

# 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 2024 financial year, as well as the target remuneration granted for the 2024 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 2024 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/de/corporate-governance/vorstand/vorstandsverguetungssystem.html>

## Review of remuneration year 2024

### An economically demanding year for the Lufthansa Group

The Lufthansa Group can look back on another very challenging financial year. The tail-end effects of the coronavirus crisis are still making themselves felt throughout the airline industry. These include delays in aircraft deliveries and the need for newly hired staff to build up experience. Whereas the MRO business segment reported record results thanks to growing global demand for maintenance and repair services, core airline business – and particularly Lufthansa Airlines – contended with delays in aircraft deliveries, strikes, higher fees and charges and increasing price pressure due to global capacity growth. The annual forecast had to be revised twice in light of this situation, first at the start of the second quarter due to the impacts of the strikes, and again at the start of the third quarter on account of the market-related decline in yields in all our traffic regions, especially in Asia.

Despite this, the Executive Board consistently advanced the Lufthansa Group's focus on its core airline business with significant M&A activities in the 2024 financial year. Particularly noteworthy in this respect were the approval by the European Commission of the investment in ITA Airways and the completion of the sale of payment provider Lufthansa AirPlus Servicekarten GmbH. The development of Lufthansa City Airlines, the consistent expansion of Discover Airlines and the successful turnaround of Brussels Airline and Eurowings are serving to make the Lufthansa Group more international, competitive and resilient. Furthermore, while operating stability was improved significantly, great challenges and bottlenecks remain throughout the industry.

### Changes to the Executive Board

At its extraordinary meeting in February 2024, the Supervisory Board voted to carry out a wide-ranging reorganisation of the Executive Board. This consisted of reducing the Executive Board from six members to five and reorganising responsibilities.

As part of the reorganisation, Christina Foerster, Harry Hohmeister and Detlef Kayser stepped down from the Executive Board on 30 June 2024. At the same time, the Supervisory Board appointed Grazia Vittadini as Chief Technology Officer and Dieter Vranckx as Chief Commercial Officer, both with effect from 1 July 2024.

Remco Steenbergen resigned his Executive Board position as Chief Financial Officer with effect from the close of 7 May 2024, the date of the Annual General Meeting. At its extraordinary meeting, the Supervisory Board acknowledged the resignation of Remco Steenbergen from the Executive Board with effect from the close of 7 May 2024 and approved the conclusion of a severance agreement with effect from 30 June 2024. After the departure of Remco Steenbergen, Michael Niggemann headed the Finance function on an interim basis alongside his other responsibilities. The Executive Board therefore consisted of just four members from 1 July 2024 onwards.

Till Streichert was appointed as the new Chief Financial Officer with effect from 15 September 2024. In view of his long experience and outstanding reputation as a Chief Financial Officer, the Supervisory Board regarded Till Streichert as an outstanding member of the Executive Board when appointing him. The Executive Board has therefore had five members since 15 September 2024.

### Vote on the remuneration report for the 2023 financial year at the Annual General Meeting 2024

The remuneration system for the Executive Board members was presented to the Annual General Meeting for approval on 9 May 2023 and approved by shareholders with a large majority of 89.47%. Despite generally positive feedback on its structure and transparency, the remuneration report for the 2023 financial year only received the support of 73.21% of the shareholders in attendance at the Annual General Meeting on 7 May 2024.

The Supervisory Board discussed the concerns and suggestions of investors in depth in financial year 2024. The following table shows how these considerations were taken into account in the preparation of this remuneration report, in the Supervisory Board's remuneration decisions in the 2024 financial year and for the ongoing development of the remuneration system:



## T207 CONSIDERATION OF INVESTOR FEEDBACK IN 2024

Investor feedback	Lufthansa's response
Insufficient information about the peer group in the context of the Supervisory Board's appropriateness review	More detailed disclosures in this remuneration report on the peer group used to determine whether Executive Board remuneration meets market standards in the Supervisory Board's appropriateness review.
Criticism of the amount of contributions to the company pension	In the remuneration system adopted by the Supervisory Board with effect from the 2025 financial year, the level of contributions to the company pension was reduced for new and repeat appointments to around 30% of basic remuneration.
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. The sector index 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.
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 is also in line with market practice in Germany.
Settlement of variable remuneration components in shares rather than cash	The Executive Board remuneration system also provides an option for settlement in company shares. The existing share ownership guidelines ensure that the Executive Board invests in Company shares, so its interests are aligned with those of shareholders.

### Changes to the remuneration system for the Executive Board from the 2025 financial year onwards

At its meeting on 5 December 2024, the Supervisory Board adopted changes to the remuneration system approved by the Annual General Meeting on 9 May 2023, which take effect from 1 January 2025.

The revised remuneration system will be presented to the Annual General Meeting for approval on 6 May 2025. A summary of the key changes can be found in Chart [↗ C39 Adjustments to the remuneration system 2025](#) in this report and online in the notice convening the Annual General Meeting 2025.

## 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, 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 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 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 2024 financial year

Executive Board remuneration in financial year 2024 is based on the remuneration system approved by the Annual General Meeting on 9 May 2023, which has been applied to all active Executive Board members since 2023; it was again applied to all Executive Board members in the 2024 financial year. 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 2024 financial year.



## T208 EXECUTIVE BOARD REMUNERATION SYSTEM 2024

Component	Objective	Structure	Component	Objective	Structure
<b>Performance-unrelated remuneration</b>			<b>End-of-service benefits</b>		
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"> <li>Annual basic salary</li> <li>Paid in twelve monthly instalments               <ul style="list-style-type: none"> <li>CEO: EUR 1,892,000</li> <li>Outstanding Executive Board member: EUR 1,118,000</li> <li>Ordinary Executive Board member: EUR 860,000</li> </ul> </li> </ul>	Mutually agreed termination	Shall avoid unreasonably high severance payments	<ul style="list-style-type: none"> <li>Severance payment limited to remainder of service contract or two times annual remuneration (cap)</li> </ul>
Ancillary benefits		<ul style="list-style-type: none"> <li>Company car with driver, industry-standard concessionary flights for private travel, insurance premiums</li> </ul>	Post-contractual non-compete clause	Protects the Company's interests	<ul style="list-style-type: none"> <li>One-year non-compete clause after departure from the Executive Board, with compensation of 50% of basic salary payable</li> <li>Waiver of non-compete clause by Company possible (with six-month notice period)</li> </ul>
Retirement benefits	Shall ensure adequate retirement benefits	<ul style="list-style-type: none"> <li>Annual allocation of a fixed amount within the scope of a defined-contribution system               <ul style="list-style-type: none"> <li>CEO: EUR 990,000</li> <li>Outstanding Executive Board member: EUR 585,000</li> <li>Ordinary Executive Board member: EUR 450,000</li> </ul> </li> </ul>	Change-of-control clause	Shall ensure independence in takeover situations	<ul style="list-style-type: none"> <li>Severance payment corresponding to the remuneration due for the remainder of the service contract, up to 100% of the cap on severance pay</li> </ul>
<b>Performance-related remuneration</b>			<b>Other compensation rules</b>		
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	<ul style="list-style-type: none"> <li>Adjusted EBIT versus target (40%)</li> <li>Adjusted Free Cashflow versus target (40%)</li> <li>Overall and individual commercial and sustainability targets (20%)</li> <li>Individual performance factor (bonus/malus, 0.8 – 1.2)</li> <li>Cap: 200% of target amount</li> <li>Settlement in cash or shares</li> </ul>	Share Ownership Guidelines	Intended to strengthen the equity culture and align the interests of Executive Board members and shareholders	<ul style="list-style-type: none"> <li>Obligation to invest in Lufthansa shares within a period of four years               <ul style="list-style-type: none"> <li>CEO: 200% of basic salary</li> <li>Ordinary Executive Board member: 100% of basic salary</li> </ul> </li> <li>Holding obligation for the duration of work on the Executive Board: graduated annual reduction of 25% of shareholding after departure from the Executive Board</li> </ul>
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	<ul style="list-style-type: none"> <li>Conditional award of virtual Lufthansa shares with four-year duration;</li> <li>Final number of virtual shares depends on:               <ul style="list-style-type: none"> <li>Adjusted ROCE during the performance period versus annual target (50%)</li> <li>Relative TSR of the Lufthansa share versus sector index (NYSE Arca Global Airlines Index) (30%)</li> <li>Strategic and sustainability targets (20%)</li> </ul> </li> <li>Value depends on the absolute performance of the Lufthansa share (including dividends) over the course of the programme</li> <li>Cap: 200% of target amount</li> <li>Settlement in cash or shares</li> </ul>	Compliance and performance clawback	Shall ensure sustainable Company development	<ul style="list-style-type: none"> <li>Supervisory Board has the right to withhold STI and LTI or recover remuneration already paid</li> </ul>
			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"> <li>Reduction in variable remuneration where the maximum for a financial year is exceeded:               <ul style="list-style-type: none"> <li>CEO: EUR 11.0m</li> <li>Outstanding Executive Board member: EUR 6.5m</li> <li>Ordinary Executive Board member: EUR 5.0m</li> </ul> </li> </ul>

### Review of the appropriateness of Executive Board remuneration

In the 2024 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.

