

REMUNERATION REPORT

The remuneration report provides detailed, individualised information about the remuneration paid and due to active and former members of the Executive Board and Supervisory Board of Deutsche Lufthansa AG in the 2021 reporting year, as well as the agreed target remuneration for the 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 financial year 2021 can be found in [T186, p. 273](#). Further detailed information about the remuneration systems for the members of the Executive Board and Supervisory Board of Deutsche Lufthansa AG is provided on the Company's website. www.lufthansagroup.com/corporate-governance.

Remuneration of Executive Board members

The system for remunerating Executive Board members takes account of the Company's size, complexity and economic situation, as well as its prospects. It is also aligned with the Company strategy and so creates an incentive for successful and sustainable business practices. At the same time, it takes into account the responsibilities and performance of the Executive Board as a whole and of the 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 Company performance 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, but at least every four years, the remuneration system is presented at the Annual General Meeting for approval.

Remuneration year 2021

CORONAVIRUS CRISIS STILL THE DOMINANT ECONOMIC INFLUENCE

In economic terms, the financial year 2021 was again defined by the ongoing impact of the global spread of the coronavirus on global air traffic and thus on the business of the Lufthansa Group. The coronavirus pandemic continues to have a negative impact on demand for flights, due to which the revenue and therefore the earnings of the Lufthansa Group as a whole are still severely affected.

However, the 2021 financial year also marked a turning point following the dramatic collapse in business and steps to avert insolvency in 2020. The KfW loan of EUR 1bn was thus repaid ahead of schedule in February 2021, and by November all the silent participations held by the Federal Republic of Germany had been either repaid or cancelled. This means that all the German government loans and silent participations, including interest, have now been repaid or cancelled. The Economic Stabilisation Fund (ESF) has committed to selling its equity investment in Deutsche Lufthansa AG by October 2023 at the latest. This was all largely possible thanks to renewed demand for flights and the associated trust of our customers, the rapid restructuring and transformation of the Lufthansa Group driven by the Executive Board, as well as the confidence of capital markets in the Company.

REMUNERATION RESTRICTIONS DURING THE ESF STABILISATION MEASURES

The framework agreement of 29 June 2020 between Deutsche Lufthansa AG and the ESF includes significant restrictions on Executive Board remuneration. Subject to claims against the Company arising before 21 June 2020, no bonuses or other variable or similar remuneration components may be paid to Executive Board members for the duration of the stabilisation measures. The same applies to special payments in the form of share packages, gratuities and other forms of compensation in addition to the fixed salary, other discretionary payments by the Company and severance payments not required by law.

At the same time, no Executive Board member was allowed to receive a basic salary (including any payments for work on executive or supervisory boards of Group companies) which was higher than their basic salary as of 31 December 2019 until at least 75% of the total of Silent Participations I and II (including interest and any additional payment) and the equity interest had been satisfied, repaid or redeemed, sold or otherwise settled by means of a capital contribution or otherwise. Analogously, the upper limit for new Executive Board members was set by the lowest fixed salary of an Executive Board member with an equivalent position as of 31 December 2019.

These restrictions on basic salary no longer apply now that the stabilisation measures have been repaid in full in the reporting year. However, the restrictions in the ESF framework agreement on the payment of bonuses continue to apply until the ESF has sold its equity investment in Deutsche Lufthansa AG in full.

Deutsche Lufthansa AG has signed supplements to the existing service contracts with all Executive Board members to implement the remuneration restrictions agreed with the ESF.

DEVIATION FROM REMUNERATION SYSTEM IN FINANCIAL YEAR 2021

As the economic situation remains tense, and in view of the requirements of the aforementioned framework agreement with the ESF, the Supervisory Board has suspended variable remuneration components for the Executive Board members for financial year 2021. As a result, the members of the Executive Board do not receive any variable remuneration components – representing around two thirds of the target remuneration provided for in the remuneration system.

This represents a deviation from the remuneration structure for 2021, which in the reporting year consists solely of non-performance-related remuneration components. In view of the economic situation and the government stabilisation measures, this is in the interests of the Company's long-term prosperity.

Executive Board remuneration in 2021

OVERVIEW OF THE REMUNERATION SYSTEM

The current remuneration system for the members of the Executive Board has been in place since 2020 and was approved by the Annual General Meeting on 5 May 2020 in accordance with Section 120a (1) AktG with a majority of 88.2%.

The following table provides an overview of the components of the remuneration system generally applicable for Executive Board members for 2021, the structure of the individual remuneration components and the targets on which these are based:

