

A Work Project, presented as part of the requirements for the Award of a Master Degree in Finance
from the NOVA – School of Business and Economics.

Lufthansa Group: Ready to Take Off? An Equity Research Perspective

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A Project carried out on the Master in Finance Program, under the supervision of:

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17.12.2025

Abstract:

This individual report constitutes a focused component of a joint equity research study on Deutsche Lufthansa AG (LHG), complementing the broader assessment of the Group's strategic, financial, and industry positioning. The report examines LHG's corporate structure, governance framework, and strategic initiatives, emphasizing the Group's transition under the "Matrix Next Level" program, which seeks to transform LHG from a portfolio of airlines into a fully integrated airline group. Detailed analysis covers the passenger airline, logistics, and MRO segments, highlighting the interplay between operational efficiency, fleet modernization, and network optimization as central drivers of profitability and long-term value creation. The study identifies principal value drivers, including yields, load factors, aircraft utilization, fuel efficiency, and recurring MRO demand, and translates these insights into bottom-up forecasts for fleet development and segment revenues. Complementary industry analysis evaluates regional passenger markets, competitive dynamics between full-service and low-cost carriers, air cargo trends, and the evolving MRO landscape. Scenario analyses consider strategic uncertainties, such as delays in next-generation aircraft, regulatory developments in sustainable aviation fuels, fluctuations in Brent prices, and potential acquisitions, including ITA Airways and TAP Air Portugal. These analyses underpin a robust multiples- and transaction-based valuation, reinforcing the joint report's **BUY** recommendation and providing a coherent framework for assessing LHG's intrinsic value.

Keywords:

Equity Research
Aviation Industry
Company Valuation
Lufthansa Group

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209).

This report is part of the Equity Research – Lufthansa Group report (annexed), developed by Maximilian Balzer and Tobias Plaß and should be read as an integral part of it.

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Introduction

This report constitutes one of two individual submissions derived from the joint Equity Research report on Deutsche Lufthansa AG, prepared collaboratively by Maximilian Balzer and Tobias Plaß. The joint report provides a comprehensive valuation-based assessment of Lufthansa Group (LHG), integrating strategic, financial, industry, and ESG considerations to derive an investment recommendation. Both individual reports should therefore be read as integral and complementary components of the overall analysis, jointly contributing to the final objective of valuing the company.

The objective of the joint report is to determine the intrinsic value of Lufthansa Group (LHG). Based on a multi-method valuation framework, bottom-up forecasting, and extensive robustness testing, the joint report arrives at a **BUY** recommendation. LHG is undergoing a strategic turning point marked by tighter group integration, premiumization, and structural improvements in operational efficiency suggesting up-side potential.

This individual report focuses on LHG's corporate structure and governance, strategic positioning, and comprehensive industry analysis across passenger airlines, logistics, and MRO. Emphasis is placed on the Group's transition under the Matrix Next Level strategy, which aims to transform LHG from a group of airlines into an integrated airline group. The report also assesses the financial implications of operational restructuring measures, including the outsourcing of intra-German and intra-European traffic to Lufthansa City Airlines, as well as the strategic consolidation of ITA Airways. This will strengthen the network coverage in Southern Europe and enhance long-haul connectivity. Building on these strategic and industry insights, the report identifies LHG's key value drivers and translates fleet and revenue assumptions into bottom-up financial projections. This provides critical input for the multiples-based valuation approach applied in the joint report. By linking strategic initiatives, such as fleet simplification and the shift toward a more fuel-efficient aircraft mix, to cost structures, margins, and capital intensity, this individual report directly supports the joint report's objective of deriving a robust and internally consistent intrinsic valuation of LHG.

The complementary report by the co-author covers the remaining sections of the joint study, including Financial Analysis, macroeconomic exposure, LHG's ESG positioning, the rationale for Financial Statement Reorganization, Fuel and Staff Costs Forecast, cash-flow-based valuation methodologies (DCF, APV, EVA, and DDM), and Sensitivity and Monte Carlo Analyses. Together, both individual reports form a coherent equity research analysis that culminates in a unified valuation outcome and investment recommendation.

Company Overview & History

Overview and Business Structure

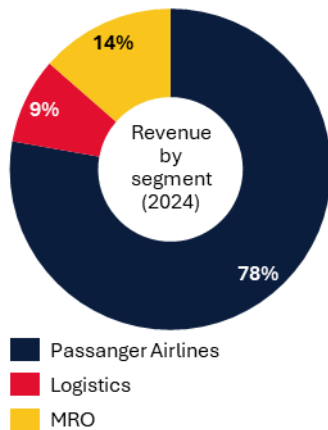


Figure 1 (Source: Lufthansa)

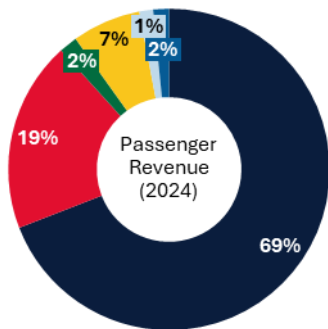


Figure 2 (Source: Lufthansa)

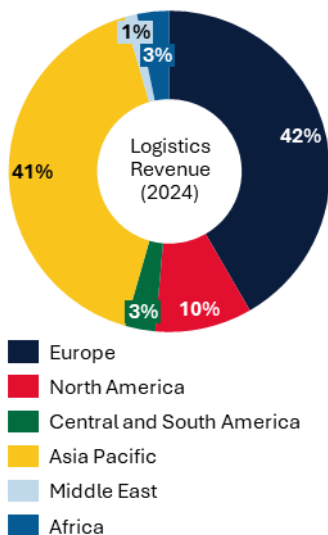


Figure 3 (Source: Lufthansa)

Deutsche Lufthansa AG (LHG), headquartered in Cologne, is one of Europe's largest aviation groups. The Group operates through three main business segments, with passenger airlines being the largest. This segment includes Lufthansa Airlines (LHA), Swiss (LX), Austrian Airlines (OS), Brussels Airlines (SN), and, after full consolidation, ITA Airways (AZ). It is further complemented by the holiday carriers Discover Airlines (4Y), Eurowings (EW), and Edelweiss Air (WK), as well as the regional airlines Air Dolomiti (EN), Lufthansa CityLine (CL), and Lufthansa City Airlines (VL). CL remains the established regional operator, while VL, launched in 2023, is intended to take over parts of the Group's feeder traffic under a more flexible cost structure. The segment's core activity is the global transport of passengers on short- and long-haul networks, offering full-service, premium, and point-to-point travel. Passenger airlines generate most of their revenue in Europe (69%), followed by North America (19%).

The second-largest segment is Maintenance, Repair, and Overhaul (MRO), primarily represented by Lufthansa Technik (LHT). Its core business includes aircraft maintenance, engine and component overhaul, digital fleet management solutions, and comprehensive engineering support for both the Group's own fleet and third-party airline customers.

Logistics is the third segment, with Lufthansa Cargo (LHC) as its backbone, which countered the challenges during the pandemic. It focuses on global air freight transportation, operating dedicated cargo aircraft and handling high-value, time-critical, and temperature-sensitive shipments across an international network. The segment generates revenue roughly equally in Europe and Asia.

Historically, the Group also operated a catering division and a credit card subsidiary, both of which have since been divested (Aurelius Group 2024; Mizzi 2024). LHG's recent strategic focus has been to simplify operations, enhance digitalization, and increase fleet efficiency, aiming to strengthen profitability without expanding capacity excessively (Mc Hugh 2025). The new "Matrix Next Level" structure is set to streamline operations, reduce complexity, and enhance efficiency, aligned with the goal of becoming an airline group rather than a group of airlines (Lufthansa Group 2025).

Historical Background

Lufthansa was founded in 1926, but the airline in its current form dates back to 1953, when Aktiengesellschaft für Luftverkehrsbedarf (Luftag) was established. In 1954, the company adopted the name “Deutsche Lufthansa AG,” and in 1955, it commenced scheduled passenger services (Lufthansa Group n.d.).

Shareholding Structure and Control Mechanisms

For several decades, LHG was predominantly state-owned, serving as Germany’s flag carrier. The company underwent a major transformation in the 1990s and was fully privatized in 1997, marking an important milestone in the liberalization of European air transport markets (Lufthansa Group n.d.). Despite privatization, the Group remains subject to EU ownership and control regulations, which require that more than 50% of voting shares be held by Europeans to preserve traffic rights.

As of 30 September 2025, approximately 74.3% of LHG’s share capital was owned by German shareholders and around 11.5% by investors from the United States, with the remainder dispersed among other European and international investors (Lufthansa Group 2025). The largest shareholder is German billionaire Klaus-Michael Kuehne, who serves as the anchor shareholder.