When reviewing the appropriateness of Executive Board remuneration, 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 DAX40 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 Deutsche Lufthansa AG's size in this comparable market.

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 T221). The workforce as a whole is made up of the upper management tier as well as non-pay scale and pay scale workers in the German Group companies in the Lufthansa collective bargaining group.

### Target remuneration

The following table shows the remuneration granted to members of the Executive Board for the 2024 and 2023 financial years, and includes a breakdown for 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 members of the Executive Board who have worked on the Executive Board for the full year. There were no changes to remuneration in the 2024 financial year.

#### T209 TARGET REMUNERATION AND RELATIVE PROPORTION IN 2024 AND 2023

	CEO				Outstanding Executive Board member responsible for Finance				Ordinary Executive Board members			
	2024 in € thou- sands	2024 Proportion	2023 in € thou- sands	2023 Proportion	2024 in € thou- sands	2024 Proportion	2023 in € thou- sands	2023 Proportion	2024 in € thou- sands	2024 Proportion	2023 in € thou- sands	2023 Proportion
<b>Fixed remuneration</b>												
Basic salary	1,892	33.6%	1,892	33.6%	1,118	33.6%	1,118	33.6%	860	33.6%	860	33.6%
<b>Variable remuneration</b>												
One-year variable remuneration 2024 (2023)	1,320	23.4%	1,320	23.4%	780	23.4%	780	23.4%	600	23.4%	600	23.4%
Long-term variable remuneration 2024 (2023)	2,420	43.0%	2,420	43.0%	1,430	43.0%	1,430	43.0%	1,100	43.0%	1,100	43.0%
<b>Target direct remuneration</b>	<b>5,632</b>	<b>100%</b>	<b>5,632</b>	<b>100%</b>	<b>3,328</b>	<b>100%</b>	<b>3,328</b>	<b>100%</b>	<b>2,560</b>	<b>100%</b>	<b>2,560</b>	<b>100%</b>

### 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 Executive Board member for the finance function 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 retirement benefit commitments). If remuneration for a financial year exceeds this cap, the variable remuneration is reduced accordingly.

### Compliance with the maximum remuneration limit for the 2024 financial year

Since the amount paid out for the long-term variable remuneration in 2024 will only be known on 31 December 2027 due to the four-year performance period, definitive information on compliance with the remuneration cap in relation to remuneration granted in the 2024 financial year will only be provided in the remuneration report for the 2027 financial year.



### Compliance with the maximum remuneration for the 2021 financial year

For the 2021 financial year, the Supervisory Board specified a maximum amount for the overall remuneration granted to the Executive Board members for the 2021 financial year. Following the end of the performance period for long-term variable remuneration 2021 (LTI 2021) on 31 December 2024, it is clear that none of the Executive Board members active in the 2021 financial year exceeded this maximum amount. The following table provides a detailed overview of the amounts of remuneration granted for the individual Executive Board members for the 2021 financial year, including the respective maximum amounts.

#### T210 MAXIMUM REMUNERATION FOR 2021 FINANCIAL YEAR

	Carsten Spohr, Chairman of the Executive Board, Chairman since 1.5.2014; Executive Board member since 1.1.2011		Christina Foerster Executive Board member from 1.1.2020 to 30.06.2024		Harry Hohmeister Executive Board member from 1.1.2013 to 30.06.2024		Detlef Kayser Executive Board member from 1.1.2019 to 30.06.2024		Michael Niggemann Executive Board member since 1.1.2020		Remco Steenberg Executive Board member from 1.1.2020 to 7.5.2024 <sup>2)</sup>	
in € thousands	2021	2021 (max.)	2021	2021 (max.)	2021	2021 (max.)	2021	2021 (max.)	2021	2021 (max.)	2021	2021 (max.)
<b>Fixed remuneration</b>												
Basic salary	1,634	1,634	860	860	860	860	860	860	860	860	860	860
Ancillary benefits	42	42	44	44	41	41	33	33	42	42	63	63
<b>Total</b>	<b>1,676</b>	<b>1,676</b>	<b>904</b>	<b>904</b>	<b>901</b>	<b>901</b>	<b>893</b>	<b>893</b>	<b>902</b>	<b>902</b>	<b>923</b>	<b>923</b>
<b>Variable remuneration</b>												
One-year variable remuneration 2021 <sup>1)</sup>	-	-	-	-	-	-	-	-	-	-	-	-
Long-term variable remuneration (LTI 2021)	3,140	4,180	1,652	2,200	1,652	2,200	1,652	2,200	1,652	2,200	-	-
<b>Total</b>	<b>3,140</b>	<b>4,180</b>	<b>1,652</b>	<b>2,200</b>	<b>1,652</b>	<b>2,200</b>	<b>1,652</b>	<b>2,200</b>	<b>1,652</b>	<b>2,200</b>	<b>0</b>	<b>0</b>
Service cost	871	871	461	461	453	453	457	457	467	467	450	450
<b>Total remuneration</b>	<b>5,687</b>	<b>6,727</b>	<b>3,017</b>	<b>3,565</b>	<b>3,006</b>	<b>3,554</b>	<b>3,002</b>	<b>3,550</b>	<b>3,021</b>	<b>3,569</b>	<b>1,373</b>	<b>1,373</b>
<b>Maximum remuneration in accordance with Section 87a Paragraph 1 Sentence 2 No. 1 AktG</b>		<b>9,500</b>		<b>5,000</b>		<b>5,000</b>		<b>5,000</b>		<b>5,000</b>		<b>5,000</b>

<sup>1)</sup> The Supervisory Board did not award any one-year variable remuneration to Executive Board members for financial year 2021 due to the ongoing coronavirus pandemic.

<sup>2)</sup> Remco Steenberg was not entitled to long-term variable remuneration for financial year 2021 under the terms of his severance agreement.

### Variable remuneration in the 2024 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 boost profitability while setting incentives for growth, thereby taking the importance of liquidity management (including investing activities) 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 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 ecological 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 2024 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 2024)

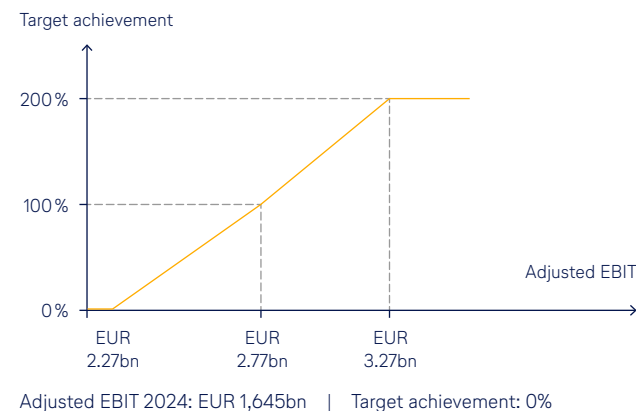
80% of the one-year variable remuneration for the 2024 financial year is based on financial targets, with 20% based on overall and individual business and sustainability targets.

In the interests of value-based management, the Group's key performance indicators 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 2024 financial year, as in prior years, the Supervisory Board defined "Customers" and "Employees" as focus topics for the business and sustainability targets in the one-year variable remuneration, and thus took the interests of key stakeholders into consideration.

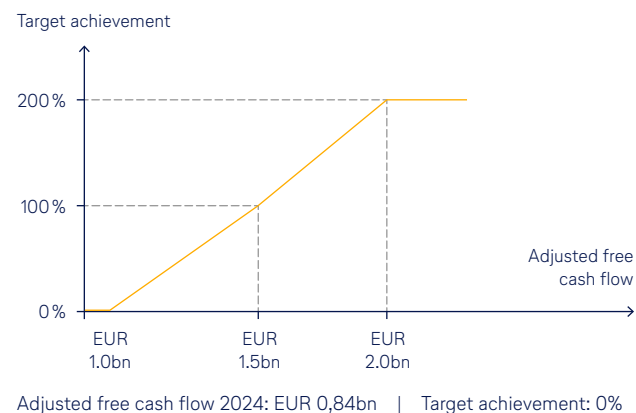
Financial targets are set by the Supervisory Board on the basis of the budget and the Group's mid-term financial planning for the upcoming financial year. The target for Adjusted EBIT in the 2024 financial year was EUR 2.77bn. For the performance criterion of Adjusted Free Cash Flow, the target was EUR 1.5bn. Interim figures are interpolated on a straight-line basis. The targets and performance against the financial targets in financial year 2024 are shown in the diagrams.

Overall, the level of target achievement for the financial targets for the one-year variable remuneration for the 2024 financial year is therefore 0%.