T186 EXECUTIVE BOARD REMUNERATION SYSTEM 2021

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	<ul style="list-style-type: none"> – Annual basic salary – Paid in twelve monthly rates – Chairman of the Executive Board and CEO: EUR 1,634,000 – Ordinary Executive Board members: EUR 860,000
Ancillary benefits		<ul style="list-style-type: none"> – Company car with driver, industry-standard concessionary flights for private travel in accordance with IATA standards for airline employees, insurance premiums
Retirement benefits	Shall ensure adequate retirement benefits	<ul style="list-style-type: none"> – Annual allocation of a fixed amount – Chairman of the Executive Board and CEO: EUR 855,000 – Ordinary Executive Board members: EUR 450,000
Performance-related remuneration (suspended for the financial year 2021)		
One-year variable remuneration (annual bonus)	Shall support profitable growth, reflecting the Executive Board's collective responsibility and the individual performance of Executive Board members	<ul style="list-style-type: none"> – Adjusted EBIT margin versus target (42.5%) – Adjusted ROCE versus target (42.5%) – Total and individual business and sustainability targets (15%) – Individual performance factor (coefficient of 0.8 - 1.2) – Cap: 200% of target amount – Payable in cash or shares
Long-term variable remuneration (LTI)	Shall promote a sustainable absolute and positive relative development of Company value – while aligning the interests of Executive Board members with those of shareholders	<ul style="list-style-type: none"> – Allocation of virtual Lufthansa shares with a four-year duration – Final number of virtual shares dependent on: <ul style="list-style-type: none"> – Average Adjusted ROCE during the performance period versus target (42.5%) – Relative TSR of Lufthansa share versus DAX (42.5%) – Strategic and sustainability targets (15%) – Performance depending on 60-day average price of Lufthansa share at end of period and dividend payments during the programme – Cap: 200% of target amount – Payable in cash or shares
End-of-service benefits		
Termination by consent	Shall avoid unreasonably high severance payments	<ul style="list-style-type: none"> – Severance payment limited to remainder of service contract or two times annual remuneration (cap)
Post-contractual non-compete clause	Protects the Company's interests	<ul style="list-style-type: none"> – One-year non-compete clause after leaving the Executive Board, with payment of compensation of 50% of basic salary – Company may waive non-compete clause (with six months' notice)
Change of control	Shall ensure independence in takeover situations	<ul style="list-style-type: none"> – Severance payment corresponding to the remuneration owed for the remainder of the service contract, up to 100% of the cap on severance pay (legacy contracts: 150% of the cap)
Other compensation rules		
Share Ownership Guidelines	Shall strengthen the equity culture and align interests of Executive Board members and shareholders	<ul style="list-style-type: none"> – Obligation to invest in Lufthansa shares over a period of four years¹⁾ <ul style="list-style-type: none"> – Chairman of the Executive Board and CEO: 200% of basic salary – Ordinary Executive Board members: 100% of basic salary – Holding obligation for the duration of work on the Executive Board: graduated annual reduction of 25% of shareholding after leaving the Executive Board
Compliance and performance clawback	Shall ensure sustainable Company development	<ul style="list-style-type: none"> – Supervisory Board has the right to withhold annual bonus 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	<ul style="list-style-type: none"> – Reduction in variable remuneration if maximum for a financial year is exceeded: <ul style="list-style-type: none"> – Chairman of the Executive Board and CEO: EUR 9.5m – Ordinary Executive Board members: EUR 5.0m

¹⁾ The four-year ramp-up phase is temporarily suspended during the period of the ESF stabilisation measures. For further information, see below [👉 p. 282](#).

TARGETS FOR THE EXECUTIVE BOARD IN 2021

Although the Supervisory Board suspended variable remuneration elements for Executive Board members for 2021, it nevertheless set specific targets for the Executive Board members in the sense of corporate management. On the basis of the existing remuneration system, the Supervisory Board set short-term annual targets, including individual targets, with each Executive Board member, as well as targets for the four-year period 2021 to 2024.

Since the corporate and finance strategy were modified in light of the current crisis, the Supervisory Board chose different performance criteria to those defined in the remuneration system. Thus, the focus was mainly on overcoming the crisis in the short and long term, restructuring the Company, bringing the government stabilisation measures to an end, and returning to profitability.

Achieving a balanced cash flow and implementing lasting cost-cutting measures while simultaneously maintaining employee and customer satisfaction were therefore the main objectives in 2021 (rather than the Adjusted EBIT margin and Adjusted ROCE as defined for the annual bonus in the remuneration system). At the same time, the individual target agreements for 2021 set both overarching targets for the entire Executive Board and individual targets for the Executive Board members adapted to their areas of responsibility. The following tables show the topics covered by the joint targets set by the Supervisory Board for the entire Executive Board and the topics considered in the individual target agreements in the reporting year.

T187 OVERARCHING TARGETS FOR THE ENTIRE EXECUTIVE BOARD 2021

Topic	Targets
Crisis management	<ul style="list-style-type: none"> – Managing effects of the coronavirus crisis – Achieving a balanced cash flow – Rebuilding of capacity – Implementation of lasting cost-cutting measures
Group strategy	<ul style="list-style-type: none"> – Implementation of Group strategy and transformation of the Lufthansa Group: <ul style="list-style-type: none"> – Refinement of Group portfolio towards airline focus – Implementation of Corporate Responsibility strategy – Promotion of customer-centric developments, digitalisation and innovations
Leadership and corporate culture	<ul style="list-style-type: none"> – Modernisation of management culture and corporate culture – Strengthening talent retention and management succession planning – Promotion of lean processes, acceleration of decision-making; reduction of complexity

T188 INDIVIDUAL TARGETS 2021

Executive Board Member	Topics for individual target agreements
Carsten Spohr	<ul style="list-style-type: none"> – Implementation of long-term Group strategy (10+ years) – Increasing political and regulatory Group activities – Modernisation of leadership culture
Christina Foerster	<ul style="list-style-type: none"> – Improving customer orientation: establish a comprehensive view across all customer interfaces – Refinement and implementation of ESG strategy – Design of a sustainable aviation fuel (SAF) strategy and roadmap – Continued innovation in IT and digitalisation
Harry Hohmeister	<ul style="list-style-type: none"> – Further development and implementation of the multi-traffic system – Expansion of the tourist segment and internal tourist competencies – Improvement of distribution systems to increase “global & segment reach” – Enhance qualified performance management
Detlef Kayser	<ul style="list-style-type: none"> – Optimisation of fleet investments and modernisations – Creation of a new platform with a focus on tourist business – Continued digitalisation of operations processes – Implementation of cooperation agreements with airports
Michael Niggemann	<ul style="list-style-type: none"> – Redimensioning: adjusting work-force and staff costs to crisis-related conditions – Further development of leadership and corporate culture – Talent retention and diversity; promotion of women in management – Corporate structure: development of a competitive, modern legal structure
Remco Steenberg	<ul style="list-style-type: none"> – Development of a refinancing and debt plan – Recovery of investment capability – Introduction of portfolio processes – Pushing ahead with management succession planning

For the four-year period 2021 to 2024, the focus is on repaying the stabilisation measures and return to profitability, as measured by cumulative Adjusted EBIT for 2022 to 2024 (instead of Adjusted ROCE and relative total shareholder return, as defined for the long-term variable remuneration in the remuneration system). The Supervisory Board defined the “Environment” parameter as a focus topic for the strategic and sustainability targets, because ecological sustainability remains a key objective of the long-term corporate strategy, notwithstanding the crisis. A reduction in the fleet’s specific CO₂ emissions per passenger-kilometre flown was retained as a target for the four-year period. The annual target reduction in 2024 is measured in comparison with the pre-crisis year 2019.

TARGET REMUNERATION IN 2021

The following table shows the remuneration agreed with the Executive Board members for 2021. The variable remuneration is presented based on the form recommended by the

German Corporate Governance Code as amended on 7 February 2017 as Model table 1 relating to 4.2.5 Paragraph 3. Individual caps and lower thresholds for these remuneration elements are also shown.