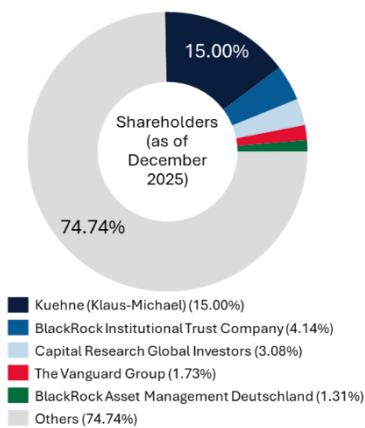


Figure 4 (Source: LSEG)



Carsten Spohr

Chief Executive Officer

59 years old

Joined executive board on 1st May 2014



Dr Michael Niggemann

Human Resources & Legal, Labor Director

51 years old

Joined executive board on 1st January 2020



Dr. Till Streichert

Chief Financial Officer

52 years old

Joined executive board on 15th September 2024



Dieter Vranckx

Chief Commercial Officer

52 years old

Joined executive board on 1st July 2024



Grazia Vittadini

Chief Technology Officer

56 years old

Joined executive board on 1st July 2024



Corporate Governance

LHG follows the two-tier governance model mandated by German corporate law, consisting of a Supervisory Board and an Executive Board (Lufthansa Group n.d.). The Supervisory Board oversees management decisions and includes both shareholder-elected and employee-elected representatives in line with Germany’s Mitbestimmungsgesetz (Co-determination Act). The Executive Board manages day-to-day operations and strategy implementation and combines nationalities from almost all major subsidiaries.

This governance framework aims to balance shareholder interests with employee participation. Analytically, the co-determination system provides social stability and supports long-term planning, but can constrain rapid cost restructuring or aggressive expansion. In practice, it also slows decision-making in areas such as capacity adjustments, hub consolidation, and productivity measures, limiting management’s flexibility during market stress. Recent governance emphasis has shifted toward sustainability, risk management, and digital transformation, reflecting the Group’s intent to position itself as a premium, environmentally responsible network carrier.

Figure 5 (Source: Lufthansa)

Organic vs. External Growth

SWISS	Austrian
10,870 employees	6,105 employees
112 planes	68 planes
Acquired in 2005	Acquired in 2008
brussels AIRLINES	ITA AIRWAYS
3,573 employees	4,956 employees
46 planes	99 planes
Acquired in 2017	Partially acquired in 2025

Figure 6 (Source: Lufthansa)

LHG's expansion strategy combines organic growth through operational efficiency, fleet renewal, and digitalization with external growth via targeted acquisitions. The Group is investing heavily in fleet modernization (e.g., Boeing 787, Airbus A350, and A320neo families) to reduce fuel consumption and carbon intensity, while digital projects such as AI-assisted operations and predictive maintenance are expected to improve punctuality and lower costs (Lufthansa Group n.d.).

LHG has long pursued consolidation in the fragmented European airline market, with major acquisitions including LX (2005), OS (2008), and SN (2017). In 2025, it completed a 41% acquisition of AZ, gaining access to the Italian long-haul market and strengthening its southern-European network, though the deal remains subject to strict EU competition remedies that may affect network integration (Reuters 2025).

This hybrid growth model reflects LHG's strategic balance between maintaining control over core hubs (e.g., Frankfurt, Munich, Zurich) and expanding through network synergies. However, integration challenges, European Commission regulatory scrutiny, and ongoing labor cost pressures remain key risks.

Industry Analysis and Macroeconomics

Porter's 5 Forces

The Porter's 5 Forces analysis is an essential component within the industry analysis because it provides a structured framework for assessing the fundamental attractiveness of the global aviation sector.

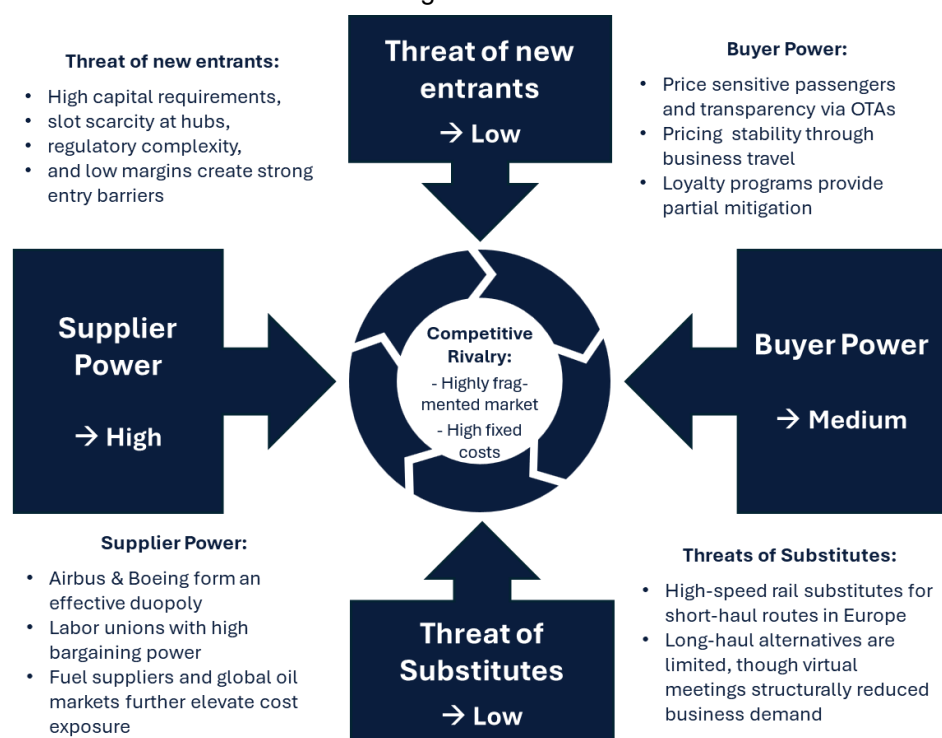


Figure 7 (Source: Own Analysis)

Passenger Airlines

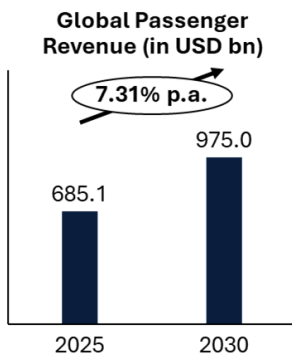


Figure 8 (Source: Statista)



Figure 9 (Source: Company Website)



Figure 10 (Source: Company Website)

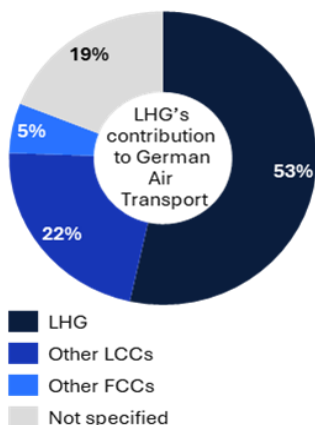


Figure 11 (Source: DLR)



Figure 12 (Source: Company Website)

The airline industry is inherently cyclical and closely linked to global economic conditions. After the unprecedented collapse in demand during the COVID-19 pandemic, many airlines retired older jets. With the strong rebound in demand, carriers such as Air Canada have reactivated older aircraft to accommodate demand, especially on premium-heavy routes (Chen 2024). Industry forecasts further support this resurgence, projecting values of USD 975.0bn by 2030 (Statista Market Insights 2025). At the same time, the competitive landscape is being reshaped by evolving customer expectations, with travelers placing greater emphasis on flexibility, sustainability, digital convenience, and comfort, resulting in a higher willingness to pay for premium experiences (Morgan Stanley 2025; Alport, et al. n.d.). The passenger airline industry consists of Full-Cost Carriers (FCCs) and LCCs, each with distinct trends and service offerings.

Full-Cost Carrier

FCCs typically operate domestic and long-haul flights, offering amenities like free beverages, personal seat entertainment, and premium cabins on most routes (Alport, Buchanan, et al., Airline Economic Analysis 2022-2023 n.d.).

In North America, the market is dominated by the three major U.S. carriers and Air Canada, which operate extensive hub-based networks and form the core of transatlantic traffic between North America and Europe. Revenue-sharing joint ventures between airlines support coordinated scheduling and capacity management while maintaining competition on key routes.

In Europe, the airline industry remains highly competitive and fragmented, shaped by several large FCC groups such as International Airlines Group (IAG), Air France–KLM, LHG, and Turkish Airlines, alongside national and regional operators. The market is strongly influenced by LCC competition and regulatory pressures related to sustainability and emissions. In Germany, LHG captures more than 50% of the traffic at airports (DLR 2024).

The Middle Eastern market is dominated by Emirates, Qatar Airways, and Etihad Airways. These carriers operate global hub systems centered in Dubai, Doha, and Abu Dhabi, connecting continents through extensive long-haul networks. Their competitive advantage stems from favorable geographic positioning, modern fleets, supportive political environments, and high service quality, enabling them to capture substantial transfer traffic.

In the Asia-Pacific region, major FCCs operate extensive regional and intercontinental networks supported by strong domestic markets. Following the full reopening of Asian economies, demand has rebounded significantly, with continued growth expected due to rising incomes, expanding middle-class



Figure 13 (Source: Company Website)



Figure 14 (Source: Company Website)

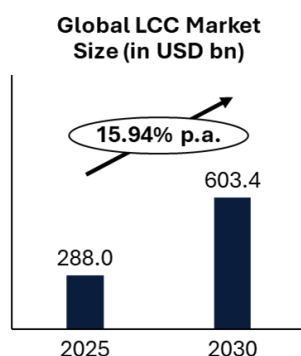


Figure 15 (Source: Mordor Intelligence)



Figure 16 (Source: Company Website)

populations, and increasing trade and tourism flows. The Asian market is projected to grow the fastest until 2043 with a CAGR of 5.1% (IATA 2025). Similar to Europe, FCCs face significant competition from leisure airlines.

