



## Succession planning and diversity concept for the Executive Board of Deutsche Lufthansa AG

The Supervisory Board, in collaboration with the Executive Board, ensures a long-term succession planning. In their assessment of candidates for Executive Board positions the underlying suitability criteria applied by the Supervisory Board are, in particular, good character, integrity, outstanding leadership qualities, professional qualifications relevant for the division concerned, proven track record, knowledge of the Company and the ability to adjust business models and processes towards the needs of a changing world.

Furthermore, the Supervisory Board also takes diversity into account. As a decision-making criterion, the Supervisory Board particularly considers diversity as being displayed by different, mutually complementary profiles and professional backgrounds also at the international level, an appropriate gender representation and an appropriate average age. To this end, the Supervisory Board has adopted the following diversity concept for the composition of the Executive Board. This also takes into account the recommendations of the German Corporate Governance Code (GCGC).

When selecting an individual for a particular Executive Board position, the Supervisory Board decides in the best interest of the Group and after due consideration of all relevant circumstances. In doing so, the Supervisory Board pays particular attention to the following aspects:

- The members of the Executive Board should possess many years of leadership experience, including international leadership experience.

- In aggregate, the Executive Board should possess many years of experience in the field of aviation.
- In December 2016, the Supervisory Board set its most recent target of 30% for the quota of women on the Executive Board. The Supervisory Board seeks to achieve this target by 31.12.2021.
- The Supervisory Board has set a retirement age for members of the Executive Board in line with the current statutory retirement age, i.e. 67 years of age.

The Executive Board reports regularly on the quota and trend concerning female executives, particularly on the first and second tier of management below the Executive Board.

### Current composition

Alongside many years of experience within the Group, the members of the Executive Board contribute extensive knowledge and experience from various roles, including international roles outside the LH Group. In its current composition, the six-person Executive Board meets the stated goals, with the exception of the quota of women, which currently stands at 17% (one female member). The current age range on the Executive Board is 52 to 57 years. The average age of the Executive Board members is 54.