T189 TARGET REMUNERATION 2021

		Carsten Spohr, Chairman of the Executive Board Chairman since 1 May 2014; Member of the Executive Board since 1 Jan 2011				Christina Foerster Member of the Executive Board since 1 Jan 2020			
		2021	2020	2021 (min)	2021 (max)	2021	2020	2021 (min)	2021 (max)
in € thousands									
Fixed remuneration	Basic salary	1,634	1,471 ¹⁾	1,634	1,634	860	774 ¹⁾	860	860
	Ancillary benefits	42	19	42	42	44	1	44	44
	Total	1,676	1,490	1,676	1,676	904	775	904	904
Variable remuneration	One-year variable remuneration	-	1,140 ²⁾	-	-	-	600 ²⁾	-	-
	Long-term variable remuneration	-	2,090	-	-	-	1,100	-	-
	Total	0	3,230	0	0	0	1,700	0	0
Service cost		871	925	871	871	461	450	461	461
Total remuneration		2,547	5,645	2,547	2,547	1,365	2,925	1,365	1,365

		Harry Hohmeister Member of the Executive Board since 1 Jan 2013				Detlef Kayser Member of the Executive Board since 1 Jan 2019			
		2021	2020	2021 (min)	2021 (max)	2021	2020	2021 (min)	2021 (max)
in € thousands									
Fixed remuneration	Basic salary	860	774 ¹⁾	860	860	860	774 ¹⁾	860	860
	Ancillary benefits	41	15	41	41	33	6	33	33
	Total	901	789	901	901	893	780	893	893
Variable remuneration	One-year variable remuneration	-	600 ²⁾	-	-	-	600 ²⁾	-	-
	Long-term variable remuneration	-	1,100	-	-	-	1,100	-	-
	Total	0	1,700	0	0	0	1,700	0	0
Service cost		453	483	453	453	457	460	457	457
Total remuneration		1,354	2,972	1,354	1,354	1,350	2,940	1,350	1,350

		Michael Niggemann Member of the Executive Board since 1 Jan 2020				Remco Steenbergen Member of the Executive Board since 1 Jan 2021			
		2021	2020	2021 (min)	2021 (max)	2021	2020	2021 (min)	2021 (max)
in € thousands									
Fixed remuneration	Basic salary	860	774 ¹⁾	860	860	861	-	860	860
	Ancillary benefits	42	1	42	42	63	-	63	63
	Total	902	775	902	902	923	0	923	923
Variable remuneration	One-year variable remuneration	-	600 ²⁾	-	-	-	-	-	-
	Long-term variable remuneration	-	1,100	-	-	-	-	-	-
	Total	0	1,700	0	0	0	0	0	0
Other		-	-	-	-	975 ³⁾	-	975	975
Service cost		467	450	467	467	450	-	450	450
Total remuneration		1,369	2,925	1,369	1,369	2,348	0	2,348	2,348

¹⁾ Considering the voluntary waiver of 20% of basic salary for the period from April to September 2020.

²⁾ The Executive Board members active in the financial year waived their entitlement to the one-year variable remuneration for 2020 (annual bonus 2020) (p. 276).

³⁾ The Supervisory Board agreed to a one-off gross payment of EUR 2,925,000 to Remco Steenbergen in compensation for his loss of benefits from his previous employer. The compensation payment is being made in three instalments of EUR 975,000 in 2021, 2022 and 2023.

Remuneration paid and due in 2021 pursuant to Section 162 AktG

The following section shows the remuneration paid and due to each individual active and former Executive Board member in 2021, in accordance with Section 162 Paragraph 1 Sentence 1 AktG. The tables therefore include all the amounts due and actually paid to the individual Executive Board member in the reporting period (“remuneration paid”) and all the remuneration legally due but not yet paid (“remuneration due”).

VARIABLE REMUNERATION PAID AND DUE IN 2021

The variable remuneration components that would usually been due in the financial year comprise the annual bonus for 2020, the Deferral 2018 and payments from the option programme LH-Performance 2017.

All the active Executive Board members in 2021 have waived any rights to an annual bonus 2020. At the same time, affected active Executive Board members Carsten Spohr and Harry Hohmeister, as well as former Executive Board members Bettina Volkens and Thorsten Dirks, have declared to waive payment of their claims of the Deferral 2018 until further notice, so that these amounts were not yet due in 2021. No payments were made for the outperformance option or the performance option under LH-Performance programme 2017 either because the relevant targets were not achieved (➤ p. 212ff.). Thus, no variable remuneration at all was paid or due to active Executive Board members in 2021.

One-year variable remuneration for 2020 (annual bonus 2020)

The Adjusted EBIT margin and Adjusted ROCE each accounted for 42.5% of the financial targets for the annual bonus 2020. In 2020, the target for the Adjusted EBIT margin was 5.4%. The target for Adjusted ROCE was 5.8%. The end points of the range (lower and upper threshold) were each defined by a deviation of +/-3 percentage points from the target.

As a result of the negative impact of the global coronavirus pandemic on the Lufthansa Group's business, target achievement for the financial targets in the short-term variable remuneration for 2020 was 0%.

The Supervisory Board defined “Customer” and “Employees” as the focus topics for the business and sustainability targets. The Net Promoter Score, i.e. the proportion of customers recommending the Company, is used for the sustainability parameter “Customer” (the Net Promoter Score is a registered service mark of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc.). The corresponding results were taken from the Network Airlines (Lufthansa German Airlines, Austrian Airlines, SWISS) and from Eurowings, with

three-quarters weighted for the Network Airlines and one-quarter for Eurowings. The performance curve is linear. Interim figures were interpolated on a straight-line basis.

The “Engagement Index” was used for the parameter “Employees”, which measures the extent to which employees identify with the Company, as well as their commitment and willingness to recommend the Company to others. Each index score corresponds to a performance level. The 100% target is based on the average external benchmark.

The “Customers” and “Employees” targets each accounted for 7.5% of the annual bonus. The target achievement for the Customers target in 2020 was 140% (➤ **Combined non-financial declaration in the Annual Report 2020, p. 102**) and the target achievement for the Employees target was 200% (➤ **Combined non-financial declaration in the Annual Report 2020, p. 105**). Total target achievement for the business and sustainability targets for the annual bonus 2020 was therefore 170%.