Secondary aviation passenger markets in terms of international footprint are Africa and Latin America, which have only a limited number of globally operating carriers. These markets are expected to grow as regional connectivity increases, but remain constrained by infrastructure and regulatory challenges. Moreover, in Africa, most of the population still lacks sufficient income to afford air travel, limiting overall market potential. Demand in Latin America is gradually expanding but continues to face economic and currency-related volatility (Data Insights Market 2025).

Low-Cost Carrier/ Leisure Airlines

LCCs form an important segment alongside full-service airlines. Their operations feature point-to-point networks, high aircraft utilization enabled by fast turnarounds, and standardized fleets to reduce maintenance and training complexity. The LCC model relies on low base fares, streamlined services, and substantial ancillary revenues, which are essential in a market shaped by strong price sensitivity and high seasonality in leisure demand (Fortune Business Insights 2025).

In Europe, the leisure market is intensely competitive, with major LCCs dominating short-haul traffic through scale advantages, extensive use of secondary airports, and dense seating configurations. Long-haul leisure services have expanded as carriers deploy fuel-efficient aircraft on transatlantic and tourism-focused routes. Similar trends are visible elsewhere. In Asia-Pacific, LCCs continue to grow rapidly, supported by strong domestic leisure demand and the expansion of low-cost subsidiaries on medium- and long-haul networks.

In North America, the market is shaped by carriers operating between low-cost and full-service models, reflecting a gradual convergence toward hybrid strategies, though U.S. LCC growth is slowing as customer sentiment shifts toward premiumization (Bouwer, et al. 2025). Latin America and the Middle East & Africa are seeing wider market adoption of low-cost models as improving airport infrastructure and rising tourism fuel demand for affordable leisure-oriented travel (Fortune Business Insights 2025).

Outlook on the aviation market by region

The European aviation market is set to expand, driven by rising passenger demand and the growth of low-cost carriers that enhance regional connectivity and accessibility. Airlines increasingly rely on digitalization, automation, and AI-driven solutions to optimize operations, fleet management, and the passenger

Europa Aviation Market (in USD bn)

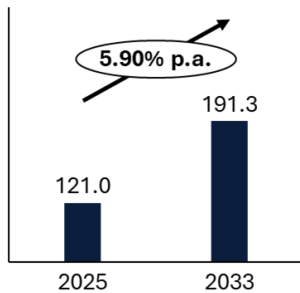


Figure 17 (Source: Market Data Forecast)

North American Aviation Market (in USD bn)

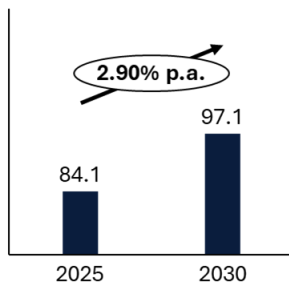


Figure 18 (Source: Mordor Intelligence)

Asia Pacific Aviation Market (in USD bn)

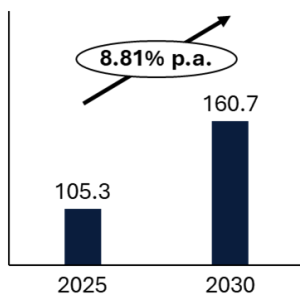


Figure 19 (Source: Mordor Intelligence)

Global Air Cargo Market Size (in USD bn)

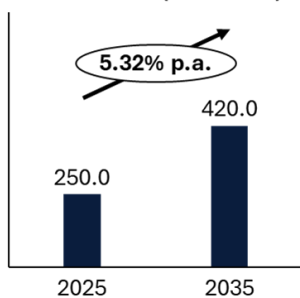


Figure 20 (Source: Future Market Insights)

experience. Sustainability remains central, with the adoption of Sustainable Aviation Fuels (SAF) and carbon-reduction initiatives. Geopolitical stability, airspace efficiency, and regulatory compliance will be critical for enabling network growth. The market's trajectory will be shaped by technological innovation, operational efficiency, and environmental sustainability (Market Data Forecast 2025).

The North American aviation market is expected to grow at a moderate pace. Airlines are focusing on fleet modernization and operational efficiency, using fuel-efficient aircraft and advanced technologies to reduce costs and improve passenger experience. Growth is limited by a mature demand base, high operational costs, and slot constraints at major hubs, which restrict rapid network expansion. Sustainability is increasingly shaping developments, with investments in alternative fuels and more efficient aircraft supporting long-term efficiency and environmental goals (Mordor Intelligence 2025).

The Asia-Pacific aviation market is poised for strong growth. This is due to an expansion of the middle class, leading to an increase in disposable incomes and demand for air travel. Low-cost carriers and network expansion continue to improve connectivity, while airlines modernize fleets with fuel-efficient aircraft to enhance operational efficiency. Infrastructure development, including airport upgrades and regulatory support, facilitates capacity growth and smoother operations. Growth is moderated by high operational costs and shortages of skilled personnel, which may constrain network expansion. Overall, rising demand, fleet modernization, and infrastructure development support robust long-term growth (Mordor Intelligence 2025).

Logistics

The global air cargo sector remains a core component of international logistics, providing fast and reliable transport for high-value and time-critical goods.

Following the post-pandemic normalization of freight rates, the market is supported by structurally resilient segments such as e-commerce, perishables, and pharmaceutical logistics, all dependent on rapid delivery and temperature-controlled handling (Future Market Insights 2025). The air cargo market is expected to experience sustained long-term growth, driven by expanding cross-border trade, rising express-parcel volumes, and the increasing importance of cold-chain capabilities. Operators are modernizing fleets with more fuel-efficient freighters and passenger-to-freighter conversions, while investments in digital tracking, automation, and advanced logistics solutions enhance transparency and operational efficiency (Future Market Insights 2025; Boeing 2024). The global air cargo market is evenly distributed between Asia-Pacific, Europe, and North America, underscoring its global relevance (Global Growth Insights 2025).

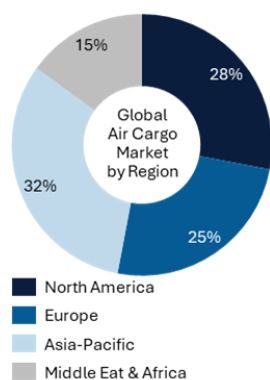


Figure 21 (Source: Future Market Insights)

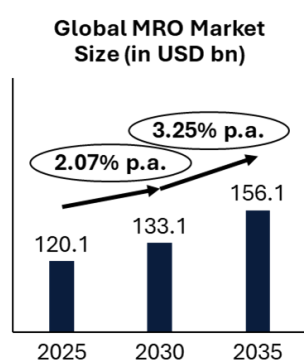


Figure 22 (Source: Oliver Wyman)

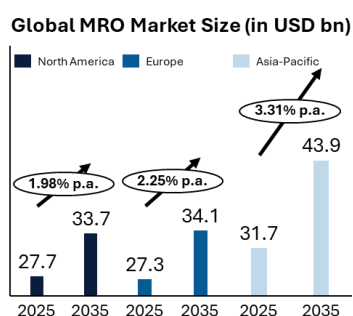


Figure 23 (Source: Oliver Wyman)

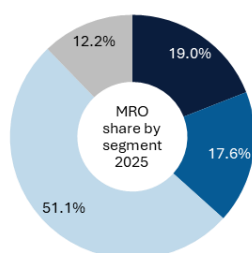


Figure 24 (Source: Oliver Wyman)

Competition is shaped primarily by integrated logistics providers such as FedEx and DHL, which operate global networks combining air and ground transportation. Dedicated cargo airlines, including Cargolux and Atlas Air, along with combination carriers deploying both belly and freighter capacity, compete on major trade lanes and adjust supply in response to economic conditions. High operational costs and infrastructure bottlenecks remain key challenges.

MRO

In recent years, especially following the pandemic, the MRO market has seen significant growth, driven by services for reactivated aircraft coming out of long-term storage and higher utilization rates. Supply-chain constraints for aircraft manufacturers have delayed deliveries of next-gen aircraft, forcing airlines to operate older jets longer, thereby increasing maintenance needs. Average fleet age rose to 14.8 years, compared to the 13.6-year average between 1990 and 2024 (Reed 2024). Growth is also driven by unforeseen durability issues with engines requiring earlier maintenance checks and intensified aircraft usage, with total flight hours projected to rise by nearly 39% by 2035 compared to 2024 (Di Nota, Hayes, and Prentice n.d.).

Globally, the market is expected to increase steadily, though with regional differences. In North America and Western Europe, where airlines will receive new fleets to replace older jets, the MRO business is expected to grow more slowly. In contrast, Eastern Europe, affected by sanctions on Russian airlines, is forecasted to grow at a CAGR of 5.3% from 2025 to 2035.

The Asia-Pacific region is forecasted to experience strong growth supported by major fleet expansions as airlines receive additional next-gen aircraft to meet the region's expected demand, which will surpass that of Western Europe and North America.

Within the MRO market, the share of component-related services is expected to increase. Modern aircraft rely more heavily on electronic, hydraulic, and software-driven systems that fail more often and cost more to maintain, while composite airframes reduce structural checks, and engine MRO growth is constrained by shop-capacity limits and increased use of cost-saving repair alternatives. Combined with high utilization, reliability issues, and long part lead times, this shifts an increasing share of total maintenance demand toward components.

