU) 2020/852 as well as Secs. 289b to 289e and Secs. 315b and 315c HGB for a group non-financial statement which is combined with the parent company's non-financial statement and the supplementary criteria presented by the executive directors of the Company. This assurance conclusion includes that nothing has come to our attention that causes us to believe that:

- The accompanying group sustainability statement does not comply, in all material respects, with the European Sustainability Reporting Standards (ESRS), including that the process carried out by the Company to identify information to be included in the group sustainability statement (the materiality assessment) is not, in all material respects, in accordance with the description set out in section "combined non-financial declaration" of the group sustainability statement, or

- The disclosures in the group sustainability statement do not comply, in all material respects, with Art. 8 of Regulation (EU) 2020/852.

We do not express an assurance conclusion on references in the group sustainability statement to additional information outside the group management report.

Basis for the assurance conclusion

We conducted our assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised): Assurance Engagements Other Than Audits or Reviews of Historical Financial Information issued by the International Auditing and Assurance Standards Board (IAASB).

The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our responsibilities under ISAE 3000 (Revised) are further described in the section "German public auditor's responsibilities for the assurance engagement on the group sustainability statement."

We are independent of the Company in accordance with the requirements of European law and German commercial and professional law, and we have fulfilled our other German professional responsibilities in accordance with these requirements. Our audit firm has applied the requirements for a system of quality control as set forth in the IDW Quality Management Standard issued by the Institut der Wirtschaftsprüfer [Institute of Public Auditors in Germany] (IDW): Requirements for Quality Management in the Audit Firm (IDW QMS 1 (09.2022)). We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our assurance conclusion.

Responsibilities of the executive directors and the supervisory board for the group sustainability statement

The executive directors are responsible for the preparation of the group sustainability statement in accordance with the requirements of the CSRD and the applicable German legal and other European requirements as well as with the supplementary criteria presented by the executive directors of the Company and for designing, implementing and maintaining such internal control that they have considered necessary to enable the preparation of a group sustainability statement in accordance with these requirements that is free from material misstatement, whether due to fraud (i.e., fraudulent sustainability reporting in the group sustainability statement) or error.

This responsibility of the executive directors includes establishing and maintaining the materiality assessment process, selecting and applying appropriate reporting policies for preparing the group sustainability statement, as well as making assumptions and estimates and ascertaining forward-looking information for individual sustainability-related disclosures.

The supervisory board is responsible for overseeing the process for the preparation of the group sustainability statement.

Inherent limitations in preparing the group sustainability statement

The CSRD and the applicable German legal and other European requirements contain wording and terms that are subject to considerable interpretation uncertainties and for which no authoritative, comprehensive interpretations have yet been published. As such wording and terms may be interpreted differently by regulators or courts, the legality of measurements or evaluations of sustainability matters based on these interpretations is uncertain.

These inherent limitations also affect the assurance engagement on the group sustainability statement.

German public auditor's responsibilities for the assurance engagement on the group sustainability statement

Our objective is to express a limited assurance conclusion, based on the assurance engagement we have conducted, on whether any matters have come to our attention that cause us to believe that the group sustainability statement has not been prepared, in all material respects, in accordance with the CSRD, the applicable German legal and other European requirements and the supplementary criteria presented by the Company's executive directors, and to issue an assurance report that includes our assurance conclusion on the group sustainability statement.

As part of a limited assurance engagement in accordance with ISAE 3000 (Revised), we exercise professional judgment and maintain professional skepticism. We also:

- Obtain an understanding of the process used to prepare the group sustainability statement, including the materiality assessment process carried out by the Company to identify the disclosures to be reported in the group sustainability statement.

- Identify disclosures where a material misstatement due to fraud or error is likely to arise, design and perform procedures to address these disclosures and obtain limited assurance to support the assurance conclusion. The risk of not detecting a material misstatement resulting from fraud is higher than the risk of not detecting a material misstatement resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control. In addition, the risk of not detecting a material misstatement in information obtained from sources not within the Company's control (value chain information) is ordinarily higher than the risk of not detecting a material misstatement in information obtained from sources within the Company's control, as both the Company's executive directors and we as practitioners are ordinarily subject to restrictions on direct access to the sources of the value chain information.