#### C29 STI 2024: TARGET AND TARGET ACHIEVEMENT ADJUSTED EBIT

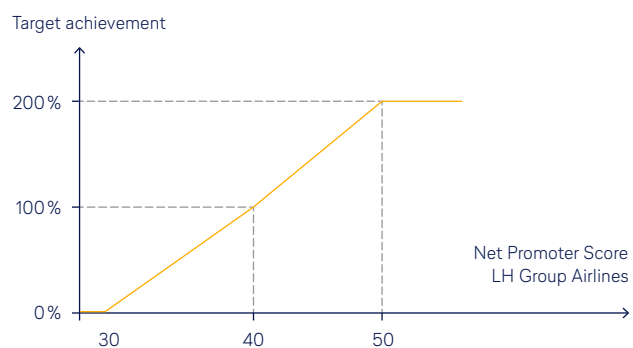


#### C30 STI 2024: TARGET AND TARGET ACHIEVEMENT ADJUSTED FREE CASH FLOW



For the “Customers” sustainability parameter, the Net Promoter Score<sup>1)</sup> (↗ **Combined non-financial declaration**), i.e. the proportion of customers recommending the Company, is applied to all LH Group airlines (Lufthansa Airlines, SWISS, Austrian Airlines, Brussels Airlines and Eurowings). Interim figures are interpolated on a straight-line basis.

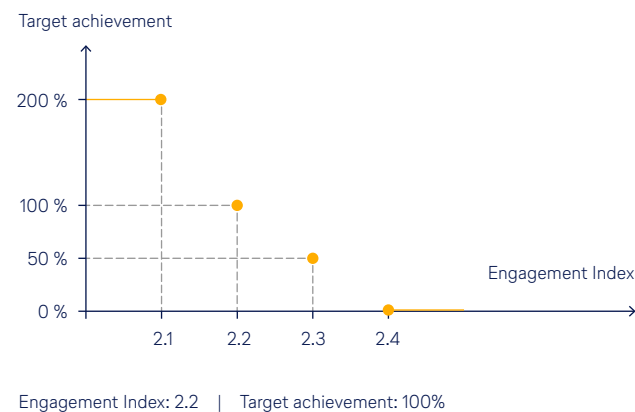
**C31 STI 2024: SUSTAINABILITY TARGET “CUSTOMER”**



Net Promoter Score: 31 | Target achievement: 10%

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. Each index score corresponds to a performance level. The 100% target is based on the average external benchmark.

**C32 STI 2024: SUSTAINABILITY TARGET “EMPLOYEES”**



Engagement Index: 2.2 | Target achievement: 100%

The “Customers” and “Employees” targets each account for 10% of the 2024 STI.

Overall, the level of target achievement for the 2024 STI based on the weighted target achievement of the financial and sustainability targets is thus 11%.

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 Committee and Supervisory Board assessed performance against individual targets at the end of the 2024 financial year. The following table provides an overview of the pre-defined individual and collective targets for the 2024 financial year and their assessment for the definition of the individual performance factor for the 2024 STI.

<sup>1)</sup> The Net Promoter Score is a registered trademark of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc.

**T211 2024 STI: INDIVIDUAL PERFORMANCE FACTOR**

2024 targets: implementation of the LH Group strategy, particularly

Assessment of implementation in 2024

**Strengthening multi-brand, multi-hub & AOC:** particularly the acquisition of a minority interest in ITA Airways; operating launch for Lufthansa City Airlines; vision for the LH Group brand portfolio

Takeover of ITA nearly complete in 2024; successful operating start for Lufthansa City Airlines; successful expansion of Discover Airlines; LH Group brand clearly defined

**Customer experience:** stabilisation in punctuality and regularity especially by summer 2024; introduction of new Allegris cabin product

Flight operations in 2024 not yet sufficiently stabilised compared with 2023. Allegris introduction started and in flight operations

**Human Resources:** Cultural Journey established

Group-wide cultural programme rolled out to the major business units

**Digitalisation:** ongoing development of digital services, including integration of the Miles & More frequent flyer programme; customer services harmonised across all digital channels

Lufthansa Group wins prize for Best Airline App 2024; Miles & More integrated into airline apps; digital check-in harmonised for hub airlines

**ESG/Fleet:** steps taken to achieve emission targets in line with the carbon reduction pathway; fleet modernisation continues

Introduction of new low-emission aircraft delayed; good results in ESG rankings that set LH Group apart positively from the competition

**Profitability:** higher profitability at Lufthansa Group Airlines; implementation of LHT growth programme Ambition 2030; completion of AirPlus disposal

Group profitability is good, but not at Lufthansa Airlines; LTH earnings for 2024 at previous year's record level; sale of AirPlus completed

**Organisation:** clearer definition of responsibilities within the matrix organisation and in respect of Lufthansa Group airlines in connection with an improved culture of communication and cooperation; revision of governance structures to ensure a standardised understanding of leadership and decision-making

Reorganisation in line with the new division of responsibilities; Engagement Index back at record pre-crisis level; programme launch for Target Operating Model 2026

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 2024 financial year. For each Executive Board member, the performance factor was then multiplied by the overall target achievement in relation to financial, business and sustainability targets.

**C33 TARGET ACHIEVEMENT STI 2024**

	Target	Act/Max (in %)
<b>Adjusted EBIT</b> (40 % Weighting)		0/200
<b>Adjusted Free Cashflow</b> (40 % Weighting)		0/200
<b>Net Promoter Score</b> (10 % Weighting)		10/200
<b>Engagement Index</b> (10 % Weighting)		100/200
<b>Individual performance factor</b> (0.8 - 1.2)		1,0/1,2
<b>Total</b>		11/200

The following table shows the overall level of target achievement and the resulting amount paid for the 2024 STI for each individual member of the Executive Board.

**T212 OVERALL LEVEL OF TARGET ACHIEVEMENT AND AMOUNTS PAID FOR THE 2024 STI**

Executive Board	Target amount in € thousands	Overall target achievement in %	Individual performance factor	Payment amount in € thousands
Carsten Spohr	1,320	11.00	1.00	145
Christina Foerster (until 30 June 2024)	300	11.00	1.00	33
Harry Hohmeister (until 30 June 2024)	300	11.00	1.00	33
Detlef Kayser (until 30 June 2024)	300	11.00	1.00	33
Michael Niggemann	600	11.00	1.00	66
Remco Steenberg (until 7 May 2024) <sup>1)</sup>	-	-	-	-
Till Streichert (since 15 September 2024)	230	11.00	1.00	25
Grazia Vittadini (since 1 July 2024)	300	11.00	1.00	33
Dieter Vranckx (since 1 July 2024)	300	11.00	1.00	33

<sup>1)</sup> Under the severance agreement, Remco Steenberg is not entitled to the 2024 STI.



### 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 2024. In particular, this includes long-term variable remuneration granted in the 2021 financial year (LTI 2021), for which the four-year programme ended on 31 December 2024. The following tables provide an overview of current LTI programmes for the members of the Executive Board, including the performance criteria set by the Supervisory Board.

#### C34 CURRENT LTI PROGRAMMES AS OF 31 DECEMBER 2024

Financial year	2021	2022	2023	2024	2025	2026	2027	
<b>LTI 2021 (2021 – 2024)</b>								
Performance criteria (0% – 200% target achievement)	<ul style="list-style-type: none"> <li>– End stabilisation measures<sup>1)</sup> (42.5%)</li> <li>– Cumulative Adjusted EBIT 2022–2024<sup>1)</sup> (42.5%); Condition: Adjusted EBIT 2021 &gt; Adjusted EBIT 2020</li> <li>– Reduction in specific carbon emissions per passenger-kilometre flown (15%)</li> </ul>		1 January 2021					31 December 2024
▲ Performance period								
<b>LTI 2022 (2022 – 2025)</b>								
Performance criteria (0% – 200% target achievement)	<ul style="list-style-type: none"> <li>– TSR in relation to the DAX (42.5%)</li> <li>– Adjusted ROCE (avg. 4 years, 42.5%)</li> <li>– Reduction in carbon intensity in grammes of CO<sub>2</sub> per revenue-tonne kilometre (15%)</li> </ul>		1 January 2022					31 December 2025
<b>LTI 2023 (2023 – 2026)</b>								
Performance criteria (0% – 200% target achievement)	<ul style="list-style-type: none"> <li>– TSR in relation to the NYSE Arca Global Airlines Index (30%)</li> <li>– Adjusted ROCE (50%)</li> <li>– Reduction in carbon intensity in grammes of CO<sub>2</sub> per revenue-tonne kilometre (20%)</li> </ul>		1 January 2023					31 December 2026
<b>LTI 2024 (2024 – 2027)</b>								
Performance criteria (0% – 200% target achievement)	<ul style="list-style-type: none"> <li>– TSR in relation to the NYSE Arca Global Airlines Index (30%)</li> <li>– Adjusted ROCE (50%)</li> <li>– Reduction in carbon intensity in grammes of CO<sub>2</sub> per revenue-tonne kilometre (20%)</li> </ul>		1 January 2024					31 December 2027

<sup>1)</sup> Performance criteria differing from those in the remuneration system as approved by the Annual General Meeting 2020. Please see also the explanation provided in the 2022 remuneration report, p. 281f.

### Long-term variable remuneration commitment 2024 (LTI 2024)

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 2024 is EUR 7.36. The following table shows the number of virtual shares allotted on a contingent basis to the individual Executive Board members as LTI 2024 in the reporting year.