Competition in the global MRO market consists of engine manufacturers, independent providers, and airline-affiliated service companies. Major players include GE Aerospace, Pratt & Whitney, MTU Maintenance, ST Engineering, LHT, and Turkish Technic. Access to engine licenses, component expertise, and global maintenance capacity are key competitive factors. Overall, original

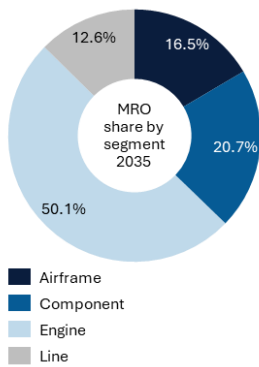


Figure 25 (Source: Oliver Wyman)

equipment manufacturers dominate the engine aftermarket, while independents and airline-linked MROs compete primarily on cost efficiency and service flexibility.

Financial Statement Reorganization and Identification of Value Drivers

Identification of principal value drivers

In the passenger segment, LHG's value is primarily driven by the development of yields, load factors, aircraft utilization, and fuel consumption efficiency. These factors determine how effectively capacity is translated into revenue and margin quality. Within this segment, Swiss acts as an outstanding contributor to group profitability, benefiting from a premium service offering, consistently strong load factors, and the resilience of the Swiss economy.

In the cargo business, cargo load factors and yield dynamics remain central, with demand for time-critical and high-value shipments providing an additional layer of stability as global supply chains increasingly prioritize reliability. The integration of belly cargo into the passenger network further enhances cost efficiency and supports earnings resilience during cyclical downturns.

For the MRO segment, aircraft utilization and global fleet growth are the decisive value drivers, since higher flight hours accelerate maintenance requirements and translate directly into recurring service revenues. Technological developments in engines and composite materials continue to shape maintenance intervals and contract profitability. This reinforces the importance of strong OEM relationships for long-term margin stability.

Across all segments, the gradual implementation of AI-enabled processes, particularly in administrative workflows, predictive maintenance, and operational planning, is expected to support productivity improvements. Additionally, it reduces the need for manual back-office functions, helping to offset structural cost pressures (Doganis 2009; Doole, Ellerbroek, and Hoekstra n.d.).

Forecasts

Fleet Forecast

To project LHG's revenue accurately, it is essential to understand its input factors, the most important being ASK, which comes directly from fleet size. LHG classifies its airline operations such that the "Lufthansa Airlines" segment includes revenue from LHA, 4Y, CL, VL, EN, the loyalty program, and the

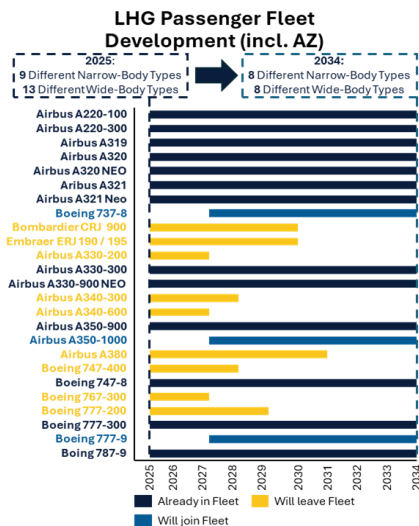


Figure 26 (Source: Fleet Forecast)

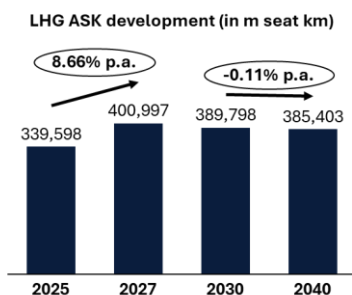


Figure 27 (Source: Fleet Forecast)

investment in Terminal 2 in Munich (Lufthansa Group 2025).

The fleet size forecast model uses historical fleet data and the order book published by LHG. Aircraft orders indicate either fleet expansion or replacement of older jets with newer, more fuel-efficient ones that reduce MRO costs. In 2025, LHG has a total fleet of 736 jets, with a goal of 814 by 2030, including AZ's 99 jets (Lufthansa Group 2025; Lufthansa Group n.d.). With an order book of 266 jets (including AZ), LHG plans to replace older aircraft with next-gen jets, as outlined at the capital markets day (Lufthansa Group 2025).

The model assumes a linear delivery scheme, meaning that if a total of 15 jets are scheduled for delivery between 2027 and 2031, three new jets will be delivered each year. This simplification is necessary because exact delivery dates can change and are not publicly available. Once delivered, the new jets will replace older aircraft slated for retirement, as indicated by management. A similar approach is assumed for narrow-body jets due to the limited information.

Yearly available seats are forecasted by multiplying the number of each aircraft by its seating configuration, which varies by airline and model. A similar method is applied to cargo capacity, using payload rather than seats.

ASK is expected to increase following AZ's integration, but will slightly decline afterward, as newer jets are smaller than legacy aircraft like the Airbus A380. Management prioritizes flexibility over maximizing seat capacity. Premium seating percentages in new aircraft are higher, boosting profitability.

A critical factor is the timely delivery of next-gen aircraft such as the Boeing 777-9, Boeing 787-9, and Airbus A350-1000, which have faced delays due to supply-chain constraints (Hemmerdinger 2025; Mexico Business News 2025). LHG plans to reduce aircraft types from 13 to 6–9 by 2030 for efficiency, but fleet harmonization often exceeds initial timelines due to certification delays, supplier constraints, and operational restructuring (Lufthansa Group 2025). The Airbus A340-600 illustrates this challenge, having been reactivated post-COVID and still in service to maintain flexibility amid delivery delays. The Boeing 777-9 introduction is now expected no earlier than 2027 (Lunawat 2025). These factors suggest that cost synergies and maintenance savings from fleet simplification may materialize later than projected, potentially delaying fuel and MRO benefits by two to three years. This impact will be analyzed in a scenario analysis.

Revenue Forecasts

The forecasting model uses a bottom-up approach, calculating LHG's total revenue by forecasting each airline, the logistics, and MRO segments individually.

For AZ, it is important to note that as of 17 December 2025, LHG holds a 41% minority stake. Accordingly, under IFRS IAS 28, AZ's revenues are not directly included in the income statement but are reported as income from equity investments. LHG plans to acquire additional stakes by 2027 to be the majority owner (Roe 2025). From 2027 onwards, IFRS 10 will be applied, and AZ's financials, including revenues, will be consolidated directly into Group revenue.

The model uses ASK values from the fleet size forecast. RPKs are obtained by multiplying ASK by the load factor, and revenue is derived by multiplying RPK by the yield.

Yield is projected to grow from 10.1% in 2025 to 12.0% by 2040, a 1.1% annual increase driven by premium segment pricing and fleet renewal. While plausible in the short term, long-term growth may slow due to constrained capacity. Airline yields are historically mean-reverting due to price competition and fuel pass-through dynamics. As competitors like Air France–KLM and IAG renew fleets, yield pressure may return, particularly in leisure-heavy markets. Expansion of low-cost subsidiaries could dilute average yields despite lower operating costs.

To enhance profitability on intra-European feeder routes connecting secondary airports to hubs such as Frankfurt or Munich, LHG uses CL, which will gradually be replaced by VL. This subsidiary is designed for operational efficiency, with expected crew productivity 10–30% higher than LHA's short-haul operations due to more flexible working-hour regulations. Crews also earn approximately 40% less than LHA personnel, reflecting a more competitive cost structure (Lufthansa Group 2025). Consequently, LHA will increasingly focus on profitable, premium long-haul routes, while short-haul and leisure traffic is shifted to subsidiaries such as VL and 4Y. All these revenues are included in the "Lufthansa Airlines" segment.

The revenue model follows the same reporting structure as LHG traffic reports. As stated in the fleet size forecast, ASK is projected to grow until the fleet transformation is complete. Load factors are expected to grow moderately, except in 2028–2030, when new aircraft enter service, reducing seat numbers and increasing load factors as demand remains stable or rises. From 2030 onwards, a mild annual load factor growth of 1.25% is assumed. Similarly, yield is expected to increase in 2030–2031 due to higher SAF requirements, as higher costs likely lead LHA to raise ticket prices, resulting in higher yields and revenue per seat. Over the longer horizon, yield is assumed to grow 0.1% annually, reflecting a moderate pricing strategy.

The LX segment, including WK, is expected to follow a similar load factor development as LHA, with new jets delivered until 2031. Yield is largely unaffected by EU regulations, assumed to grow 0.1% per year.