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 annual bonus. This is based on the individual performance targets set annually by the Supervisory Board and the individual Executive Board members. At the end of the financial year, these were reviewed by the Steering and Remuneration Committee and the Supervisory Board. When setting the individual targets, the Supervisory Board emphasised overcoming the crisis as the overarching goal against the background of the already looming coronavirus pandemic. For a detailed description of the individual targets, see the ➤ **Remuneration report 2020 in the Annual report 2020, p. 255f.**

The Steering and Remuneration Committee and Supervisory Board assessed performance against the individual targets at the end of the financial year 2020. For each Executive Board member, the factor of between 0.8 and 1.2 was then multiplied with the overall target achievement from the financial and the business and sustainability targets.

On the basis of actual target achievement and the individual performance factors defined by the Supervisory Board, this results in an overall performance of 25.5% to 30.6% for the Executive Board members for the annual bonus 2020. For the individual entitlements under the annual bonus 2020, see ➤ **Remuneration report 2020 in the Annual report 2020, p. 256.**

All the Executive Board members active in 2021 waived the payment of their rights to an annual bonus for 2020 on 2 March 2021.

Deferral from the annual bonus 2018 (Deferral 2018)

In the remuneration system for Executive Board members effective until 31 December 2018, the variable remuneration was based on the Lufthansa Group's EBIT margin. For the financial year 2018, 50% of the variable remuneration was paid in the following year, the other 50% being deferred for two further years. At the end of the full three-year assessment period, the amount carried forward is multiplied by a factor determined on the basis of objective indicators, of which cumulative three-year EACC accounts for 70% and the sustainability parameters environment, customer satisfaction and employee commitment account for 30%. The factor can vary between 0.0 and 2.0 and is applied uniformly for the entire Executive Board to the amount carried forward before it is paid out. The multiplier based on EACC increases on a linear basis from a value of 0.0, which corresponds to EACC of EUR -1,000m or lower, to a maximum value of 2.0, which is attained when EACC reaches EUR 1,000m. The sustainability factor, which can also vary between 0.0 and 2.0, is determined by the Supervisory Board on the basis of a recommendation from the Steering and Remuneration Committee and represents a discretionary assessment of changes in the figures "Reduction of CO₂ emissions", "Customer satisfaction at Lufthansa German Airlines (CPI)" and "Employee survey indices in the Group". The total amount of variable remuneration that can be paid for a given financial year is capped at 175% of fixed annual salary.

Due to the collapse in business caused by the coronavirus crisis in 2020, the EACC factor for the benefit vested and deferred in financial year 2018 is 0 (cumulative three-year EACC 2018 - 2020: EUR -4,596m). The Supervisory Board has set the sustainability factor at 1.2 on the basis of a recommendation by the Steering and Remuneration Committee in view of the significant improvements in the Customer Profile Index and the Engagement Index. This gives a total multiple of 0.36. Mr Spohr is therefore entitled to a payment of EUR 498,398 for the amount deferred from 2018 and Messrs Hohmeister, Dirks, Svensson and Ms Volkens are each entitled to EUR 311,499. In March 2021 Messrs Spohr, Hohmeister and Dirks and Ms Volkens have declared to waive the payment of the Deferral 2018 until further notice. This deferral agreement remains in effect unchanged.

Share-based remuneration – LH-Performance 2017

Up to and including 2018, the Executive Board members were obliged to take part in the share programme for Lufthansa executives.

Participation in LH-Performance for Executive Board members required an investment in Lufthansa shares in tranches of EUR 4k. The CEO was obliged to hold Lufthansa shares valued at EUR 180k and an ordinary Executive Board member to hold shares valued at EUR 120k, whereby Lufthansa granted a discount of 50% on the share price. The shares held could not be sold until the end of the four-year performance period. The amount of any possible entitlement under the share programmes is linked both to the absolute performance of the Lufthansa share (performance option) and to the performance of the Lufthansa share compared with a notional index of European competitors' shares (outperformance option). The performance and outperformance of the Lufthansa shares are calculated on the principle of total shareholder return. This means that cash dividends, subscription rights, capital rights and other special rights are included in the calculation of performance/outperformance, as well as the change in the share price. The performance option for 2017 results in a cash payment if the share price goes up by more than 23%. The option is capped at a performance of more than 35%. For the outperformance option the participants receive a payment for each percentage point of outperformance. When this is more than 20 percentage points, it is capped at a defined amount. The maximum for both the performance and the outperformance options is EUR 20k per tranche.

Payments are only made to Executive Board members under the options if they are still active members of the Executive Board of Deutsche Lufthansa AG at the end of the programme. If the Executive Board member has retired or steps down once his appointment comes to an end, a payment is made pro rata temporis for the portion of the programme during which the participant was still a member of the Executive Board.

No payments were made to Executive Board members in the reporting year for the outperformance option 2017. The same applied to the performance option for 2017, since the hurdle rate of 23% was not achieved. Further information about the ongoing LH-Performance programmes can be found in [Note 39, p. 212ff.](#)

The following tables provide information about the shares or option packages held by the Executive Board members under the LH-Performance programme as of 31 December 2021 (2020), and about the development of the LH-Performance programme for Executive Board members in the reporting year.