#### T213 CONDITIONALLY ALLOTTED SHARES FOR 2024 LTI – ALLOCATION PRICE: EUR 7.36

Executive Board	Target amount in € thousands	Number of conditionally committed shares
Carsten Spohr	2,420	328,804
Christina Foerster (until 30 June 2024)	550	74,728
Harry Hohmeister (until 30 June 2024)	550	74,728
Detlef Kayser (until 30 June 2024)	550	74,728
Michael Niggemann	1,100	149,457
Remco Steenbergen (until 7 May 2024) <sup>1)</sup>	-	-
Till Streichert (since 15 September 2024)	421	57,209
Grazia Vittadini (since 1 July 2024)	550	74,728
Dieter Vranckx (since 1 July 2024)	550	74,728

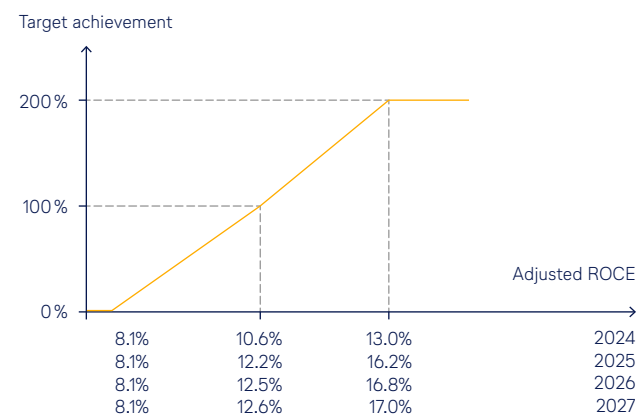
<sup>1)</sup> Under the severance agreement, Remco Steenbergen is not entitled to the LTI 2024.

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 the “Environment” parameter as focus topic for the strategic and sustainability targets in the LTI 2024. This provides a long-term incentive for the environmental policy goal of reducing carbon 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 plans, 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 2024.

#### C35 LTI 2024: TARGET ADJUSTED ROCE



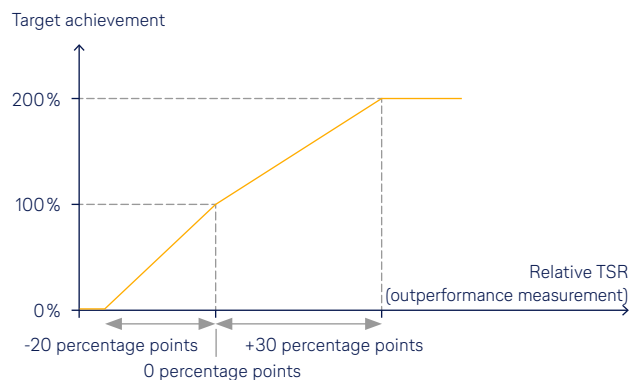
The actual average Adjusted ROCE reached in the financial years making up the four-year performance period and the resulting levels of target achievement are published in the remuneration report for the financial year at the end of the respective performance period.

TSR performance for the LTI 2024 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 exchange trading days before the start of the performance period is compared with the average share price for the last 60 exchange trading days before the end of the performance period. Fictitiously 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 the TSR performance 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 is 20 percentage points or less, the target achievement is zero. If the relative TSR is 30 percentage points or more, the target achievement is 200%. Interim figures are interpolated on a straight-line basis.

**C36 LTI 2024: TARGET RELATIVE TOTAL SHAREHOLDER RETURN**

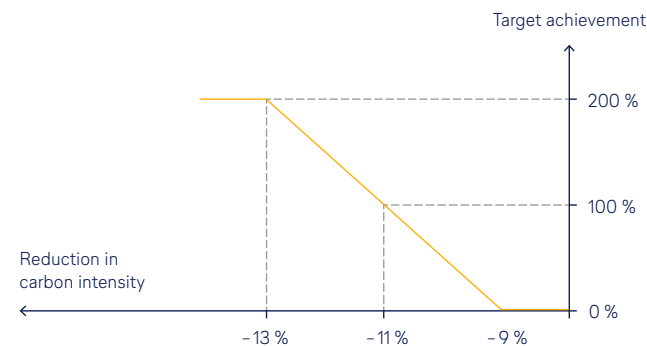
Total shareholder return for the Lufthansa share compared with the NYSE Arca Global Airlines Index



The “Environment” sustainability target is based on the Lufthansa Group’s long-term strategy. Since 2022, the Lufthansa Group’s carbon 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 Climate Agreement. The Lufthansa Group thus undertakes to achieve a scientifically based intensity target relating to its specific carbon emissions, measured in terms of grammes per revenue tonne-kilometre. The reduction target for the 2024 LTI 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 2024 is an 11 percentage point reduction in carbon intensity by the end of the performance period on 31 December 2027. 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.

**C37 LTI 2024: SUSTAINABILITY TARGET “ENVIRONMENT”**

Reduction in CO<sub>2</sub> intensity compared with the base year 2019



To calculate performance, the level of target achievement in terms of the reduction of specific carbon emissions 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 2024 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 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 2021 (LTI 2021)**

The long-term variable remuneration commitment for the financial year 2021 (LTI 2021) 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. As with the LTI 2024, 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 2021 is EUR 7.93 after adjustment for the effects of the capital increase in financial year 2021.

The final number of virtual shares in the LTI 2021 depends on the achievement of the financial performance targets set by the Supervisory Board for the LTI 2021 (85%), as well as the strategic and sustainability targets (15%).



Against the backdrop of the changing demands imposed by the coronavirus pandemic, the Supervisory Board temporarily chose different performance criteria for the LTI 2021 from those in the remuneration system that applied at the time. The aim was to set the focus squarely on long-term crisis management, company restructuring, repayment of the stabilisation measures and a return to profitability. Accordingly, the Supervisory Board stated its intention to deviate from the remuneration system in financial year 2022 and defined the performance criteria for the LTI 2021 as the repayment of the stabilisation measures and a return to profitability, as measured by cumulative Adjusted EBIT for the period from 2022 to 2024 (instead of relative TSR versus the DAX and Adjusted ROCE over four years). These deviations were consistent with the changes in focus as a result of the coronavirus crisis in terms of the corporate and financial strategy and were thus in the interests of the Company's long-term prosperity. The two financial performance criteria set by the Supervisory Board each have a weighting of 42.5% in the assessment of target achievement for the LTI 2021.

The Supervisory Board defined the "Environment" parameter as a focus topic for the sustainability target for the LTI 2021. This was because sustainability remained a key objective of the long-term corporate strategy, notwithstanding the coronavirus crisis. For the environmental objective, the IATA targets for fuel efficiency were applied, i.e. the average kerosene consumption to carry a passenger 100 kilometres, which provide for an improvement of 1.5% p.a. in specific fuel consumption and thus an improvement in specific carbon emissions.

The Supervisory Board defined the 100% target as a 7.5% improvement in specific fuel consumption by the end of the four-year performance period, compared with the base year 2019. The end points of the range are defined by a deviation of +/- 5 percentage points from the target. Interim figures are interpolated on a straight-line basis.

The measurement of environmental target achievement is based on a comparison of the improvement in specific fuel consumption between 2019 and the end of the programme on 31 December 2024, with the strategic target defined by the Supervisory Board before the commitment.

The Lufthansa Group reduced its specific fuel consumption by 5.1% compared with 2019. The overall level of target achievement for the "Environment" parameter is therefore 52%.

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 2021, along with the target achievement for each.

#### T214 2021 LTI: FINANCIAL TARGETS – TARGET AND TARGET ACHIEVEMENT

	Objective			Target achievement	
	0%	100%	200%		in %
Repayment of the stabilisation measures by 31 December 2024	Repayment of 25% of the silent participations	Repayment of 75% of the silent participations	Repayment of 100% of the silent participations and full repayment of the equity investment	Stabilisation measures fully concluded in September 2022	200
Cumulative Adjusted EBIT 2022–2024 (condition: Adj. EBIT 2021 ≥ Adj. EBIT 2020)	EUR 1bn	EUR 2bn	EUR 4bn	EUR 5.84bn (condition satisfied)	200
Reduction in carbon emissions compared with 2019	-2.5%	-7.5%	-12.5%	-5.1%	52

Overall, the level of target achievement for the long-term variable remuneration for the 2021 financial year is thus 177.8%.

To calculate the payment amount from the LTI 2021 at the end of the performance period, the number of virtual shares granted conditionally is first multiplied by the total target achievement, which is made up 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 mul-

#### C38 TARGET ACHIEVEMENT LTI 2021

	Target	Act/Max (in %)
<b>Repayment of stabilisation measures by 31 December 2024</b> (42.5% Weighting)		200/200
<b>Cumulative Adjusted EBIT 2022 – 2024; Condition: Adj. EBIT 2021 ≥ Adj. EBIT 2020</b> (42.5% Weighting)		200/200
<b>Reduction of CO<sub>2</sub> intensity</b> (15% Weighting)		52/200
<b>Total</b>		177.8/200

multiplied by the average Lufthansa share price over the last 60 trading days 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 6.40 for the LTI 2021. Adding the dividend of EUR 0.30 per share paid to shareholders for the financial year 2023 means the payment amount for the LTI 2021 is obtained by multiplying the final number of virtual shares by EUR 6.70. No dividend payment requiring inclusion here was made in the financial years 2021 and 2022. The following table shows the calculation of the individual payments for eligible Executive Board members.