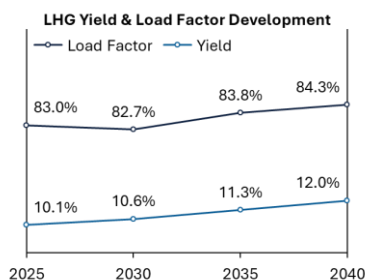


Figure 28 (Source: Revenue Forecast)

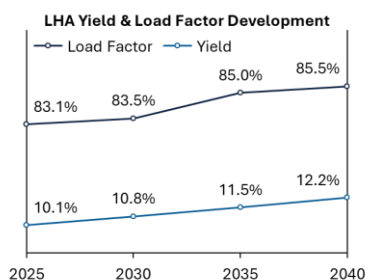


Figure 29 (Source: Revenue Forecast)

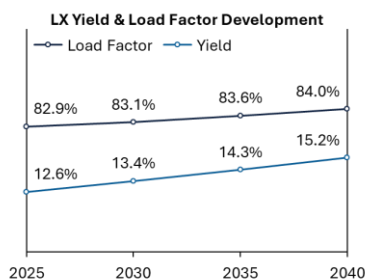


Figure 30 (Source: Revenue Forecast)

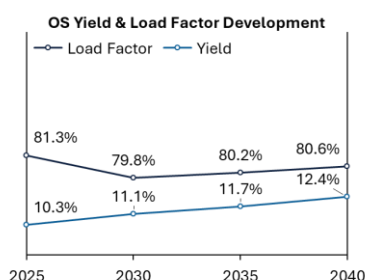


Figure 31 (Source: Revenue Forecast)

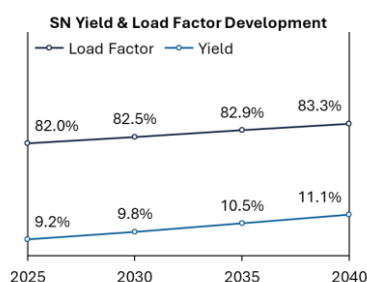


Figure 32 (Source: Revenue Forecast)

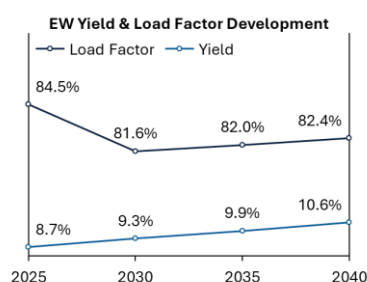


Figure 33 (Source: Revenue Forecast)

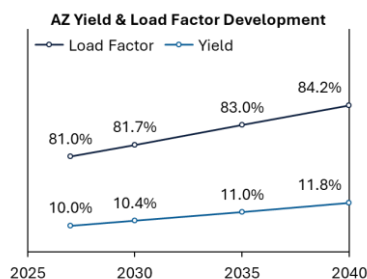


Figure 34 (Source: Revenue Forecast)

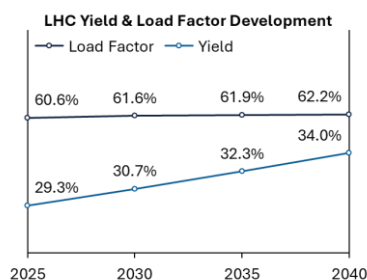


Figure 35 (Source: Revenue Forecast)

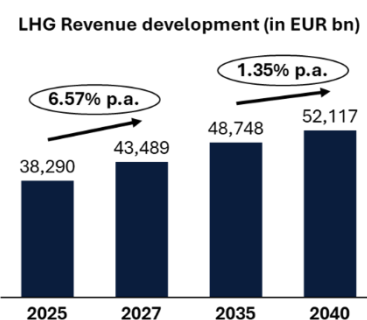


Figure 36 (Source: Revenue Forecast)

OS will operate fewer widebody aircraft once older jets retire in 2028, reducing its fleet from 15 to 11 jets. Widebodies operate on higher-yield international routes. The 2030 SAF regulations will affect OS more, as yield increases are limited. Intra-European competition from budget carriers at the Vienna hub restricts yield growth.

SN currently has no next-gen aircraft orders. The model assumes a moderate load factor increase due to rising demand for key African routes, with steady yield growth of 0.1%. Competition is strong on both short- and long-haul flights, from low-cost carriers and nearby hubs such as Amsterdam and Paris operated by Air France–KLM. LHG is attempting to establish SN as a key player for African routes by routing passengers via Brussels rather than flying directly to cities such as Accra or Kigali.

EW is expected to receive next-gen aircraft, increasing seat availability and potentially decreasing load factor initially. With leisure market growth outpacing other segments, the model anticipates annual load factor growth afterward, while yield grows moderately due to competitive pressure.

Following AZ's integration in 2027, its revenues will be consolidated into Group revenue. AZ is expected to operate the highest proportion of next-gen aircraft within LHG, targeting 90% by 2027 (ITA Airways n.d.). Newer, premium-heavy jets replace older aircraft, reducing seat numbers (e.g., AZ's Airbus A321 NEO LR has 165 seats, compared to 232 at EW). This configuration supports higher yields, enhanced by Rome's strategic location for routes to Latin America and Africa. AZ's yield is expected to grow 0.3% annually, reaching levels comparable to LHA by 2040.

LHC remains a key earnings stabilizer, particularly during weak passenger demand. After record results during the pandemic, revenue normalized in 2024. The forecast assumes moderate growth, reaching €5.0bn by 2040, with yield per cargo ton-kilometer gradually rising, supported by stable global trade and pricing power at high demand routes.

MRO revenue from LHT is expected to grow steadily due to ongoing maintenance demand and growing global fleets.

Overall, the forecast reflects LHG's focus on operational efficiency, fleet renewal, and strategic network optimization while balancing growth with disciplined capacity management. Total revenue is projected to increase from €38.3bn in 2025 to €52.1bn by 2040, representing a CAGR of 2.1%. AZ's integration, the ramp-up of VL, and the stable performance of Logistics and MRO segments underpin steady long-term growth and improved revenue quality.

Critical evaluation of inputs is important. Load factors are assumed to stabilize at

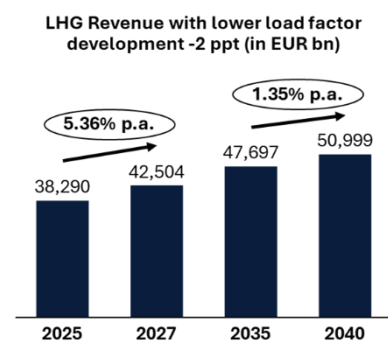


Figure 37 (Source: Revenue Forecast)

81–85%, consistent with or slightly above pre-pandemic levels. Structural shifts in corporate travel, particularly on transatlantic and intra-European routes, continue to suppress premium cabin utilization, offset by increased demand from individuals willing to pay for more comfort. Weakened economic growth in key European markets could reduce load factors by 1–2 percentage points, lowering passenger revenues by €480–960m annually by 2040.

AZ's integration requires careful analysis. While it enhances LHG's southern European presence, full consolidation by 2027 may be ambitious. European Commission approval has been repeatedly delayed, and competition remedies could alter integration, timing, or scope. AZ's financial performance remains unclear, and integration costs could offset near-term benefits. A scenario analysis was performed to assess these impacts.

Valuation Methods

Multiples Valuation

Peer	EV/EBITDAR Multiple	Weight
IAG	3.x	20.0%
AirFrance-KLM	2.4x	20.0%
United Airlines	3.2x	10.0%
Air Canada	2.8x	6.0%
Singapore Airlines	3.8x	6.0%
Air China	7.2x	3.0%
Deutsche Post AG	5.2x	8.4%
Ryanair	8.5x	6.4%
EasyJet	4.9x	6.4%
MTU	12.6x	13.8%
Weighted Median	3.8x	

Figure 38 (Source: CCA)

Peer	EV/EBITDA Multiple	Weight
IAG	3.8x	20.0%
AirFrance-KLM	2.8x	20.0%
United Airlines	4.8x	10.0%
Air Canada	3.8x	6.0%
Singapore Airlines	4.8x	6.0%
Air China	7.3x	3.0%
Deutsche Post AG	7.3x	8.4%
Ryanair	8.7x	6.4%
EasyJet	5.x	6.4%
MTU	12.6x	13.8%
Weighted Median	5.2x	

Figure 39 (Source: CCA)

Peer	EV/EBIT Multiple	Weight
IAG	5.6x	20.0%
AirFrance-KLM	8.5x	20.0%
United Airlines	7.3x	10.0%
Air Canada	5.9x	6.0%
Singapore Airlines	11.8x	6.0%
Air China	14.2x	3.0%
Deutsche Post AG	12.x	8.4%
Ryanair	11.6x	6.4%
EasyJet	8.8x	6.4%
MTU	16.9x	13.8%
Weighted Median	7.4x	

Figure 40 (Source: CCA)

For the comparable companies analysis (CCA), publicly traded companies were selected that collectively represent LHG most appropriately. This includes not only pure passenger airlines but also MRO companies and logistics companies. For each company, historical multiples were calculated, excluding the COVID years. The revenue contribution weighted median peer group multiple was then applied to LHG's values. The valuation methods suggest a share price of €9.06.

A brief explanation of the peer selection follows. IAG Group, headquartered in London and Madrid, operates both network and leisure airlines. The main revenue contributors are the network airlines British Airways, Iberia, and Aer Lingus. Its leisure airlines, Vueling and Level, are comparable to Eurowings and Discover Airlines. IAG also operates feeder airlines such as British Airways Cityflyer and Iberia Express to efficiently manage their hubs. Both LHG and IAG have substantial intra-European networks and strong exposure to North America. Air France–KLM, headquartered in Paris, is the third-largest European airline group. Like others, it operates network airlines (KLM and Air France), feeder airlines (Hop and KLM Cityhopper), leisure airlines (Transavia and Transavia France), and a cargo division (Air France Cargo and Martinair). The group also recently acquired a stake in SAS.