T190 LH-PERFORMANCE PROGRAMME

Number of shares	2018 programme	
	Number of shares purchased from own funds	Number of option packages
Carsten Spohr	10,125 (10,125)	45 (45)
Thorsten Dirks (until 30 Jun 2020)	6,750 (6,750)	30 (30)
Harry Hohmeister	6,750 (6,750)	30 (30)
Ulrik Svensson (until 30 Apr 2020)	6,750 (6,750)	30 (30)
Bettina Volkens (until 31 Dec 2019)	6,750 (6,750)	30 (30)

T191 PERFORMANCE OF LH-PERFORMANCE PROGRAMME

in €	Financial year 2021			Financial year 2020		
	Payments from maturing share programmes	Change in fair value of ongoing share programmes	Total	Payments from maturing share programmes	Change in fair value of ongoing share programmes	Total
Carsten Spohr	-	-178,406	-178,406	-900,000	-248,558	-1,148,558
Thorsten Dirks	-	-118,937	-118,937	-	-15,633	-15,633
Christina Foerster	-	-	-	-	-	-
Harry Hohmeister	-	-118,937	-118,937	-600,000	-165,705	-765,705
Detlef Kayser	-	-	-	-	-	-
Michael Niggemann	-	-	-	-	-	-
Ulrik Svensson	-	-89,843	-89,843	-	-46,453	-46,453
Bettina Volkens	-	-142,053	-142,053	-600,000	-465,370	-1,065,370
	-	-648,176	-648,176	-2,100,000	-941,719	-3,041,719

EXECUTIVE BOARD MEMBERS ACTIVE IN THE FINANCIAL YEAR

The following tables show the remuneration paid and due to Executive Board members active in 2021 as defined in Section 162 Paragraph 1 Sentence 1 AktG, as well as the relative proportions of individual fixed and variable remuneration. Although the expenses for retirement benefit commitments

are not classified as paid 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 and correspond to the service cost for pensions and other contractually agreed retirement benefits in accordance with IAS 19.

T192 REMUNERATION PAID AND DUE IN ACCORDANCE WITH SECTION 162 PARAGRAPH 1 SENTENCE 1 AKTG – EXECUTIVE BOARD MEMBERS ACTIVE IN 2021

in € thousands		Carsten Spohr, Chairman of the Executive Board Chairman since 1 May 2014; Member of the Executive Board since 1 Jan 2011				Christina Foerster Member of the Executive Board since 1 Jan 2020			
		2021	2021 ¹⁾	2020	2020 ¹⁾	2021	2021 ¹⁾	2020	2020 ¹⁾
Fixed remuneration	Basic salary	1,634	97.5%	1,471 ²⁾	38.4%	860	95.1%	774 ²⁾	99.9%
	Ancillary benefits	42	2.5%	19	0.5%	44	4.9%	1	0.1%
	Total	1,676	100.0%	1,490	38.9%	904	100.0%	775	100.0%
Variable remuneration	One-year variable remuneration 2020 ³⁾ (2019)	-	-	576	15.0%	-	-	-	-
	Long-term variable remuneration								
	Three-year variable remuneration Deferral 2018 ⁴⁾ (Deferral 2017)	-	-	864	22.6%	-	-	-	-
	Payment option programmes LH Performance 2017 (LH Performance 2016)	0	0.0%	900	23.5%	-	-	-	-
	Total	0	0.0%	2,340	61.1%	0	0.0%	0	0.0%
Total remuneration as defined in Section 162 AktG		1,676	100.0%	3,830	100.0%	904	100.0%	775	100.0%
Service cost		871	-	925	-	461	-	450	-
Total remuneration		2,547	-	4,755	-	1,365	-	1,225	-

in € thousands		Harry Hohmeister Member of the Executive Board since 1 Jan 2013				Detlef Kayser Member of the Executive Board since 1 Jan 2019			
		2021	2021 ¹⁾	2020	2020 ¹⁾	2021	2021 ¹⁾	2020	2020 ¹⁾
Fixed remuneration	Basic salary	860	95.4%	774 ²⁾	34.7%	860	96.3%	774 ²⁾	73.6%
	Ancillary benefits	41	4.6%	15	0.7%	33	3.7%	6	0.6%
	Total	901	100.0%	789	35.3%	893	100.0%	780	74.1%
Variable remuneration	One-year variable remuneration 2020 ³⁾ (2019)	-	-	303	13.6%	-	-	272	25.9%
	Long-term variable remuneration								
	Three-year variable remuneration Deferral 2018 ⁴⁾ (Deferral 2017)	-	-	540	24.2%	-	-	-	-
	Payment option programmes LH Performance 2017 (LH Performance 2016)	-	-	600	26.9%	-	-	-	-
	Total	0	0.0%	1,443	64.7%	0	0.0%	272	25.9%
Total remuneration as defined in Section 162 AktG		901	100.0%	2,232	100.0%	893	100.0%	1,052	100.0%
Service cost		453	-	483	-	457	-	460	-
Total remuneration		1,354	-	2,715	-	1,350	-	1,512	-

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⁾ Considering the voluntary waiver of 20% of basic salary for the period from April to September 2020.

³⁾ Considering the waiver of claims to the one-year variable remuneration in 2020.

⁴⁾ Considering the waiver of the payment of Deferral 2018 in March 2021 and the deferral of payment until further notice.

T192 REMUNERATION PAID AND DUE IN ACCORDANCE WITH SECTION 162 PARAGRAPH 1 SENTENCE 1 AKTG – EXECUTIVE BOARD MEMBERS ACTIVE IN 2021 (continued)

in Tsd. €		Michael Niggemann Member of the Executive Board since 1 Jan 2020				Remco Steenberg Member of the Executive Board since 1 Jan 2021			
		2021	2021 ¹⁾	2020	2020 ¹⁾	2021	2021 ¹⁾	2020	2020 ¹⁾
Fixed remuneration	Basic salary	860	95.3%	774 ²⁾	99.9%	860	45.3%	-	-
	Ancillary benefits	42	4.7%	1	0.1%	63	3.3%	-	-
	Total	902	100.0%	775	100.0%	923	48.6%	-	-
Variable remuneration	One-year variable remuneration 2020 ³⁾ (2019)	-	-	-	-	-	-	-	-
	Long-term variable remuneration								
	Three-year variable remuneration Deferral 2018 ⁴⁾ (Deferral 2017)	-	-	-	-	-	-	-	-
	Payment option programmes LH Performance 2017 (LH Performance 2016)	-	-	-	-	-	-	-	-
	Total	0	0.0%	0	0.0%	0	0.0%	-	-
Other	-	-	-	-	975 ⁵⁾	51.4%	-	-	
Total remuneration as defined in Section 162 AktG	902	100.0%	775	100.0%	1,898	100.0%	-	-	
Service cost	467	-	450	-	450	-	-	-	
Total remuneration	1,369	-	1,225	-	2,348	-	-	-	

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⁾ Including voluntary waiver of 20% of basic salary for the period from April to September 2020.

³⁾ Considering the waiver of claims to the one-year variable remuneration in 2020.