- Consider the forward-looking information, including the appropriateness of the underlying assumptions. There is a substantial unavoidable risk that future events will differ materially from the forward-looking information.

Summary of the procedures performed by the German public auditor

A limited assurance engagement involves the performance of procedures to obtain evidence about the sustainability information. The nature, timing and extent of the selected procedures are subject to our professional judgment.

In performing our limited assurance engagement, we:

- Gained an understanding of the structure of the sustainability organization and stakeholder engagement
- Evaluated the suitability of the criteria as a whole presented by the executive directors in the group sustainability statement.
- Inquired of the executive directors and relevant employees involved in the preparation of the group sustainability statement about the preparation process, including the materiality assessment process carried out by the Company to identify the disclosures to be reported in the group sustainability statement, and about the internal controls relating to this process.
- Evaluated the reporting policies used by the executive directors to prepare the group sustainability statement.
- Evaluated the reasonableness of the estimates and related information provided by the executive directors. If, in accordance with the ESRS, the executive directors estimate the value chain information to be reported for a case in which the executive directors are unable to obtain the information from the value chain despite making reasonable efforts, our assurance engagement is limited to evaluating whether the executive directors have undertaken these estimates in accordance with the ESRS and assessing the reasonableness of these estimates, but does not include identifying information in the value chain that the executive directors were unable to obtain.
- Performed analytical procedures and made inquiries in relation to selected information in the group sustainability statement.
- Considered the presentation of the information in the group sustainability statement.
- Considered the process for identifying taxonomy-eligible and taxonomy-aligned economic activities and the corresponding disclosures in the group sustainability statement.
- Considered the existence of carbon offset certificates, but not their effectiveness.

Restriction of use

We draw attention to the fact that the assurance engagement was conducted for the Company's purposes and that the assurance report is intended solely to inform the Company about the result of the assurance engagement. As a result, it may not be suitable for another purpose than the aforementioned. Accordingly, the assurance report is not intended to be used by third parties for making (financial) decisions based on it. Our responsibility is to the Company alone. We do not accept any responsibility to third parties. Our assurance conclusion is not modified in this respect.

General Engagement Terms and Liability

The "General Engagement Terms for Wirtschaftsprüferinnen, Wirtschaftsprüfer and Wirtschaftsprüfungsgesellschaften [German Public Auditors and Public Audit Firms]" dated 1 January 2024, which are attached to this report, are applicable to this engagement and also govern our relations with third parties in the context of this engagement (ey-idw-aab-en-2024.pdf).

In addition, please refer to the liability provisions contained there in no. 9 and to the exclusion of liability towards third parties. We accept no responsibility, liability or other obligations towards third parties unless we have concluded a written agreement to the contrary with the respective third party or liability cannot effectively be precluded.

We make express reference to the fact that we will not update the assurance report to reflect events or circumstances arising after it was issued, unless required to do so by law. It is the sole responsibility of anyone taking note of the summarized result of our work contained in this report to decide whether and in what way this result is useful or suitable for their purposes and to supplement, verify or update it by means of their own review procedures.

Düsseldorf, 3 March 2026

EY GmbH & Co. KG
Wirtschaftsprüfungsgesellschaft

Jörg Bösser	Christopher Hintze
Wirtschaftsprüfer	Wirtschaftsprüfer
[German Public Auditor]	[German Public Auditor]

Independent auditor's report

on the audit of the remuneration report pursuant to Sec. 162 (3) AktG

To Deutsche Lufthansa Aktiengesellschaft

Opinion
We have audited the formal aspects of the remuneration report of Deutsche Lufthansa Aktiengesellschaft, Cologne, for the fiscal year from 1. January 2025 to 31. December 2025 to determine whether the disclosures required by Sec. 162 (1) and (2) AktG ["Aktiengesetz": German Stock Corporation Act] have been made therein. In accordance with Sec. 162 (3) AktG, we have not audited the content of the remuneration report.

In our opinion, the disclosures required by Sec. 162 (1) and (2) have been made in the accompanying remuneration report in all material respects. Our opinion does not cover the content of the remuneration report.