Parts of LHG can be compared to Ryanair and easyJet, which focus on leisure flights, similar to EW, 4Y, and WK. However, 4Y and WK also offer long-haul flights, which these LCCs do not. For global comparables, airlines with joint ventures with LHG provide the closest benchmark. These include Air Canada and United Airlines for transatlantic flights, and Singapore Airlines and Air China

Peer	EV/Net Inc. Multiple	Weight
IAG	8.6x	20.0%
AirFrance-KLM	26.7x	20.0%
United Airlines	14.2x	10.0%
Air Canada	8.3x	6.0%
Singapore Airlines	11.5x	6.0%
Air China	24.7x	3.0%
Deutsche Post AG	18.5x	8.4%
Ryanair	12.8x	6.4%
EasyJet	11.x	6.4%
MTU	24.7x	13.8%
Weighted Median	11.2x	

Figure 41 (Source: CCA)

Peer	EV/ASK Multiple	Weight
IAG	.061x	25.7%
AirFrance-KLM	.037x	25.7%
United Airlines	.064x	12.8%
Air Canada	.048x	7.7%
Singapore Airlines	.06x	7.7%
Air China	.13x	3.9%
Ryanair	.113x	8.3%
EasyJet	.049x	8.3%
Weighted Median	.053x	

Figure 40 (Source: CCA)

Peer	EV/RPK Multiple	Weight
IAG	.072x	25.7%
AirFrance-KLM	.042x	25.7%
United Airlines	.077x	12.8%
Air Canada	.056x	7.7%
Singapore Airlines	.077x	7.7%
Air China	.162x	3.9%
Ryanair	.119x	8.3%
EasyJet	.052x	8.3%
Weighted Median	.064x	

Figure 41 (Source: CCA)

for Asia (Lufthansa Group 2025). Additional peers include Deutsche Post AG, with which LHG has a joint venture via AeroLogic. Deutsche Post operates cargo jets, making it a suitable peer for LHG's logistics segment. For the MRO segment, MTU is considered the most appropriate peer, given its German location and the nature of its services.

The comparable transactions analysis (CTA) follows a similar but slightly different approach to the CCA method. Here, LHG's values are multiplied by the multiples of historical transactions within the aviation sector. Transactions from the past seven years were selected to include both pre-pandemic market conditions and the post-pandemic consolidation phase. All types of M&A transactions, minority stake purchases, majority acquisitions, and full takeovers, were considered, provided they involved airline operators.

For each transaction, the relevant valuation multiples were collected. While only EV/EBIT, EV/EBITDA, EV/Revenue, and EV/Net Income were directly disclosed in deal documentation, additional multiples such as EV/EBITDAR, EV/ASK, and EV/RPK were calculated using financial data from the annual reports of the year preceding each transaction. Abnormally low or high multiples were adjusted to avoid distorting the peer set and to maintain comparability.

A total of 63 transactions were analyzed using data from LSEG, suggesting a share price of €10.07. This is higher than the cash flow-based valuation results, reflecting the typical premium acquirers pay to ensure deal acceptance. Recent major mergers and acquisitions include the Korean Air–Asiana merger, Turkish Airlines' acquisition of a stake in Air Europa, Alaska Airlines' acquisition of Hawaiian Airlines, and the acquisition of stakes in AZ by LHG.

Sensitivity and Scenario Analysis

Scenario Analysis

To assess LHG's risk–return profile, it is essential to analyze how external and internal developments may influence its operational and financial performance. The following scenario analysis outlines plausible situations reflecting key strategic uncertainties, including geopolitical shifts, acquisition opportunities, operational bottlenecks, and regulatory pressures. Each scenario examines how these factors could affect LHG's financial positions and growth potential.

Delayed Consolidation of ITA Airways

This scenario analysis assesses the potential consolidation of AZ into the LHG across three cases: full consolidation as planned in 2027, a delayed consolidation in 2030, and no consolidation. Each case impacts key operational

and financial parameters, including fleet size, staff cost structures, the development of the equity investment position, and the Group's cash profile. Across the DCF, APV, and EVA valuation methods, the delayed consolidation scenario yields slightly higher equity values, while the no-consolidation case produces materially lower valuations due to lost synergies and reduced scale benefits. The relatively higher value in the 2030 scenario reflects LHG's current liquidity considerations, as both LHG and AZ remain in restructuring phases. Delaying integration may allow both to reach stronger efficiency levels and profitability before consolidation. The capital structure also differs significantly: the D/E ratio rises to about 60–63% under full consolidation but falls to 23.8% without consolidation, indicating a much leaner balance sheet. Overall, the analysis shows that consolidating AZ is value-accretive in the long term, while not proceeding with the transaction would limit strategic flexibility and reduce potential shareholder value.

Delays in Next-Gen Wide-Body Aircraft

The delivery and certification of new wide-body aircraft, particularly Boeing's 777-9 and Airbus's A350-1000, represent a major uncertainty for LHG. The Group's fleet modernization strategy aims to reduce unit costs and emissions, yet both programs have faced ongoing delays. For LHG, this results in a prolonged reliance on older, less fuel-efficient aircraft such as the A340-600, leading to higher maintenance costs, slower progress toward decarbonization targets, and delayed capacity optimization. These delays also postpone the introduction of premium products, which depend on new aircraft configurations. This scenario evaluates the impact of a two-year delay of newly ordered wide-body jets on the share price. Such delays would shift the expected yield improvements and increase jet fuel consumption, with higher expenses and lower revenues in the 2030s resulting in a lower share price.

SAF suspension

A further scenario focuses on environmental regulation and energy markets. The EU's "ReFuelEU Aviation" initiative mandates rising shares of SAF in total airline consumption (European Commission n.d.). Recent shifts in the EU and German governments indicate a move from strict ecological policies toward more economy-friendly policies, visible in debates over stopping the combustion engine ban and reducing aviation taxes (Marsh and More 2025; Arena 2025). If this trend continues, the EU may revise SAF requirements, currently set at 6% by 2030 and 20% by 2035.

This scenario evaluates the impact on LHG if SAF contribution and CO₂ costs remain at 2026 levels. Fuel being one of the Group's major costs, maintaining current SAF and CO₂ costs could raise the share price to roughly €16. Despite

LHG's ongoing investments in SAF partnerships and power-to-liquid technologies, such a policy shift would provide substantial relief to both the aviation industry and LHG.

Brent price inflation changes

A different scenario, related to the previous one, examines the effect of changes in Brent price inflation. In the base case, a 3% annual inflation from 2028 onwards, in line with market expectations, is assumed. If inflation is lower, e.g., 2.5%, LHG's share price could rise to roughly €12. Conversely, if inflation reaches 3.5% annually, the share price could fall to around €7. This scenario highlights how Brent price directly affects airline costs, and consequently, unlevered free cash flows.

Acquisition of TAP Air Portugal

A fifth scenario considers a potential acquisition or strategic stake in TAP Air Portugal (TAP). LHG has expressed interest in expanding within Southern Europe, and Portugal's planned TAP privatization offers an opportunity to strengthen its position in the Iberian market. TAP's network to Brazil and other Lusophone countries complements LHG's routes and could enhance Atlantic connectivity. Reuters reported LHG and Air France-KLM as leading contenders (Goncalves, Plucinska, and Wissenbach 2024). A successful acquisition would broaden LHG's customer base, diversify revenue, and improve its long-haul network, while generating synergies in marketing, scheduling, and maintenance. However, execution risks include a potentially prolonged privatization process, competition from other European groups, and regulatory conditions on Lisbon slots, which could limit synergies (The Portugal News 2025).

The model assumes an approach similar to AZ's acquisition. LHG would first acquire a minority stake, assumed at €300m in 2028, followed by a full consolidation by 2030 with an additional €900m, a realistic value given TAP's fleet and scale relative to AZ. Full consolidation would increase fleet size and staff, with the share price estimated at roughly €11.80.