⁴⁾ Considering the waiver of the payment of Deferral 2018 in March 2021 and the deferral of payment until further notice.

⁵⁾ The Supervisory Board agreed to a one-off gross payment of EUR 2,925,000 to Remco Steenberg in compensation for his loss of benefits from his previous employer. The compensation payment is being made in three instalments of EUR 975,000 in 2021, 2022 and 2023.

In 2021, 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

The following table shows the remuneration paid and due to former Executive Board members in 2021 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 2011.

T193 REMUNERATION PAID AND DUE IN ACCORDANCE WITH SECTION 162 PARAGRAPH 1 SENTENCE 1 AKTG FOR FORMER EXECUTIVE BOARD MEMBERS

in € thousands	Fixed and variable remuneration			Pensions		Total
	Ancillary benefits	One-year variable remuneration 2020	Three-year variable remuneration Deferral 2018	Annuity	Capital payment	
Ulrik Svensson Member of the Executive Board until 30 April 2020	-	51	311	-	-	362
Christoph Franz Member of the Executive Board until 7 February 2014	-	-	-	-	2,794	2,794
Stefan Lauer Member of the Executive Board until 6 May 2012	2	-	-	369	-	371

Total current payments and other benefits to former Executive Board members and their surviving dependants (including the individual payments shown in [T193, p. 280](#), with the exception of the capital payment to Christoph Franz) came to EUR 5.6m in the reporting year (previous year: EUR 5.2m). This also includes non-cash benefits and concessionary travel. Pension obligations towards former Executive Board members and their surviving dependants amount to EUR 67.2m (previous year: EUR 67.8m).

Malus and clawback rule

In the event of an intentional or grossly negligent breach of statutory obligations or internal policies (compliance penalty or 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 short-term 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 make use of the right to withhold or demand repayment of variable remuneration components in 2021.

Retirement benefits

The members of the Executive Board receive retirement benefit commitments based on a defined contribution plan. As of 2019, every Executive Board member receives, for the duration of their employment, a fixed annual amount of EUR 855k for the CEO and EUR 450k for ordinary members as a contribution to their retirement benefit account.

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. If employment 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 to 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 will consist 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 a pension entitlement arises.

The pension credit is paid out in ten instalments. On application by the Executive Board member or his/her surviving dependants, a payment as a lump sum or in fewer than ten instalments may also be made, subject to approval by the Company. For the pension credits received until 31 December 2018 by Carsten Spohr and Harry Hohmeister, the pension credit 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 wage agreement "Transitional pensions for cockpit staff". If Carsten Spohr leaves the Executive Board before he becomes 60 and resumes his employment as a pilot, he is entitled to draw a "Transitional pension for cockpit staff at Lufthansa" once he becomes 60 or on request once he turns 55, in accordance with the provisions of the wage 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 2021

The total amount of pension entitlements acquired by active and former Executive Board members in 2021 was EUR 3.0m (previous year: EUR 4.0m) according to HGB and EUR 3.2m

(previous year: EUR 3.9m) under IFRS was included in staff costs (service cost). The individual service cost and present values of pension entitlements are as follows:

T194 PENSION ENTITLEMENTS ACCORDING TO HGB AND IFRS

in € thousands	HGB		HGB		IFRS		IFRS	
	Current service costs		Settlement amount of pension obligations		Current service costs		Defined-benefit obligations (DBO)	
	2021	2020	31.12.2021	31.12.2020	2021	2020	31 Dec 2021	31 Dec 2020
Carsten Spohr	810	797	9,413	8,018	871	925	9,415	8,024
Christina Foerster	428	651	1,114	654	461	450	1,118	666
Harry Hohmeister	431	427	4,265	3,572	453	483	4,265	3,573
Detlef Kayser	430	434	1,828	1,304	457	460	1,828	1,305
Michael Niggemann	435	680	1,154	684	467	450	1,159	701
Remco Steenbergen	513	-	513	-	450	-	514	-
Thorsten Dirks (until 30 June 2020)	-	200	-	1,770	-	251	-	1,770
Ulrik Svensson (until 30 April 2020)	-	142	-	1,890	-	160	-	1,890
Bettina Volkens (until 31 December 2019)	-	651	-	3,768	-	698	-	3,768
	3,047	3,982	18,287	21,660	3,159	3,877	18,299	21,697

Maximum remuneration

In addition to the caps on short-term and long-term variable remuneration, the Supervisory Board has capped the total amount of remuneration in the financial year (including fringe benefits and retirement benefit commitments) in accordance with Section 87a Paragraph 1 Sentence 2 No. 1 AktG. Since 2019, this maximum remuneration has been EUR 9.5m for the Chairman of the Executive Board and CEO and EUR 5m for an ordinary Executive Board member and relates to actual expenses or the actual payment of remuneration agreed for the financial year (including retirement benefit commitments). If remuneration for a financial year exceeds this cap, the variable remuneration is reduced accordingly.

Since the four-year performance period of the long-term variable remuneration results in the payment of this component only in the third year after the reporting year, compliance with the remuneration cap can only be reported definitively in the remuneration report for the third financial year following the year in which the agreement was made. As the Supervisory Board suspended the variable remuneration agreement for Executive Board members for 2021, it is already certain that the cap as defined in Section 87a Paragraph 1 Sentence 2 No. 1 AktG will not be exceeded for 2021.

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 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.

The minimum number of Lufthansa shares to be purchased by the Executive Board members is 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. Shares are to be acquired over a four-year period. Existing shareholdings can be included in the calculation. In connection with the restrictions on Executive Board remuneration for the duration of the ESF stabilisation measures, the Supervisory Board has decided to suspend the four-year acquisition period for as long as the stabilisation measures are in place. It will be resumed as soon as variable remuneration is paid again.

T195 SHAREHOLDINGS OF CURRENT EXECUTIVE BOARD MEMBERS

	Number of LH shares according to SOG	Shareholdings as of 31 Dec 2021
Carsten Spohr	155,969	309,960
Christina Foerster	56,126	9,852
Harry Hohmeister	41,044	152,096
Detlef Kayser	41,044	44,640
Michael Niggemann	56,126	100,000
Remco Steenbergen	99,113	100,000

The shares bought in accordance with the SOG are to be held until the end of the service contract with the Executive Board member. After they leave, Executive Board members may sell 25% of their SOG shares per year.