#### T215 PAYMENT AMOUNTS UNDER LTI 2021 – OVERALL LEVEL OF TARGET ACHIEVEMENT 177.8%

Executive Board	Target amount in € thousands	Number of conditionally committed shares (start price: € 7.93 <sup>1)</sup>	Final number of virtual shares	Payment amount in € thousands (final price: €6.40, plus €0.30 dividend)
Carsten Spohr	2,090	263,556	468,603	3,140
Christina Foerster (until 30 June 2024)	1,100	138,714	246,633	1,652
Harry Hohmeister (until 30 June 2024)	1,100	138,714	246,633	1,652
Detlef Kayser (until 30 June 2024)	1,100	138,714	246,633	1,652
Michael Niggemann	1,100	138,714	246,633	1,652
Remco Steenberg (until 7 May 2024) <sup>2)</sup>	1,100	138,714	-	-

<sup>1)</sup> After adjustment for the effects of the capital increase in the 2021 financial year.

<sup>2)</sup> Under the severance agreement, Remco Steenberg is not entitled to the LTI 2024.

#### 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 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 exercise the right to withhold or demand repayment of variable remuneration components in financial year 2024.

#### 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.

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. Till Streichert, Grazia Vittadini and Dieter Vranckx, the new Executive Board members appointed in the 2024 financial year, are obliged to purchase a number of Lufthansa Shares corresponding to the values of their respective annual salaries.

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. To determine whether the SOG are met, these shares are included at the average price of the Lufthansa share in the 60 trading days prior to the start of Executive Board mandates.

#### T216 SHAREHOLDINGS OF EXECUTIVE BOARD MEMBERS ACTIVE IN FINANCIAL YEAR 2024

	Lufthansa shares which must be held according to SOG	Shareholdings as of 31.12.2024
Carsten Spohr	180,596 shares	340,450 shares
Michael Niggemann	56,126 shares	100,000 shares
Till Streichert (since 15.9.2024)	€1,118,000	€1,159,488
Grazia Vittadini (since 1.7.2024)	€860,000	-
Dieter Vranckx (since 1.7.2024)	€860,000	€259,466

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. For the duration of their employment, every Executive Board member receives a fixed annual amount credited to their personal pension account. For the 2024 financial year, this amounts to EUR 990k for Carsten Spohr, the Chief Executive Officer, EUR 585k for Remco Steenberg or Till Streichert, as applicable, nominated by the Supervisory Board as an outstanding Executive Board member – pro rata for their period of office on the Executive Board – and to EUR 450k for the other ordinary Executive Board members.

The investment guidelines are based on the investment model 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 credits received until 31 December 2018 by Carsten Spohr and Harry Hohmeister 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 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 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 financial year 2024

The total amount of pension entitlements earned by active Executive Board members in the 2024 financial year was EUR 4.1m (previous year: EUR 3.3m) according to HGB and EUR 4.3m (previous year: EUR 3.4m) 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:



**T217 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)	
	2024	2023	31.12.2024	31.12.2023	2024	2023	31.12.2024	31 Dec 2023
Carsten Spohr	942	958	12,150	10,493	993	996	12,147	10,490
Christina Foerster (until 30 June 2024) <sup>1)</sup>	1,072	426	3,312	2,060	1,130	457	3,302	2,053
Harry Hohmeister (until 30 June 2024)	225	442	2,648	4,887	225	450	2,648	4,887
Detlef Kayser (until 30 June 2024) <sup>2)</sup>	442	436	3,286	2,680	450	451	3,286	2,680
Michael Niggemann	414	430	2,684	2,111	460	461	2,664	2,100
Remco Steenbergen (until 7 May 2024)	244	589	1,997	1,635	304	601	1,995	1,634
Till Streichert (since 15 September 2024)	234	-	234	-	228	-	228	-
Grazia Vittadini (since 1 July 2024)	262	-	263	-	259	-	260	-
Dieter Vranckx (since 1 July 2024)	280	-	281	-	275	-	276	-
<b>Total</b>	<b>4,115</b>	<b>3,281</b>	<b>26,855</b>	<b>23,866</b>	<b>4,324</b>	<b>3,416</b>	<b>26,806</b>	<b>23,844</b>

<sup>1)</sup> Including the contributions to company retirement benefits for Christina Foerster until 30 June 2026.

<sup>2)</sup> Including the contributions to company retirement benefits for Detlef Kayser until 31 December 2024.

<sup>3)</sup> Including the contributions to company retirement benefits for Remco Steenbergen until 31 December 2024.

**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 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 5,120,000 per annum. An outstanding Executive Board member can receive a maximum of EUR 6,656,000 and the CEO a maximum of EUR 11,264,000.

**Remuneration of Executive Board members who stepped down in the reporting year  
Severance agreement with Christina Foerster**

The employment contract with Christina Foerster was terminated prematurely with effect from 30 June 2024 in accordance with a Supervisory Board resolution of 22 February 2024 and the corresponding severance agreement. In line with the severance payment agreement, Christina Foerster will receive a severance payment of EUR 5.12m. The severance payment corresponds

to the contractually agreed cap of two times annual remuneration, and so does not exceed the amount she would have earned over the remaining 3.5 years of her service contract. The Company waives the post-contractual non-compete clause. There is no entitlement to payment of interim compensation.

Christina Foerster retains her entitlement to one-year and long-term variable remuneration for the 2024 financial year pro rata temporis to 30 June 2024. Christina Foerster retains her full entitlement to long-term variable remuneration for the financial years 2021 to 2023. Payments will be made in line with the programme terms at the end of each performance period on the basis of target achievement as determined by the Supervisory Board.

The Company has made an annual contribution of EUR 450k – pro rata for 2026, i.e. EUR 225k to 30 June 2026 – for retirement benefits to Christina Foerster's pension account. Existing internal rules for active Executive Board members apply to Christina Foerster's use of concessionary private travel arrangements until 30 June 2026. The existing internal rules for former Executive Board members will apply to her concessionary private travel arrangements when she reaches the age of 60, subject to the rules on subsequent professional activities.

### Termination of the employment contract with Harry Hohmeister.

Harry Hohmeister stepped down from the Executive Board on 30 June 2024 when his employment contract came to an end. Harry Hohmeister receives one-year and long-term variable remuneration for the financial year 2024 pro rata for the period 1 January 2024 to 30 June 2024. Harry Hohmeister retains his full entitlement to long-term variable remuneration for the financial years 2021 to 2023. Payments will be made in line with the programme terms at the end of each performance period on the basis of target achievement as determined by the Supervisory Board. Harry Hohmeister is not entitled to a severance payment. Since a one-year non-compete clause applies, Harry Hohmeister is entitled to a compensation payment of EUR 430k. The compensation payment is paid in twelve monthly instalments for the duration of the non-compete clause, i.e. until June 2026.

Existing internal rules for former Executive Board members apply to Mr Hohmeister's use of concessionary private travel arrangements from 1 July 2024.

Harry Hohmeister's departure from the Executive Board also means he is entitled to retirement benefits in accordance with the pension commitments for Executive Board members in effect since 1 January 2019. At Harry Hohmeister's request, and with the Company's approval, these will be paid as a lump sum (see disclosure in Table T219). The pension commitment in effect before 1 January 2019 will continue without further contributions.

### Severance agreement with Detlef Kayser

The employment contract with Detlef Kayser was terminated prematurely with effect from 30 June 2024 in accordance with a Supervisory Board resolution of 22 February 2024 and the corresponding severance agreement. This provides for a severance payment to Detlef Kayser of EUR 1.28m. This is within the contractually agreed severance cap and does not exceed the remaining duration of the employment contract (0.5 years). The Company waives the post-contractual non-compete clause. There is no entitlement to payment of interim compensation.

Detlef Kayser retains his entitlement to one-year and long-term variable remuneration for the 2024 financial year pro rata temporis until 30 June 2024. Detlef Kayser retains his full entitlement to long-term variable remuneration for the financial years 2021 to 2023. Payments will be made in line with the programme terms at the end of each performance period on the basis of target achievement as determined by the Supervisory Board.

The Company has made the full annual contribution of EUR 450k to 31 December 2024 for retirement benefits to Detlef Kayser's pension account. Existing internal rules continue to apply to Detlef Kayser's use of concessionary private travel arrangements and other contractually agreed ancillary benefits until 31 December 2024. The existing internal rules for former Executive Board members will apply to his concessionary private travel arrangements when he reaches the age of 60, subject to the rules on subsequent professional activities.