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Appendix

Financial Statements

Income Statement Historical

in €m	2015 A	2016 A	2017 A	2018 A	2019 A	2020 A	2021 A	2022 A	2023 A	2024 A	2025 A
Traffic revenue	25,506	24,661	28,399	27,801	28,136	9,078	11,876	25,864	29,926	31,439	32,339
Other revenue	6,550	6,999	7,180	7,741	8,288	4,511	4,935	5,031	5,516	6,142	7,184
Total revenue	32,056	31,660	35,579	35,542	36,424	13,589	16,811	30,895	35,442	37,581	39,523
Changes in inventories and other own work capitalized	203	95	438	531	685	175	109	354	727	954	838
Other operating income	2,832	2,184	2,276	1,818	1,889	1,897	1,602	2,180	2,413	2,232	2,223
Cost of materials and services	- 17,640	- 17,109	- 19,028	- 18,367	- 19,827	- 8,453	- 8,946	- 17,973	- 20,378	- 22,399	- 23,855
Staff costs	- 8,075	- 7,354	- 8,172	- 8,811	- 9,121	- 6,436	- 6,328	- 7,277	- 8,344	- 9,036	- 9,791
Depreciation, amortisation and impairments	- 1,715	- 1,769	- 2,382	- 2,205	- 2,776	- 4,389	- 2,351	- 2,245	- 2,242	- 2,378	- 2,437
Other operating expenses	- 6,106	- 5,517	- 5,571	- 5,708	- 5,585	- 3,472	- 3,215	- 4,538	- 5,162	- 5,412	- 5,243
Profit / loss from operating activities	1,555	2,190	3,140	2,800	1,689	7,089	2,318	1,396	2,456	1,542	1,259
Result of equity investments	111	58	118	114	88	276	22	15	121	86	256
Result of other equity investments	10	27	39	60	80	12	24	38	92	103	77
Interest income	186	64	178	68	79	83	6	68	245	441	352
Interest expenses	- 356	- 282	- 373	- 212	- 394	- 417	- 435	- 477	- 593	- 590	- 555
Other financial items	520	191	56	47	318	944	151	239	4	6	191
Financial result	471	58	18	17	171	1,542	288	147	139	34	321
Profit / loss before income taxes from continuing operations	2,026	2,248	3,158	2,783	1,860	- 8,631	- 2,606	1,249	2,317	1,576	1,580
Income taxes	- 304	- 445	- 784	- 588	- 615	1,865	413	239	380	176	856
Profit / loss from continuing operations	1,722	1,803	2,374	2,195	1,245	- 6,766	- 2,193	1,010	1,937	1,400	724
Profit / loss from discontinued operations	-	-	-	-	-	-	-	206	248	7	7
Profit / loss after income taxes	1,722	1,803	2,374	2,195	1,245	- 6,766	- 2,193	804	1,689	1,393	731
Profit / loss attributable to non-controlling interests	- 24	- 27	- 34	- 33	- 32	41	2	-	16	13	24
Net profit / loss attributable to shareholders of LHG	1,698	1,776	2,340	2,162	1,213	- 6,725	- 2,195	804	1,705	1,406	755

Figure 42 (Source: Lufthansa)

Balance Sheet Historical

in €m	2015 A	2016 A	2017 A	2018 A	2019 A	2020 A	2021 A	2022 A	2023 A	2024 A	2025 A
Intangible assets with an indefinite useful life	1,235	1,265	1,343	1,381	1,395	1,169	1,189	1,055	1,022	1,016	1,018
Other intangible assets	422	472	492	512	547	469	419	373	333	321	309
Aircraft and reserve engines	14,591	14,798	15,333	16,776	18,349	15,842	15,318	15,890	17,464	18,828	19,156
Repairable spare parts for aircraft	1,388	1,604	1,758	2,133	2,270	1,823	1,847	2,034	2,024	2,154	2,250
Other property, plant and other equipment	2,173	2,199	2,186	2,221	4,041	3,671	3,354	3,331	2,913	2,958	3,268
Equity investments	520	516	585	650	672	403	434	392	465	597	1,106
Other equity investments	201	212	221	246	256	252	245	236	233	266	293
Non-current securities	15	23	32	41	53	54	38	37	20	21	21
Loans, receivables and other assets	516	513	475	512	469	440	525	532	968	852	1,195
Derivative financial instruments	1,234	1,474	642	828	906	363	894	1,120	659	821	336
Prepaid expenses	12	11	9	118	116	91	74	88	79	55	46
Income tax receivables	19	4	12	10	32	34	65	64	109	165	49
Deferred tax assets	1,200	1,413	1,661	2,131	2,268	4,833	4,661	2,928	3,059	2,682	2,407
Non-current assets	23,526	24,504	24,749	27,559	31,374	29,444	29,063	28,080	29,348	30,736	31,458
Inventories	761	816	907	968	980	726	675	812	1,385	1,606	1,626
Contract assets	-	-	-	234	277	142	179	342	312	395	506
Trade receivables and other receivables	4,389	4,570	5,313	5,576	5,417	2,843	3,686	4,102	3,923	4,257	4,697
Derivative financial instruments	440	534	600	357	459	260	542	861	437	803	390
Prepaid expenses	158	167	197	217	245	193	208	287	235	254	381
Income tax receivables	85	37	58	58	153	282	249	231	307	501	229
Interest-bearing securities and similar investments	1,994	2,681	2,551	1,735	1,970	3,654	5,359	6,517	6,675	6,698	8,010
Cash and cash equivalents	1,099	1,256	1,397	1,500	1,415	1,806	2,307	1,784	1,590	1,790	1,371
Assets held for sale	10	132	6	9	369	134	270	319	1,109	12	159
Current assets	8,936	10,193	11,029	10,654	11,285	10,040	13,475	15,255	15,973	16,316	17,369
Total assets	32,462	34,697	35,778	38,213	42,659	39,484	42,538	43,335	45,321	47,052	48,827
Pension provisions	6,626	8,364	5,116	5,865	6,659	9,531	6,676	2,069	2,895	2,692	2,423
Other provisions	526	503	601	537	490	558	703	757	764	791	925
Financial liabilities	5,031	5,811	6,142	5,008	8,396	12,252	15,041	13,270	11,055	11,413	12,027
Contract liabilities	-	-	-	22	25	36	30	30	26	8	7
Other financial liabilities	121	124	243	137	76	86	67	72	55	39	72
Advance payments received (etc.)	1,223	1,246	1,289	51	32	33	30	44	67	43	46
Derivative financial instruments	307	54	190	222	128	457	290	394	495	332	837
Deferred income tax liabilities	346	437	449	583	611	485	529	517	505	559	622
Non-current provisions and liabilities	14,180	16,539	14,030	12,425	16,417	23,438	23,366	17,153	15,862	15,877	16,959
Other provisions	1,075	1,066	990	894	794	831	1,255	872	876	1,056	998
Financial liabilities	1,339	764	672	1,677	1,634	3,116	1,629	1,881	2,888	2,810	2,436
Trade payables and other financial liabilities	4,847	4,689	5,249	5,720	5,351	3,321	4,186	5,660	5,905	6,003	6,190
Contract liabilities from unused flight documents	2,901	3,040	3,773	3,969	4,071	2,064	3,340	4,898	4,981	5,183	6,091
Miscellaneous contract liabilities	-	-	-	2,391	2,675	2,977	2,609	2,682	2,770	2,954	3,034
Advance payments received (etc.)	918	875	992	388	382	1,295	648	681	722	709	833
Derivative financial instruments	1,221	185	124	393	137	366	247	489	263	272	389
Income tax liabilities	136	390	838	783	402	689	705	545	675	594	477
Liabilities in connection with assets held for sale	-	-	-	-	540	-	63	-	670	-	-
Current provisions and liabilities	12,437	11,009	12,638	16,215	15,986	14,659	14,682	17,708	19,750	19,581	20,448
Total Liabilities	26,617	27,548	26,668	28,640	32,403	38,097	38,048	34,861	35,612	35,458	37,407
Issued capital	1,189	1,200	1,206	1,217	1,224	1,530	3,060	3,060	3,063	3,068	3,068
Capital reserve	187	222	263	343	378	378	956	252	258	265	265
Retained earnings	1,612	1,549	3,724	4,555	5,617	4,868	491	2,068	4,187	5,477	6,200
Other neutral reserves	1,082	2,313	1,474	1,185	1,715	1,296	2,134	2,234	2,151	2,732	1,826
Net result for the period	1,698	1,776	2,340	2,163	1,213	- 6,725	- 2,191	791	-	-	-
Equity attributable to shareholders of LHG	5,768	7,060	9,007	9,463	10,147	1,347	4,450	8,405	9,659	11,542	11,359
Non-controlling interests	77	89	103	110	109	40	40	69	50	52	61
Shareholders' equity	5,845	7,149	9,110	9,573	10,256	1,387	4,490	8,474	9,709	11,594	11,420
Total equity and liabilities	32,462	34,697	35,778	38,213	42,659	39,484	42,538	43,335	45,321	47,052	48,827

Figure 43 (Source: Lufthansa)