Basis for the opinion
We conducted our audit of the remuneration report in accordance with Sec. 162 (3) AktG and in compliance with the IDW Auditing Standard: Audit of the Remuneration Report in Accordance with Sec. 162 (3) AktG (IDW AuS 870 (09.2023)). Our responsibilities under this provision and standard are further described in the "Responsibilities of the auditor" section of our report. As an audit firm, we applied the IDW Standard on Quality Management: Requirements for Quality Management in the Audit Firm (IDW QMS 1 (09.2022)). We complied with the professional obligations pursuant to the WPO ["Wirtschaftsprüferordnung": German Law Regulating the Profession of Wirtschaftsprüfer (German Public Auditor)] and the BS WP/vBP ["Berufssatzung für Wirtschaftsprüfer/vereidigte Buchprüfer": Professional Charter for German Public Accountants/German Sworn Auditors] including the requirements regarding independence.

Responsibilities of the management board and supervisory board
The management board and supervisory board are responsible for the preparation of the remuneration report and the related disclosures in compliance with the requirements of Sec. 162 AktG. In addition, they are responsible for such internal control as they determine is necessary to enable the preparation of a remuneration report and the related disclosures that are free from material misstatement, whether due to fraud (i.e., fraudulent financial reporting and misappropriation of assets) or error.

Responsibilities of the auditor
Our objectives are to obtain reasonable assurance about whether the disclosures required by Sec. 162 (1) and (2) AktG are made in the remuneration report in all material respects and to express an opinion thereon in a report.

We planned and performed our audit so as to determine the formal completeness of the remuneration report by comparing the disclosures made in the remuneration report with the disclosures required by Sec. 162 (1) and (2) AktG. In accordance with Sec. 162 (3) AktG, we have not audited the accuracy of the disclosures, the completeness of the individual disclosures or the fair presentation of the remuneration report.

Consideration of misrepresentations
In connection with our audit, our responsibility is to read the remuneration report considering the knowledge obtained in the audit of the financial statements and, in doing so, remain alert for indications of whether the remuneration report contains misrepresentations in relation to the accuracy of the disclosures, the completeness of the individual disclosures or the fair presentation of the remuneration report.

If, based on the work we have performed, we conclude that there is a misrepresentation, we are required to report that fact. We have nothing to report in this regard.

Eschborn/ Frankfurt am Main, 3 March 2026

EY GmbH & Co. KG
Wirtschaftsprüfungsgesellschaft

Jörg Bösser	Dustin Jansen
Wirtschaftsprüfer	Wirtschaftsprüfer
[German Public Auditor]	[German Public Auditor]