### Severance agreement with Remco Steenbergen

The employment contract with Remco Steenbergen was terminated prematurely with effect from 30 June 2024 in accordance with a Supervisory Board resolution of 22 February 2024 and the corresponding severance agreement. Remco Steenbergen is not entitled to a severance payment. The Company waives the post-contractual non-compete clause. This means he is entitled to payment of half the contractually agreed interim compensation, i.e. EUR 279.5k.

Remco Steenbergen is not entitled to pro rata one-year variable remuneration for financial year 2024 or to long-term variable remuneration for the financial years 2021 to 2024.

The Company has made an annual contribution of EUR 585k – pro rata for 2024, i.e. EUR 292.5k to 30 June 2024 – for retirement benefits to Remco Steenbergen's pension account. When his employment contract ended, he lost the right to concessionary private travel.





### Remuneration awarded and due in financial year 2024 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 here too the payment will 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 2024, in accordance with Section 162 Paragraph 1 Sentence 1 AktG.

As well as the STI for the 2024 financial year, the variable remuneration components awarded in this sense in the financial year include the payment under the 2021 LTI.

### Executive Board members active in the financial year

Table T218 shows the remuneration awarded and due to Executive Board members active in financial year 2024 as defined by Section 162 Paragraph 1 Sentence 1 AktG, and the relative proportions of individual fixed and variable remuneration components. Although the expenses for retirement benefit commitments 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 and correspond to the service cost for pensions and other contractually agreed retirement benefits in accordance with IAS 19.



**T218 REMUNERATION AWARDED AND DUE IN ACCORDANCE WITH SECTION 162 PARAGRAPH 1 SENTENCE 1 AKTG – EXECUTIVE BOARD MEMBERS ACTIVE IN 2024**

in Tsd. €	Carsten Spohr, Chairman of the Executive Board since 1.5.2014; Member of the Executive Board since 1.1.2011				Christina Foerster Member of the Executive Board from 1.1.2020 to 30.6.2024 <sup>2)</sup>				Harry Hohmeister Member of the Executive Board from 1.1.2013 to 30.6.2024 <sup>3)</sup>			
	2024	2024 <sup>1)</sup>	2023	2023 <sup>1)</sup>	2024	2024 <sup>1)</sup>	2023	2023 <sup>1)</sup>	2024	2024 <sup>1)</sup>	2023	2023 <sup>1)</sup>
<b>Fixed remuneration</b>												
Basic salary	1,892	36.2%	1,892	41.3%	430	5.9%	860	40.6%	430	18.3%	860	40.4%
Ancillary benefits	55	1.1%	51	1.1%	71	1.0%	39	1.8%	24	1.0%	47	2.2%
<b>Total</b>	<b>1,947</b>	<b>37.2%</b>	<b>1,943</b>	<b>42.5%</b>	<b>501</b>	<b>6.9%</b>	<b>899</b>	<b>42.4%</b>	<b>454</b>	<b>19.3%</b>	<b>907</b>	<b>42.6%</b>
<b>Variable remuneration</b>												
One-year variable remuneration	145	2.8%	2,313	50.5%	33	0.5%	1,051	49.6%	33	1.4%	1,051	49.4%
Long-term variable remuneration LTI 2021 (LTI 2020)	3,140	60.0%	321	7.0%	1,652	22.6%	169	8.0%	1,652	70.2%	169	7.9%
<b>Total</b>	<b>3,285</b>	<b>62.8%</b>	<b>2,634</b>	<b>57.5%</b>	<b>1,685</b>	<b>23.1%</b>	<b>1,220</b>	<b>57.6%</b>	<b>1,685</b>	<b>71.6%</b>	<b>1,220</b>	<b>57.4%</b>
Other	-	-	-	-	5,120	70.1%	-	-	215	9.1%	-	-
<b>Total remuneration as defined in Section 162 AktG</b>	<b>5,232</b>	<b>100.0%</b>	<b>4,577</b>	<b>100.0%</b>	<b>7,306</b>	<b>100.0%</b>	<b>2,119</b>	<b>100.0%</b>	<b>2,354</b>	<b>100.0%</b>	<b>2,127</b>	<b>100.0%</b>
Service cost	993	-	996	-	1,130	-	457	-	225	-	450	-
<b>Total remuneration</b>	<b>6,225</b>	<b>-</b>	<b>5,573</b>	<b>-</b>	<b>8,436</b>	<b>-</b>	<b>2,576</b>	<b>-</b>	<b>2,579</b>	<b>-</b>	<b>2,577</b>	<b>-</b>

<sup>1)</sup> The relative proportions indicated here relate to the total remuneration shown in the table as defined in Section 162 AktG excluding retirement benefit expenses.

<sup>2)</sup> The severance payment of two annual salaries made to Cwristina Foerster under the severance agreement is shown under "Other".

<sup>3)</sup> The monthly payment of interim compensation made to Harry Hohmeister in the 2024 financial year under the severance agreement is shown under "Other".

**T218 REMUNERATION AWARDED AND DUE IN ACCORDANCE WITH SECTION 162 PARAGRAPH 1 SENTENCE 1 AKTG – EXECUTIVE BOARD MEMBERS ACTIVE IN 2024** (continued)

in € thousands	Detlef Kayser Member of the Executive Board from 1.1.2019 to 30.6.2024 <sup>2)</sup>				Michael Niggemann Member of the Executive Board since 1.1.2020				Remco Steenbergen Member of the Executive Board from 1.1.2021 to 7.5.2024 <sup>3)</sup>			
	2024	2024 <sup>1)</sup>	2023	2023 <sup>1)</sup>	2024	2024 <sup>1)</sup>	2023	2023 <sup>1)</sup>	2024	2024 <sup>1)</sup>	2023	2023 <sup>1)</sup>
<b>Fixed remuneration</b>												
Basic salary	430	12.5%	860	40.6%	860	32.9%	860	40.6%	559	62.0%	1,118	31.7%
Ancillary benefits	23	0.7%	37	1.7%	37	1.4%	38	1.8%	63	7.0%	63	1.8%
<b>Total</b>	<b>453</b>	<b>13.2%</b>	<b>897</b>	<b>42.4%</b>	<b>897</b>	<b>34.3%</b>	<b>898</b>	<b>42.4%</b>	<b>622</b>	<b>69.0%</b>	<b>1,181</b>	<b>33.5%</b>
<b>Variable remuneration</b>												
One-year variable remuneration	33	1.0%	1,051	49.6%	66	2.5%	1,051	49.6%	-	-	1,367	38.8%
Long-term variable remuneration LTI 2021 (LTI 2020)	1,652	48.0%	169	8.0%	1,652	63.2%	169	8.0%	-	-	-	-
<b>Total</b>	<b>1,685</b>	<b>49.0%</b>	<b>1,220</b>	<b>57.6%</b>	<b>1,718</b>	<b>65.7%</b>	<b>1,220</b>	<b>57.6%</b>	<b>-</b>	<b>-</b>	<b>1,367</b>	<b>38.8%</b>
Other	1,302	37.8%	-	-	-	-	-	-	279	31.0%	975	27.7%
<b>Total remuneration as defined in Section 162 AktG</b>	<b>3,440</b>	<b>100.0%</b>	<b>2,117</b>	<b>100.0%</b>	<b>2,615</b>	<b>100.0%</b>	<b>2,118</b>	<b>100.0%</b>	<b>901</b>	<b>100.0%</b>	<b>3,523</b>	<b>100.0%</b>
Service cost	450	-	451	-	460	-	461	-	304	-	601	-
<b>Total remuneration</b>	<b>3,890</b>	<b>-</b>	<b>2,568</b>	<b>-</b>	<b>3,075</b>	<b>-</b>	<b>2,579</b>	<b>-</b>	<b>1,205</b>	<b>-</b>	<b>4,124</b>	<b>-</b>

<sup>1)</sup> The relative proportions indicated here relate to the total remuneration shown in the table as defined in Section 162 AktG excluding retirement benefit expenses.

<sup>2)</sup> The severance payment of EUR 1,280k, plus ancillary benefits of EUR 22k for the period 1 July to 31 December 2024 made to Detlef Kayser under the severance agreement, are shown under "Other".

<sup>3)</sup> The employment contract with Remco Steenbergen was terminated prematurely with effect from 30 June 2024 in accordance with the corresponding severance agreement. He received his basic salary and contractual ancillary benefits until this time. The payment of interim compensation made to Remco Steenbergen under the severance agreement is shown under "Other". The disclosures for Remco Steenbergen for 2023 include the portion of the one-off payment made in 2023 for the loss of benefits from his previous employer. The Supervisory Board agreed to pay these disclosures to Remco Steenbergen when he was first appointed. The compensation was paid in three instalments of EUR 975k in the financial years 2021, 2022 and 2023, and is not offset against the maximum remuneration for those years as defined in Section 87a Paragraph 1 Sentence 2 No. 1 AktG.