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 basic salary and the target amounts of one-year and long-term variable remuneration; in-kind benefits and ancillary benefits are not considered. This means the maximum severance pay for an ordinary Executive Board member is currently EUR 2,560,000 per annum, or EUR 4,864,000 for the CEO.

POST-CONTRACTUAL NON-COMPETE CLAUSE

As a rule, the Executive Board members are subject to a one-year non-competition clause after leaving the Executive Board. The Company pays the Executive Board member compensation of half their annual basic salary for the duration of the post-contractual non-compete clause. The Company has the option of waiving the post-contractual non-compete clause up to the end of the service contract with the effect that it is no longer obliged to pay compensation six months after the waiver is entered. Currently, only the service contracts with Harry Hohmeister, Detlef Kayser and Remco Steenbergen, which were signed after the German Corporate Governance Code as amended on 16 December 2019 came into effect, as well as future appointments and reappointments, require severance pay to be offset against the non-compete compensation.

CHANGE OF CONTROL

If the contract between an Executive Board member and Deutsche Lufthansa AG is terminated in connection with a change of control at the Company, the Executive Board member is entitled to a payment equivalent to the remuneration outstanding for the remainder of the contract. The amount of payment may not exceed 150% of the contractual cap on severance pay mentioned above. In line with the recommendation of the German Corporate Governance Code as amended on 16 December 2019 (GCGC 2019), the cap on severance pay also applies to a change of control for the service contracts with Harry Hohmeister, Detlef Kayser and Remco Steenbergen, which were signed after GCGC 2019 came into effect, as well as for future appointments and reappointments.

Review of the appropriateness of Executive Board remuneration

The Supervisory Board also reviewed the amount and structure of Executive Board remuneration in 2021. It again confirmed that the Executive Board remuneration is appropriate, particularly given that all variable remuneration components have been suspended.

When reviewing the appropriateness of Executive Board remuneration, the Supervisory Board also considers whether it is market-standard by examining the amount and structure of Executive Board remuneration at comparable companies and the relation between remuneration for the Executive Board and for senior managers and the workforce as a whole, also over time.

To determine whether it is appropriate and market-standard, the target and maximum remuneration are assessed on the basis of Deutsche Lufthansa AG's position in a comparable market, as defined by reference to revenue, employees and market capitalisation. The comparable market consists of DAX and MDAX companies of a similar size as of the assessment date.

For the vertical appropriateness review, the Supervisory Board looks at the remuneration of both senior executives and the workforce as a whole, with regard to the German Group companies in the Lufthansa collective bargaining group.

Remuneration of Supervisory Board members

Structure of Supervisory Board remuneration

The rules for the remuneration of Supervisory Board members in 2021 are based on a resolution passed at the Annual General Meeting on 8 May 2012. Since 2013, remuneration has consisted solely of fixed remuneration plus an attendance fee. It reflects the responsibility and the scope of the Supervisory Board members' work. An additional remuneration is an appropriate reflection of the higher time commitment by the Chair and the Deputy Chair of the Supervisory Board, and by the members and Chair of 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. A resolution confirming the remuneration is permitted. The Annual General Meeting passed such a resolution on 4 May 2021 approving the remuneration system and the remuneration of Supervisory Board members by a majority of 97.6%.

Ordinary Supervisory Board members receive remuneration of EUR 80k for each financial year in accordance with Section 13 Paragraph 1 of the Articles of Association. The Chair receives EUR 240k, and the Deputy Chair EUR 120k. The Chair of the Audit Committee receives an additional EUR 60k and other members of the Audit Committee receive an additional EUR 30k. Chairs of other committees receive an additional EUR 40k and other members of other committees receive an additional EUR 20k. Remuneration for committee work is subject to the proviso that the committee must have met at least once in the financial year.

If Supervisory Board members leave the Supervisory Board or a post in one of its committees for which additional remuneration is paid during the course of a financial year, they receive their remuneration pro rata temporis. Pro rata temporis remuneration for committee work is subject to the proviso that the committee must have met at least once before their departure.

Fixed remuneration and remuneration for committee work are due at the end of each financial year, attendance fees are due in principle at the end of each meeting. Attendance fees were paid directly after the meetings in 2021. Supervisory Board remuneration was paid in January 2022.

Remuneration paid and due in 2021 pursuant to Section 162 AktG

The remuneration paid and due to the Supervisory Board members in 2021 (fixed remuneration plus remuneration for committee work) for 2021 came to EUR 2,170k (previous year: EUR 1,887k).

The following table shows the amounts for the individual Supervisory Board members.