Ten-year overview

T223 Ten-year overview

		2025	2024	2023[8]	2022[7]	2021[6]	2020	2019	2018[5]	2017[4]	2016
Income statement Lufthansa Group											
Revenue	in €m	39,597	37,581	35,442	30,895	16,811	13,589	36,424	35,542	35,579	31,660
Result											
Adjusted EBITDA	in €m	4,329	3,982	4,910	3,719	593	-2,890	4,718	5,016	5009	3338
Adjusted EBIT	in €m	1,960	1,645	2,682	1,520	-1,666	-5,451	2,026	2,836	2,969	1,752
Adjusted EBIT margin	%	4.9	4.4	7.6	4.9	-9.9	-40.1	5.6	8	8.3	5.5
EBIT	in €m	2,030	1,731	2,669	1,419	-2,316	-7,353	1,857	2,974	3,297	2,275
Profit/loss before income taxes	in €m	1,920	1,576	2,317	1,249	-2,606	-8,631	1,860	2,784	3,158	2,248
Income taxes	in €m	-564	-176	-380	-239	413	1865	-615	-588	-784	-445
Net profit/loss attributable to shareholders of Lufthansa AG	in €m	1,339	1,380	1,673	791	-2,191	-6,725	1,213	2,163	2,340	1,776
Main cost items											
Staff costs	in €m	9,667	9,036	8,344	7,277	6,328	6,436	9,121	8,811	8,172	7,354
Fees and charges	in €m	5,541	5,020	4,487	3,730	2,155	1,796	4,523	4,457	6,357	5,736
Fuel	in €m	7,271	7,785	7,931	7,601	2,409	1,875	6,715	6,087	5,232	4,885
Depreciation, amortisation and impairment	in €m	2,407	2,378	2,242	2,245	2,351	4,389	2,776	2,205	2,383	1,769
Net interest	in €m	-216	-149	-348	-409	-441	-334	-315	-144	-195	-218
Balance sheet Lufthansa Group											
Asset structure											
Non-current assets	in €m	32,236	30,736	29,348	28,080	29,063	29,444	31,374	27,559	24,749	24,504
Current assets	in €m	16,158	16,316	15,973	15,255	13,475	10,040	11,285	10,654	11,029	10,193
of which liquid assets	in €m	8,148	8,488	8,265	8,301	7,666	5,460	3,385	3,235	3,948	3,937
Capital structure											
Shareholders' equity	in €m	11,711	11,594	9,709	8,474	4,490	1,387	10,256	9,573	9,110	7,149
of which issued capital	in €m	3,070	3,068	3,063	3,060	3,060	1,530	1,224	1,217	1,206	1,200
of which reserves	in €m	7,240	7,094	4,923	4,554	3,581	6,542	7,710	6,083	5,461	4,084
Liabilities	in €m	36,683	35,458	35,612	34,861	38,048	38,097	32,403	28,640	26,668	27,548
of which pension provisions	in €m	2,364	2,692	2,895	2,069	6,676	9,531	6,659	5,865	5,116	8,364
of which borrowing	in €m	14,527	14,223	13,943	15,151	16,670	15,368	10,030	6,685	6,814	6,575
Total assets	in €m	48,394	47,052	45,321	43,335	42,538	39,484	42,659	38,213	35,778	34,697

T223 Ten-year overview (continued)

		2025	2024	2023[8]	2022[7]	2021[6]	2020	2019	2018[5]	2017[4]	2016
Other financial data Lufthansa Group											
Capital expenditure	in €m	4,713	3,819	3,609	2,425	1,356	1,312	3,666	3,805	3,529	2,231
of which on tangible and intangible assets	in €m	4,232	3,657	3,544	2,365	1,318	1,249	3,486	3,709	3,338	2,160
of which on financial investments	in €m	481	162	65	60	38	63	180	96	191	71
Cash flow from operating activities	in €m	4,037	3,892	4,905	5,168	399	–2,328	4,030	4,109	5,368	3,246
(Adjusted) Free cash flow[1]	in €m	1,188	840	1,846	2,526	–1,049	–3,669	203	288	2,117	1,138
Indebtedness											
gross	in €m	14,554	14,232	13,947	15,172	16,689	15,382	10,047	6,724	6,832	6,638
Net	in €m	6,406	5,744	5,682	6,871	9,023	9,922	6,662	3,489	2,884	2,701
Lufthansa share											
Share price[2]	€	8.41	6.18	8.05	7.77	6.18	7.72	11.71	14.06	21.92	8.76
Dividends proposed/paid	in €m	396	359	359	–	–	–	–	380	377	234
Dividend per share proposed/paid	€	0.33	0.30	0.30	–	–	–	–	0.80	0.80	0.5
Operational ratios Lufthansa Group											
Return on sales (Profit/loss before income taxes /revenue)	%	4.8	4.2	6.5	4.0	–15.5	–63.5	5.1	7.8	8.9	7.1
Return on capital employed	%	5.1	4.6	6.4	4.0	–5.1	–20.8	5.3	7.8	9.9	7.3
(Profit/loss before income taxes plus interest on liabilities / total assets)	%	11.6	12.1	20.0	11.9	–48.8	–487.8	12.1	22.9	26.1	25.2
Return on equity (Profit/loss after income taxes/shareholders' equity)	%	16.4	13.6	23.9	14.7	–58.0	–622.3	18.1	29.1	34.7	31.4
Return on equity (Profit/loss before income taxes/shareholders' equity)	%	24.2	24.6	21.4	19.6	10.6	3.5	24.0	25.1	25.5	20.6
Gearing (Net indebtedness plus pension obligations/shareholders' equity)	%	74.9	72.8	88.3	105.5	349.6	1402.5	129.9	97.7	87.8	154.8
Leverage (Net indebtedness/total assets)	%	13.2	12.2	12.5	15.9	21.2	25.1	15.6	9.1	8.1	7.8
Internal financing ratio (Cash flow/capital expenditure)	%	85.7	101.9	135.9	213.1	29.4	–177.4	109.9	108	152.1	145.5
Adjusted net debt/Adjusted EBITDA (since 2017); Debt repayment ratio (until 2016)	%	1.8	2.0	1.7	2.3	25.8	-	2.8	1.8	1.5	28.7
Revenue efficiency (Cash flow/revenue)	%	10.2	10.4	13.8	16.7	2.4	–17.1	11.1	11.6	15.1	10.3
Adjusted ROCE (Adj. EBIT/average capital employed)[3]	%	10.3	9.6	13.1	7.6	–7.4	–16.7	6.6	10.6	11.9	7.0
Net working capital (Current assets less current liabilities)	in €bn	–3.8	–3.3	–3.8	–2.5	–1.2	–4.6	–4.7	–5.6	1.6	– 0.8
Non-current asset ratio (Non-current assets/total assets)	%	66.6	65.3	64.8	64.8	68.3	74.6	73.5	72.1	69.2	70.6
Depreciation ratio for aircraft/reserve engines (Accumulated depreciation/accumulated acquisition costs)	%	60.5	60.9	61.0	60.1	58.8	55.9	50.7	51.7	52.5	49.7