**T218 REMUNERATION AWARDED AND DUE IN ACCORDANCE WITH SECTION 162 PARAGRAPH 1 SENTENCE 1 AKTG – EXECUTIVE BOARD MEMBERS ACTIVE IN 2024** (continued)

in Tsd. €	Till Streichert Member of the Executive Board since 15.9.2024 <sup>2)</sup>				Grazia Vittadini Member of the Executive Board since 1.7.2024				Dieter Vranckx Member of the Executive Board since 1.7.2024			
	2024	2024 <sup>1)</sup>	2023	2023 <sup>1)</sup>	2024	2024 <sup>1)</sup>	2023	2023 <sup>1)</sup>	2024	2024 <sup>1)</sup>	2023	2023 <sup>1)</sup>
<b>Fixed remuneration</b>												
Basic salary	329	34.5%	-	-	430	85.1%	-	-	430	83.3%	-	-
Ancillary benefits	37	3.9%	-	-	42	8.3%	-	-	53	10.3%	-	-
<b>Total</b>	<b>366</b>	<b>38.4%</b>	<b>-</b>	<b>-</b>	<b>472</b>	<b>93.5%</b>	<b>-</b>	<b>-</b>	<b>483</b>	<b>93.6%</b>	<b>-</b>	<b>-</b>
<b>Variable remuneration</b>												
One-year variable remuneration	25	2.6%	-	-	33	6.5%	-	-	33	6.4%	-	-
Long-term variable remuneration LTI 2021 (LTI 2020)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>25</b>	<b>2.6%</b>	<b>-</b>	<b>-</b>	<b>33</b>	<b>6.5%</b>	<b>-</b>	<b>-</b>	<b>33</b>	<b>6.4%</b>	<b>-</b>	<b>-</b>
Other	563	59.0%	-	-	-	-	-	-	-	-	-	-
<b>Total remuneration as defined in Section 162 AktG</b>	<b>954</b>	<b>100.0%</b>	<b>-</b>	<b>-</b>	<b>505</b>	<b>100.0%</b>	<b>-</b>	<b>-</b>	<b>516</b>	<b>100.0%</b>	<b>-</b>	<b>-</b>
Service cost	228	-	-	-	259	-	-	-	275	-	-	-
<b>Total remuneration</b>	<b>1,182</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>764</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>791</b>	<b>-</b>	<b>-</b>	<b>-</b>

<sup>1)</sup> The relative proportions indicated here relate to the total remuneration shown in the table as defined in Section 162 AktG, excluding retirement benefit expenses.

<sup>2)</sup> The Supervisory Board agreed to pay Till Streichert 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.

In financial year 2024, 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 T219 shows the remuneration awarded and due to former Executive Board members in financial year 2024 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 2014.

**T219 REMUNERATION AWARDED AND DUE IN ACCORDANCE WITH SECTION 162 PARAGRAPH 1 SENTENCE 1 AKTG – FORMER EXECUTIVE BOARD MEMBERS**

in € thousands	Ancillary benefits	Lump-sum pension payment	Total
Karl Ulrich Garnadt Member of the Executive Board until 30 Apr 2017	3	128	<b>131</b>
Harry Hohmeister Member of the Executive Board until 30 Jun 2024	-	2,658	<b>2,658</b>
Ulrik Svensson Member of the Executive Board until 30 Apr 2020	1	-	<b>1</b>
Bettina Volkens Member of the Executive Board until 31 Dec 2019	3	-	<b>3</b>

Total current payments and other benefits to former Executive Board members (including the individual payments shown in Table T219) and their surviving dependants came to EUR 4.1m in the reporting year (previous year: EUR 9.2m). This includes non-cash benefits and concessionary travel. Pension obligations toward former Executive Board members and their surviving dependants amount to EUR 48.8m (previous year: EUR 49.7m).

**Ongoing development of the remuneration system for Executive Board members for financial years from 2025 onwards**

The Supervisory Board, based on a recommendation from the Steering Committee, has adopted changes to the remuneration system approved by the Annual General Meeting on 9 May 2023 which take effect from the 2025 financial year. The changes are based on a comprehensive review by the Supervisory Board of the existing remuneration system to ensure it is appropriate and reflects proposals from investors.

The new remuneration system is to enter into force from 1 January 2025 for all new appointments and contract renewals.

The revised remuneration system adopted by the Supervisory Board will be presented for approval to the Annual General Meeting on 6 May 2025 in accordance with Section 120a Paragraph 1 AktG. The key changes to the remuneration system for the members of the Executive Board are clarified below. Shareholders are referred to the invitation to the Annual General Meeting for a complete description of the system being put to the vote.

**Reduction of the contribution to company retirement benefits and reallocation of the difference to variable remuneration components.**

The amount of the contribution to retirement benefits is to be reduced to 30% of the basic salary for new appointments to the Executive Board and contract renewals from 1 January 2025. The difference to the previous contribution is to be reallocated to the one-year and long-term variable remuneration components. The amount of total target remuneration is therefore unchanged. At the same time, the pay-for-performance approach is strengthened. To further strengthen the long-term focus, most of the amount will be reallocated to long-term variable remuneration (LTI).

**C39 CHANGES TO THE REMUNERATION SYSTEM 2025**

Remuneration System until financial year 2024	Aspect	Remuneration System as of financial year 2025	
Contribution amount: approx. 52 % of base salary	Reduction of the contribution to the company pension scheme	Contribution amount: approx. 30 % of base salary	Market-oriented structuring of the contributions to the company pension scheme
<p><b>Structure of total target remuneration:</b></p> <p>pension 15 % LTI 36 % STI 20 % Base salary 29 % Ratio STI:LTI 35 %:65 %</p>	Reallocation of the difference to variable remuneration components	<p><b>Structure of total target remuneration:</b></p> <p>pension 9 % LTI 41 % STI 21 % Base salary 29 % Ratio STI:LTI 34 %:66 %</p>	<ul style="list-style-type: none"> <li>– Emphasize the Pay for Performance-approach</li> <li>– Reallocation primarily to long-term variable remuneration in order to further reinforce the long-term orientation</li> </ul>
No provision made for pension substitute	Optional pension substitute instead of retirement benefits	At the discretion of the Supervisory Board for new appointments and reappointments	<ul style="list-style-type: none"> <li>– Ensuring the attractiveness of the remuneration system</li> <li>– Risk reduction (e.g. cover in the event of disability, death)</li> </ul>



### Introduction of an option for the Supervisory Board to award cash allowances

As a rule, Executive Board members will continue to receive retirement benefit commitments on the basis of a defined-contribution system. However, the Supervisory Board is to have the option of awarding Executive Board members a cash allowance instead of contributions to retirement benefits when they are first appointed or their contracts are renewed.

## 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 continues to be 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 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 2024 financial year was paid in January 2025.

### Remuneration awarded and due in financial year 2024 pursuant to Section 162 AktG

The remuneration awarded and due to Supervisory Board members for the 2024 financial year (fixed remuneration, remuneration for committee work and attendance fees) amounted to EUR 2,975k (previous year: EUR 2,965k).

Table T220 shows the amounts for the individual Supervisory Board members. The fixed remuneration and the remuneration for committee work is the remuneration due for the financial year in question, since this remuneration falls due at the close of that financial year.



## T220 REMUNERATION AWARDED AND DUE IN ACCORDANCE WITH SECTION 162 AKTG – SUPERVISORY BOARD MEMBERS

	2024 <sup>1)</sup>					2023 <sup>2)</sup>				
	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	300	80.0	75	20.0	375	300	80.0	75	20.0	375
Christine Behle	150	85.7	25	14.3	175	150	86.2	24	13.8	174
Alexander Behrens (until 28.7.2023)	-	-	-	-	-	57	67.1	28	32.9	85
Tim Busse (since 29.7.2023)	100	100.0	-	-	100	43	100.0	-	-	43
Jörg Cebulla (until 28.7.2023)	-	-	-	-	-	57	67.1	28	32.9	85
Erich Clementi	100	66.7	50	33.3	150	100	66.7	50	33.3	150
Thomas Enders	100	57.1	75	42.9	175	100	57.1	75	42.9	175
Karl Gernandt (since 9.5.2023)	100	75.2	33	24.8	133	65	100.0	-	-	65
Sara Grubisic (since 29.7.2023)	100	80.0	25	20.0	125	43	81.1	10	18.9	53
Sara Hennicken (since 7.5.2024)	65	100.0	-	-	65	-	-	-	-	-
Christian Hirsch (since 29.7.2023)	100	66.7	50	33.3	150	43	68.3	20	31.7	63
Jamila Jadran (since 29.7.2023)	100	100.0	-	-	100	43	100.0	-	-	43
Jürgen Jennerke (until 28.7.2023)	-	-	-	-	-	57	100.0	-	-	57
Arne Christian Karstens (since 29.7.2023)	100	66.7	50	33.3	150	43	68.3	20	31.7	63
Michael Kerkloh (until 7.5.2024)	35	67.3	17	32.7	52	100	66.7	50	33.3	150
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	74.6	34	25.4	134
Harald Krüger	100	44.4	125	55.6	225	100	44.4	125	55.6	225
Marvin Reschinsky (since 29.7.2023)	100	80.0	25	20.0	125	43	81.1	10	18.9	53
Birgit Rohleder	100	100.0	-	-	100	100	100.0	-	-	100
Miriam Sapiro (until 9.5.2023)	-	-	-	-	-	35	100.0	-	-	35
Ilja Schulz (until 28.7.2023)	-	-	-	-	-	57	57.0	43	43.0	100
Britta Seeger	100	100.0	-	-	100	100	100.0	-	-	100
Birgit Spineux (until 28.7.2023)	-	-	-	-	-	57	100.0	-	-	57
Astrid Stange	100	100.0	-	-	100	100	100.0	-	-	100
Olivia Stelz (until 28.7.2023)	-	-	-	-	-	57	100.0	-	-	57
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	67.6	48	32.4	148
<b>Total</b>	<b>2,250</b>	<b>75.6</b>	<b>725</b>	<b>24.4</b>	<b>2,975</b>	<b>2,250</b>	<b>75.9</b>	<b>715</b>	<b>24.1</b>	<b>2,965</b>

<sup>1)</sup> Remuneration for 2024 financial year due according to Section 162 AktG, paid in January 2025.