T196 REMUNERATION PAID AND DUE IN ACCORDANCE WITH SECTION 162 PARAGRAPH 1 SENTENCE 1 AKTG - SUPERVISORY BOARD MEMBERS

	2021 ¹⁾					2020 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 %	in € thousands	in %	
Karl-Ludwig Kley	240	80.0	60	20.0	300	210	79.8	53	20.2	263
Christine Behle	120	85.7	20	14.3	140	105	85.4	18	14.6	123
Alexander Behrens	80	72.7	30	27.3	110	70	72.9	26	27.1	96
Jörg Cebulla	80	72.7	30	27.3	110	70	72.9	26	27.1	96
Erich Clementi	80	100.0	-	0.0	80	44	100.0	-	-	44
Thomas Enders	80	66.7	40	33.3	120	44	80.0	11	20.0	55
Herbert Hainer (until 5 May 2020)	-	-	-	-	-	26	66.7	13	33.3	39
Christian Hirsch (until 31 Dec 2020)	-	-	-	-	-	70	100.0	-	-	70
Jürgen Jennerke	80	100.0	-	0.0	80	5	100.0	-	-	5
Michael Kerkloh	80	72.7	30	27.3	110	25	75.8	8	24.2	33
Carsten Knobel	80	72.7	30	27.3	110	70	72.9	26	27.1	96
Holger Benjamin Koch	80	100.0	-	0.0	80	70	100.0	-	-	70
Martin Koehler (until 31 Aug 2020)	-	-	-	-	-	45	80.4	11	19.6	56
Harald Krüger	80	57.1	60	42.9	140	44	100.0	-	-	44
Martina Merz (until 5 May 2020)	-	-	-	-	-	26	100.0	-	-	26
Michael Nilles (until 5 May 2020)	-	-	-	-	-	26	100.0	-	-	26
Monika Ribar (until 31 Aug 2020)	-	-	-	-	-	45	72.6	17	27.4	62
Birgit Rohleder	80	100.0	-	0.0	80	70	100.0	-	-	70
Miriam Sapiro	80	100.0	-	0.0	80	70	100.0	-	-	70
Ilja Schulz	80	80.0	20	20.0	100	70	80.5	17	19.5	87
Britta Seeger (since 4 May 2021)	53	100.0	-	0.0	53	-	-	-	-	-
Birgit Spineux (since 1 Jan 2021)	80	100.0	-	0.0	80	-	-	-	-	-
Astrid Stange	80	100.0	-	0.0	80	44	100.0	-	-	44
Olivia Stelz	80	100.0	-	0.0	80	70	100.0	-	-	70
Stephan Sturm	27	57.4	20	42.6	47	70	56.9	53	43.1	123
Angela Titzrath	80	100.0	-	0.0	80	25	100.0	-	-	25
Christina Weber (until 2 Dec 2020)	-	-	-	-	-	74	75.5	24	24.5	98
Klaus Winkler	80	72.7	30	27	110	70	100.0	-	-	70
Matthias Wissmann (until 5 May 2020)	-	-	-	-	-	26	100.0	-	-	26
Total	1,800	82.9	370	17.1	2,170	1,584	83.9	303	16.1	1,887

¹⁾ Remuneration for financial year 2021 due according to Section 162 AktG, paid in January 2022.

²⁾ Remuneration for financial year 2020 due according to Section 162 AktG, paid in January 2021. Considering the voluntary waiver of 25% of remuneration for April to September 2020 and of 25% of the attendance fees for the meeting in March 2020 as well as all other meetings between April and September 2020.

Other remuneration, mainly attendance fees, amounted to EUR 29k (previous year: EUR 23k). The Deutsche Lufthansa AG Supervisory Board members were also paid EUR 26k for work on supervisory boards of Group companies (previous year: EUR 16k).

Disclosures on the relative changes in Executive Board and Supervisory Board remuneration, the remuneration of the rest of the workforce and the Company's profitability

The following table shows the annual change in remuneration for the members of the Executive Board and the Supervisory Board, the average remuneration of the remaining workforce and year-on-year changes in selected earnings indicators for the Lufthansa Group. The remuneration of Executive Board members and Supervisory Board members shown in the tables [T192](#), p. 279f., and [T196](#), p. 285, represent the remuneration paid and due within the meaning of Section 162 Paragraph 1 Sentence 1 AktG.

Profitability is partly shown by reference to 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. In addition, the development of the annual financial statements of Deutsche Lufthansa AG is presented.

The presentation of average remuneration for FTE employees is based on the employees of the German companies in the Lufthansa collective bargaining group (without Lufthansa CityLine GmbH and Germanwings GmbH). A further distinction is made between the total workforce and those covered by collective bargaining agreements. The decline in the remuneration of employees compared with 2020 is largely due to contributions to overcome the crisis and structural changes.

T197 COMPARATIVE PRESENTATION OF CHANGES IN THE REMUNERATION OF THE EXECUTIVE BOARD, THE SUPERVISORY BOARD AND THE WORKFORCE, AS WELL AS THE DEVELOPMENT OF PROFITABILITY¹⁾

in %	Change 2020 to 2019	Change 2021 to 2020
I. Executive Board		
Active Executive Board members²⁾		
Carsten Spohr	-22.9	-56.2
Christina Foerster (since 1 Jan 2020)	-	+16.6
Harry Hohmeister	-26.2	-59.6
Detlef Kayser	+11.9	-15.1
Michael Niggemann (since 1 Jan 2020)	-	+16.4
Former Executive Board members³⁾		
Ulrik Svensson (until 30 Apr 2020)	-35.6	-67.7
Stefan Lauer (until 6 May 2013)	+2.2	+/-0
II. Workforce		
Overall workforce in Germany	-14.5	-5.4
Pay-scale staff in Germany	-13.5	-3.2
III. Earnings indicators		
Net profit/loss for the year Deutsche Lufthansa AG	-231.1	-196.2
Adjusted EBIT Lufthansa Group	-369.1	+56.9
Revenue Lufthansa Group in €m	-62.7	+23.7
IV. Remuneration Supervisory Board⁴⁾		
Karl-Ludwig Kley	-12.3	+14.1
Christine Behle	-12.1	+13.8
Alexander Behrens	-12.7	+14.6
Jörg Cebulla	-12.7	+14.6
Erich Clementi (since 5 May 2020)	-	+81.8
Thomas Enders (since 5 May 2020)	-	+118.2
Jürgen Jennerke (since 8 Dec 2020)	-	+1,500
Michael Kerkloh (since 2 Sep 2020)	-	+233.3
Carsten Knobel	-12.7	+14.6
Holger Benjamin Koch	-12.5	+14.3
Harald Krüger (since 5 May 2020)	-	+218.2
Birgit Rohleder	-12.5	+14.3
Miriam Sapiro	-12.5	+14.3
Ilja Schulz	-13.0	+14.9
Astrid Stange (since 5 May 2020)	-	+81.8
Olivia Stelz	-12.5	+14.3
Stephan Sturm (until 4 May 2021)	-12.1	-61.8
Angela Titzrath (since 2 Sep 2020)	-	+220
Klaus Winkler	-12.5	+57.1

¹⁾ Figures for Executive Board members, the Supervisory Board members and the workforce are based on remuneration paid and due in 2020 within the meaning of Section 162 Paragraph 1 Sentence 1 AktG. The transitional rule defined in Section 26 of the Introductory Act to the German Stock Corporation Act was applied.

²⁾ Disclosures do not include Remco Steenbergen, who has only been an Executive Board member since 1 January 2021 and therefore received no Executive Board remuneration prior to this date.

³⁾ Disclosures do not include Christoph Franz, who received no remuneration in the 2019 and 2020 financial years.

⁴⁾ Disclosures do not include Britta Seeger and Birgit Spineux, since they have only been Supervisory Board members since 2021 and therefore received no Supervisory Board remuneration in 2020 and 2019.