T223 Ten-year overview (continued)

		2025	2024	2023[8]	2022[7]	2021[6]	2020	2019	2018[5]	2017[4]	2016
Staff ratios											
Average number of employees	Number	103,101	100,290	110,264	106,889	107,643	125,207	137,784	134,330	128,856	123,287
Revenue/employee	€	384,060	374,723	321,429	289,038	156,174	108,532	264,356	264,587	276,114	256,799
Staff costs/revenue	%	24.4	24.0	23.5	23.6	37.6	47.4	25	24.8	23	23.2
Traffic figures Lufthansa Group											
Passengers	millions	135.0	131.3	122.5	101.8	46.9	36.4	145.3	141.9	129.3	109.7
Available seat-kilometres	millions	338,552	326,176	300,582	259,428	145,139	109,828	358,803	349,391	322,875	286,555
Revenue seat-kilometres	millions	281,765	271,038	249,269	207,030	89,397	69,462	296,217	284,639	261,149	226,639
Passenger load factor	%	83.2	83.1	82.9	79.8	61.6	63.2	82.6	81.5	80.9	79.1
Available cargo tonne-kilometres	millions	18,121	17,119	15,497	14,194	11,867	10,560	17,379	16,349	15,754	15,117
Revenue cargo tonne-kilometres	millions	10,556	9,957	8,735	8,562	8,477	7,373	10,664	10,896	10,819	10,071
Cargo load factor	%	58.3	58.2	56.4	60.3	71.4	69.8	61.4	66.6	68.7	66.6
Number of flights	number	1,014,831	991,752	946,132	826,603	460,029	390,263	1,187,728	1,163,565	1,128,745	1,021,919
Commercial aircraft	Number	737	735	721	710	713	757	763	763	728	617

[1] Adjusted free cash flow from 2018 (free cash flow adjusted for effect of IFRS 16).
[2] Previous year's figures adjusted for effects from the new shares issued as part of the capital increase in September 2021.
[3] Calculated until 2020: Adjusted ROCE (Adjusted EBIT plus interest income on liquidity minus 25% taxes)/average capital employed, calculation 2021 to 2023: Adjusted ROCE (Adjusted EBIT minus 25% taxes)/average capital employed.
[4] The figures for financial year 2017 were adjusted retroactively due to the restatement of capitalised engine maintenance events and IFRS 9.
[5] The figures for financial year 2018 were adjusted due to the restatement of compensation payments for flight cancellations and delays.
[6] The figures for financial year 2021 were adjusted retroactively due to changes in the definition of key performance indicators.
[7] The figures for financial year 2022 were adjusted due to the reclassification of the Catering segment to discontinued operations.
[8] The figures for financial year 2023 were adjusted due to the reclassification of non-pool material from repairable spare parts to inventories.