<sup>2)</sup> Remuneration for 2023 financial year due according to Section 162 AktG, paid in January 2024.

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 2k). Furthermore, the Supervisory Board members of Deutsche Lufthansa AG were paid EUR 13k in the previous year for their work on supervisory boards of Group companies; no such payments were made in the current financial year.

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

Table T221 shows the annual change in remuneration for members of the Executive Board and the Supervisory Board, the average remuneration of the remaining workforce and the annual change in this remuneration, as well as year-on-year changes in selected earnings indicators for the Lufthansa Group. The remuneration of Executive Board members and Supervisory Board members shown in Tables T218 and T220 represents the remuneration awarded and due in the financial year as stipulated in 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. The net profit for the year for Deutsche Lufthansa AG is also shown.

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). A further distinction is made between the total workforce and those covered by collective bargaining agreements. The change in remuneration compared with financial year 2023 reflects the lower share of variable remuneration components in 2024 due to the earnings performance.





**T221 COMPARATIVE PRESENTATION OF CHANGES IN THE REMUNERATION OF THE EXECUTIVE BOARD, THE SUPERVISORY BOARD AND THE WORKFORCE, AS WELL AS THE DEVELOPMENT OF PROFITABILITY<sup>1)</sup>**

	2020	2021	Change 21/20	2022	Change 22/21	2023	Change 23/22	2024	Change 24/23
<b>I. Executive Board remuneration in € thousands</b>									
<b>Active Executive Board members<sup>2)</sup></b>									
Carsten Spohr	2,888	1,676	-42.0%	4,241	153.0%	4,577	7.9%	5,232	14.3%
Christina Foerster (until 30.6.2024)	775	904	16.6%	1,929	113.4%	2,119	9.8%	7,306	244.8%
Harry Hohmeister (until 30.6.2024)	1,700	901	-47.0%	2,276	152.6%	2,127	-6.5%	2,354	10.7%
Detlef Kayser (until 30.6.2024)	780	893	14.5%	2,032	127.5%	2,117	4.2%	3,440	62.5%
Michael Niggemann	775	902	16.4%	2,039	126.1%	2,118	3.9%	2,615	23.5%
Remco Steenbergen (until 30.6.2024)	-	1,898	-	3,096	63.1%	3,523	13.8%	901	-74.4%
<b>Former Executive Board members<sup>3)</sup></b>									
Karl Ulrich Garnadt (until 30.4.2017)	-	1	-	130	12,900.0%	118	-9.2%	131	11.0%
Ulrik Svensson (until 30.4.2020)	639	-	-100.0%	2,158	-	57	-97.4%	1	-98.2%
Bettina Volkens (until 31.12.2019)	914	-	-100.0%	144	-	3,493	2,325.7%	3	-99.9%
<b>II. Average remuneration for workforce in €</b>									
Overall workforce in Germany	59,814	59,117	-1.2%	79,780	35.0%	86,535	8.5%	85,919	-0.7%
Pay-scale staff in Germany	55,939	55,237	-1.3%	72,350	31.0%	78,505	8.5%	82,275	4.8%
<b>III. Earnings indicators in €m</b>									
Net profit/loss for the year Deutsche Lufthansa AG	-780	-2,310	-196.2%	-2,664	-15.3%	6,765	353.9%	372	-94.5%
Adjusted EBIT	-5,451	-1,666	69.4%	1,509	190.6%	2,682	77.7%	1,645	-38.7%
Revenue	13,589	16,811	23.7%	32,770	94.9%	35,422	8.1%	37,581	6.1%

<sup>1)</sup> Figures for Executive Board and Supervisory Board members and the workforce are based on remuneration awarded and due in financial year 2024 within the meaning of Section 162 Paragraph 1 Sentence 1 AktG.

<sup>2)</sup> Disclosures exclude Till Streichert, Grazia Vittadini and Dieter Vranckx as they have only been on the Executive Board since financial year 2024 and so did not receive Executive Board remuneration in prior years.

<sup>3)</sup> Without the disclosure on the payment of retirement benefits to Harry Hohmeister on his retirement in financial year 2024.

**T221 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)<sup>1)</sup>**

	2020	2021	Change 21/20	2022	Change 22/21	2023	Change 23/22	2024	Change 24/23
<b>IV. Supervisory Board remuneration<sup>4)5)</sup> in € thousands</b>									
Karl-Ludwig Kley	265	302	<b>13.8%</b>	305	<b>1.2%</b>	375	<b>23.0%</b>	375	<b>0.0%</b>
Christine Behle	124	141	<b>13.7%</b>	143	<b>1.1%</b>	174	<b>22.1%</b>	175	<b>0.6%</b>
Tim Busse (since 29.7.2023)	-	-	-	-	-	43	-	100	<b>132.6%</b>
Erich Clementi (since 5.5.2020)	45	81	<b>80.0%</b>	82	<b>1.2%</b>	150	<b>82.9%</b>	150	<b>0.0%</b>
Thomas Enders (since 5.5.2020)	57	121	<b>112.3%</b>	124	<b>2.5%</b>	175	<b>41.1%</b>	175	<b>0.0%</b>
Karl Gernandt (since 9.5.2023)	-	-	-	-	-	65	-	133	<b>104.6%</b>
Sara Grubisic (since 29.7.2023)	-	-	-	-	-	53	-	125	<b>135.8%</b>
Christian Hirsch (8.5.2018 to 31.12.2020 and since 29.7.2023)	70	-	-	-	-	63	-	150	<b>138.1%</b>
Jamila Jadran (since 29.7.2023)	-	-	-	-	-	43	-	100	<b>132.6%</b>
Arne Christian Karstens (since 29.7.2023)	-	-	-	-	-	63	-	150	<b>138.1%</b>
Michael Kerkloh (from 2.9.2020 until 7.5.2024)	33	112	<b>237.9%</b>	114	<b>2.2%</b>	150	<b>31.6%</b>	52	<b>-65.3%</b>
Carsten Knobel	97	111	<b>14.4%</b>	112	<b>0.9%</b>	150	<b>33.9%</b>	150	<b>0.0%</b>
Holger Benjamin Koch	71	81	<b>14.1%</b>	82	<b>0.6%</b>	134	<b>64.4%</b>	150	<b>11.9%</b>
Harald Krüger (since 5.5.2020)	46	142	<b>209.1%</b>	165	<b>16.0%</b>	225	<b>36.4%</b>	225	<b>0.0%</b>
Marvin Reschinsky (since 29.7.2023)	-	-	-	-	-	53	-	125	<b>135.8%</b>
Birgit Rohleder	71	81	<b>14.1%</b>	83	<b>1.9%</b>	100	<b>21.2%</b>	100	<b>0.0%</b>
Britta Seeger (since 4.5.2021)	-	54	-	81	<b>49.3%</b>	100	<b>24.2%</b>	100	<b>0.0%</b>
Astrid Stange (since 5.5.2020)	45	81	<b>80.0%</b>	82	<b>1.2%</b>	100	<b>22.0%</b>	100	<b>0.0%</b>
Angela Titzrath (since 2.9.2020)	25	81	<b>222.0%</b>	82	<b>1.2%</b>	125	<b>53.4%</b>	125	<b>0.0%</b>
Klaus Winkler	70	113	<b>60.7%</b>	115	<b>1.8%</b>	148	<b>29.3%</b>	150	<b>1.4%</b>

<sup>4)</sup> 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.

<sup>5)</sup> Disclosures exclude Sara Hennicken as she has only been on the Supervisory Board since 2024 and so 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

# INDEPENDENT AUDITOR'S REPORT

## ON THE AUDIT OF THE REMUNERATION REPORT PURSUANT TO SECTION 162 PARAGRAPH 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 2024 to 31. December 2024 to determine whether the disclosures required by Sec. 162 (1) and (2) AktG [“Aktengesetz”: 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 QS 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, 4 March 2025

EY GmbH & Co. KG  
Wirtschaftsprüfungsgesellschaft

Jörg Bösler	Dustin Jansen
Wirtschaftsprüfer	Wirtschaftsprüfer
[German Public Auditor]	[German Public Auditor]