Glossary

A

Adjusted EBIT
Main earnings metric for the Company's forecast. This relates to EBIT (earnings before interest and taxes) adjusted by non-recurring, non-operating effects.

Adjusted net debt / Adjusted EBITDA
Measure of the Group's debt-servicing capacity. By using Adjusted net debt, it also includes pension provisions as well as classic net indebtedness.

C

Call option
The right to purchase a specific underlying security within a specified period of time at an agreed price.

Cash flow
Measure of a company's financial and earnings potential. It is calculated as the difference between the inflow and outflow of cash and cash equivalents generated from ongoing business activities during the financial year.

Compliance
Institutionalised arrangements for ensuring that a company's management and staff duly comply with all statutory provisions and prohibitions.

D

Deferred taxes
A balance sheet item used to show taxable and deductible temporary differences. Deferred taxes reflect the temporary differences between assets and liabilities recognised for financial reporting purposes and such amounts recognised for income tax purposes.

Dividend yield
Indicator for assessing the profitability of an investment in shares. It is determined by dividing the dividend by the share price at the close of the reporting year and then multiplying it by 100.

E

EBIT
Financial indicator denoting earnings before interest and taxes. This is calculated from total operating income less operating expenses plus the result from equity investments.

EBITDA
Financial indicator denoting earnings before interest, taxes, depreciation and amortisation. Depreciation relates to items of property, plant and equipment and amortisation to intangible assets – both terms apply equally to non-current and current assets. The figure also includes impairment losses on equity investments accounted for under the equity method and on assets held for sale.

Equity method
Accounting method for measuring income derived from a company's investments in associated companies and joint ventures. Under this method, investment income equals a share of net income proportional to the size of the equity investment.

Equity ratio
Financial indicator expressing the ratio of shareholders' equity to total assets.

F

Free cash flow
Financial indicator expressing the operating cash flow remaining in the reporting period after deducting net cash used for investing activities.

Free float
Shares of a company that are widely held and can be traded on the stock exchange without restrictions.

H

Hub
In the aviation industry a hub refers to an airline's transfer airport, a central connecting point for different routes. Passengers and goods are transported from the original starting point to the airport's hub. From there they are carried to their destination by a second flight alongside passengers and goods from other departure points.

I

IATA
International Air Transport Association – the international trade association for the airline industry.

Impairment charges
Losses recognised on the carrying amount of assets. Impairment charges are recognised when an asset's "recoverable value" (the higher of fair value less costs to sell and value in use) is below its carrying amount. By contrast, depreciation or amortisation is the systematic allocation of the depreciable amount of an asset over its useful life.

J

Jet fuel crack
Price difference between crude oil and kerosene.

G

Group of consolidated companies
Group of subsidiaries included in a company's consolidated financial statements.

L

Low-cost carrier
Low-cost carrier are airlines which offer largely low ticket prices but with reduced service levels and sometimes additional charges on board and on the ground. Flights are mostly from secondary airports outside the major cities (e. g. Hahn in the Hunsrück area outside Frankfurt).

M

MRO
Short for maintenance, repair and overhaul of aircraft.

N

Net indebtedness / net liquidity
Financial indicator denoting non-current borrowing less cash, cash equivalents and current securities.

Network Airlines
In contrast to low-cost carriers, these airlines offer a wide-ranging, normally global route network via one or more hubs, with synchronised connecting flights.

P

Passenger load factor / cargo load factor
Measure of capacity utilisation in per cent. The cargo load factor expresses the ratio of capacity sold to available capacity. The passenger load factor refers to passenger transportation and the cargo load factor to cargo transport or total traffic.

R

Rating
A standardised measure used on international financial markets to judge and categorise a company's creditworthiness. A rating can enable conclusions to be drawn about whether an issuer is capable of meeting in full its obligations under the terms of the issue.

Registered shares with transfer restrictions
Registered shares that may only be transferred with the approval of the company.

Return On Capital Employed – ROCE
Parameter for measuring value creation. EBIT is divided by the average capital employed. The resulting value reflects the relative return on the capital employed.

Return on sales
Financial indicator expressing the net profit before taxes in relation to sales revenue.

S

Seat-kilometre / tonne-kilometre
Standard output units for air transport. An available seat-kilometre (ASK) denotes one seat offered flown for one kilometre; a revenue passenger-kilometre (RPK) denotes one paying passenger transported for one kilometre. An offered tonne-kilometre (TKO) denotes the offered capacity equivalent of one tonne of load (passengers and/or cargo) for one kilometre; a revenue tonne-kilometre (RTK) denotes one tonne of load (passengers and/or cargo) transported for one kilometre.

T

Total shareholder return
Financial indicator Expressing the overall return that an investor earns from the increase in the market capitalisation or share price, plus the dividend payment. The total shareholder return is calculated from the share price at the close of the reporting year plus the dividend paid in respect of the previous year, multiplied by 100 and divided by the share price at the close of the previous year.

Trade working capital
Financial indicator for assessing a company's liquidity, measured as the difference between its current assets and its current liabilities.

Traffic revenue
Revenue generated solely from flight operations. It comprises revenue from transporting passengers and cargo as well as related ancillary services.

U

Unit costs / unit revenues
Key performance indicator for air transport. Unit costs (CASK) denote the operating expenses divided by available seat-kilometres. Unit revenue (RASK) denotes the revenue divided by available seat-kilometres.

W

Weighted average cost of capital – WACC
The average return required on the capital employed at a company. The return on capital is calculated using the weighted average return required for both debt and equity.

Wet lease
Leasing of an aircraft from another airline, including its cockpit and cabin crews as well as maintenance and insurance.

Y

Yields
Average traffic revenue generated per unit of output. Based on total seat/passenger-kilometres or tonne-kilometres sold, but they can also be calculated per unit of traffic volume, e. g. per passenger carried or per kilometre flown.

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Credits

Published by
Deutsche Lufthansa AG
Venloer Str. 151–153
50672 Cologne Germany

Commercial register: Cologne District Court HRB 2168

Editorial staff
Marc-Dominic Nettesheim (Editor)
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Concept and design
RYZE Digital
www.ryze-digital.de

Translation
EnglishBusiness GmbH

Legend
↗ Internal references
Internet links

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Financial calendar 2026

6 May	Release of 1st Interim Report January – March 2026
12 May	Annual General Meeting 2026
4 August	Release of 2nd Interim Report January – June 2026
3 November	Release of 3rd Interim Report January – September 2026

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Information published in the Annual Report 2025 with regard to the future development of the Lufthansa Group and its subsidiaries consists purely of forecasts and assessments and not of definitive facts. Its purpose is exclusively informational, and can be identified by the use of such cautionary terms as “believe”, “expect”, “forecast”, “intend”, “project”, “plan”, “estimate”, “anticipate”, “can”, “could”, “should” or “endeavour”. These forward-looking statements are based on discernible information, facts and expectations available at the time that the statements were made. They are therefore subject to a number of risks, uncertainties and factors, including, but not limited to, those described in disclosures, in particular in the opportunities and risk report in the Annual Report. Should one or more of these risks occur, or should the underlying expectations or assumptions fail to materialise, this could have a significant effect (either positive or negative) on the actual results.
There is a possibility that the actual results and the Company’s performance may differ significantly from the results predicted in the forward-looking statements. Lufthansa does not assume any obligation, nor does it intend, to adapt forward-looking statements to accommodate events or developments that may occur at some later date. Accordingly, it neither expressly nor implicitly accepts liability, nor gives any guarantee, for the up-to-dateness, accuracy and completeness of this data and information.

Note
In this interim report, the terms “Lufthansa Group” and “Group” are used synonymously.
Unless stated otherwise, all change figures refer to the corresponding period from the previous year. Due to rounding, some of the figures may not add up precisely to the stated totals, and percentages may not precisely reflect the absolute figures to which they refer.