Reformulated Income Statement Forecasted

in €m	2026 F	2027 F	2028 F	2029 F	2030 F	2031 F	2032 F	2033 F	2034 F	2035 F	2036 F	2037 F	2038 F	2039 F	2040 F															
Traffic revenue	32,889	37,889	38,815	39,744	40,058	40,794	41,340	41,825	42,222	42,623	43,194	43,774	44,361	44,956	45,560															
Other revenue	5,636	6,525	6,643	6,760	6,763	6,892	6,995	7,067	7,134	7,200	7,298	7,398	7,499	7,601	7,704															
Total revenue	38,525	44,415	45,458	46,504	46,822	47,686	48,335	48,892	49,356	49,823	50,492	51,172	51,860	52,557	53,264															
Changes in inventories and other own work capitalized	828	954	974	995	1,000	1,018	1,031	1,042	1,051	1,061	1,073	1,087	1,101	1,116	1,130															
Other operating income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-															
Total operating income	39,353	45,369	46,432	47,499	47,822	48,704	49,356	49,934	50,407	50,884	51,566	52,258	52,961	53,673	54,394															
Cost of materials and services	-	22,564	-	25,667	-	25,578	-	26,191	-	27,215	-	27,671	-	28,295	-	28,341	-	28,603	-	28,861	-	29,115	-	29,365						
Gross Profit	16,789	19,702	20,855	21,592	22,211	22,513	22,686	22,720	22,736	22,589	23,225	23,656	24,100	24,558	25,030															
Staff costs	-	10,268	-	11,242	-	11,579	-	12,384	-	12,292	-	12,606	-	12,929	-	13,259	-	13,531	-	13,807	-	14,090	-	14,377	-	14,670	-	14,970		
Other operating expenses	-	3,849	-	4,308	-	4,421	-	4,536	-	4,625	-	4,669	-	4,752	-	4,833	-	4,909	-	4,978	-	5,059	-	5,141	-	5,225	-	5,310	-	5,396
Total operating expenses	-	36,681	-	41,216	-	41,578	-	42,369	-	42,620	-	43,151	-	44,028	-	44,976	-	45,839	-	46,804	-	47,206	-	47,834	-	48,463	-	49,095	-	49,731
Core EBITDA	2,672	4,153	4,855	5,130	5,202	5,552	5,328	4,958	4,568	4,080	4,360	4,425	4,498	4,578	4,664															
Depreciation, amortisation and impairments	-	2,362	-	2,867	-	2,855	-	2,857	-	2,802	-	2,815	-	2,818	-	2,819	-	2,819	-	2,819	-	2,827	-	2,878	-	2,930	-	2,982	-	3,034
Core EBIT	309	1,285	2,000	2,273	2,399	2,737	2,510	2,139	1,749	1,261	1,533	1,546	1,568	1,596	1,630															
Statutory Taxes	-	77	-	321	-	500	-	568	-	600	-	684	-	628	-	535	-	437	-	315	-	383	-	387	-	392	-	399	-	408
Tax Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Core Result (NOPLAT)	232	964	1,500	1,705	1,799	2,053	1,883	1,604	1,312	946	1,150	1,160	1,176	1,197	1,223															

in €m	2026 F	2027 F	2028 F	2029 F	2030 F	2031 F	2032 F	2033 F	2034 F	2035 F	2036 F	2037 F	2038 F	2039 F	2040 F	
Additional Businesses and Group Functions	455	525	537	549	553	563	571	577	583	588	596	604	612	621	629	
Other Non Core Income	1,218	1,343	1,303	1,338	1,344	1,361	1,380	1,400	1,417	1,436	1,451	1,468	1,487	1,507	1,526	
Result of equity investments	256	256	256	256	256	256	256	256	256	256	256	256	256	256	256	
Result of other equity investments	77	77	77	77	77	77	77	77	77	77	77	77	77	77	77	
Other financial items	251	251	251	251	251	251	251	251	251	251	251	251	251	251	251	
Total Non Core Income	2,257	2,452	2,424	2,472	2,481	2,508	2,535	2,562	2,584	2,608	2,631	2,657	2,684	2,711	2,739	
Other services	-	225	-	260	-	266	-	272	-	274	-	279	-	283	-	286
Other taxes	-	90	-	104	-	107	-	109	-	110	-	112	-	113	-	115
Losses on disposal of non-current assets	-	29	-	32	-	32	-	31	-	30	-	30	-	30	-	30
Impairment of assets held for sale	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	618	-	713	-	730	-	746	-	752	-	765	-	776	-	785
Total Non Core Expenses	-	963	-	1,110	-	1,134	-	1,159	-	1,165	-	1,186	-	1,202	-	1,215
Non Core EBITDA	1,294	1,342	1,290	1,313	1,316	1,322	1,333	1,346	1,357	1,370	1,377	1,385	1,395	1,406	1,416	
Depreciation, amortisation and impairments	-	32	-	30	-	30	-	30	-	30	-	31	-	31	-	31
Non Core Result before Taxes and OCI	1,262	1,312	1,260	1,283	1,285	1,292	1,303	1,316	1,327	1,339	1,346	1,355	1,365	1,375	1,385	
Statutory Taxes	-	316	-	328	-	315	-	321	-	321	-	323	-	326	-	329
Tax Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non Core Result before OCI	947	984	945	962	964	969	977	987	995	1,005	1,010	1,016	1,024	1,031	1,039	
Total OCI	189	218	223	228	230	234	237	240	242	245	248	251	255	258	261	
Non Core Result	1,136	1,202	1,168	1,190	1,194	1,203	1,215	1,227	1,238	1,249	1,257	1,267	1,278	1,289	1,300	

in €m	2026 F	2027 F	2028 F	2029 F	2030 F	2031 F	2032 F	2033 F	2034 F	2035 F	2036 F	2037 F	2038 F	2039 F	2040 F
Net Foreign exchange	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest income	230	69	75	82	84	89	93	96	99	102	106	110	114	118	122
Interest expenses	-	518	-	442	-	516	-	540	-	553	-	538	-	521	-
Other financial items	-	60	-	60	-	60	-	60	-	60	-	60	-	60	-
Financial Result before Taxes and OCI	-	348	-	432	-	500	-	518	-	529	-	509	-	488	-
Tax Shield	87	108	125	129	132	127	122	117	111	106	79	75	72	69	66
Financial Result before OCI	-	261	-	324	-	375	-	388	-	397	-	382	-	366	-
Differences from currency translation	130	150	154	157	158	161	164	165	167	169	171	173	176	178	180
Financial Result	-	131	-	174	-	221	-	231	-	238	-	220	-	202	-
Total comprehensive income	1,237	1,992	2,447	2,664	2,755	3,035	2,895	2,647	2,383	2,047	2,340	2,374	2,412	2,456	2,504

Figure 44 (Source: Own Analysis)

Reformulated Balance Sheet Forecasted

in €m	2026 F	2027 F	2028 F	2029 F	2030 F	2031 F	2032 F	2033 F	2034 F	2035 F	2036 F	2037 F	2038 F	2039 F	2040 F															
Intangible assets with an indefinite useful life	1,018	1,018	1,018	1,018	1,018	1,018	1,018	1,018	1,018	1,018	1,018	1,018	1,018	1,018	1,018															
Other intangible assets	362	418	428	437	440	449	455	460	464	469	475	481	488	494	501															
Aircraft and reserve engines	18,879	21,723	21,492	21,390	20,852	20,877	20,826	20,775	20,724	20,672	20,672	21,076	21,479	21,883	22,286															
Repairable spare parts for aircraft	2,060	2,371	2,345	2,334	2,276	2,278	2,273	2,267	2,262	2,256	2,256	2,256	2,256	2,256	2,256															
Other property, plant and other equipment	3,052	3,518	3,601	3,683	3,708	3,777	3,827	3,872	3,909	3,946	3,999	4,052	4,107	4,162	4,218															
Loans, receivables and other assets	474	538	516	523	505	523	539	561	580	611	595	595	593	592	589															
Prepaid expenses	91	102	103	105	105	106	109	111	113	115	116	118	120	121	123															
Income tax receivables	49	49	49	49	49	49	49	49	49	49	49	49	49	49	49															
Deferred tax assets	2,463	2,595	1,777	1,096	737	338	333	328	322	316	306	298	289	279	269															
Total Non Current Core Operating Assets	28,447	32,331	31,328	30,636	29,690	29,415	29,428	29,441	29,441	29,453	29,487	29,943	30,398	30,854	31,310															
Inventories	1,536	1,747	1,706	1,692	1,638	1,639	1,633	1,629	1,618	1,616	1,580	1,555	1,569	1,583	1,596															
Contract assets	324	376	382	388	386	394	399	404	408	412	417	423	429	435	441															
Trade receivables and other receivables	2,841	3,275	3,352	3,429	3,453	3,516	3,563	3,605	3,639	3,674	3,723	3,773	3,824	3,875	3,927															
Prepaid expenses	266	299	302	308	310	314	320	327	333	340	343	348	352	357	361															
Income tax receivables	229	229	229	229	229	229	229	229	229	229	229	229	229	229	229															
Operating Cash	987	1,137	1,164	1,192	1,202	1,224	1,240	1,255	1,267	1,279	1,296	1,313	1,331	1,349	1,367															
Total Current Core Operating Assets	6,183	7,064	7,136	7,238	7,217	7,316	7,384	7,448	7,494	7,549	7,587	7,640	7,733	7,827	7,921															
Core Operating Assets	34,631	39,395	38,464	37,874	36,908	36,731	36,812	36,890	36,934	37,001	37,075	37,583	38,132	38,681	39,231															
Other provisions	-	533	-	599	-	604	-	616	-	620	-	627	-	640	-	654	-	666	-	680	-	686	-	695	-	705	-	714	-	723
Contract liabilities	-	7	-	7	-	7	-	7	-	7	-	7	-	7	-	7	-	7	-	7	-	7	-	7	-	7	-	7	-	7
Advance payments received (etc.)	-	25	-	29	-	29	-	30	-	31	-	31	-	32	-	32	-	32	-	33	-	33	-	33	-	34	-	34	-	34
Deferred income tax liabilities	-	1,372	-	1,579	-	1,569	-	1,567	-	1,535	-	1,540	-	1,539	-	1,538	-	1,537	-	1,540	-	1,566	-	1,592	-	1,618	-	1,645	-	1,645
Total Non Current Core Provisions and Liabilities	-	1,937	-	2,214	-	2,210	-	2,220	-	2,191	-	2,205	-	2,218	-	2,232	-	2,243	-	2,256	-	2,266	-	2,301	-	2,337	-	2,373	-	2,409
Other provisions	-	541	-	608	-	613	-	625	-	629	-	637	-	650	-	664	-	676	-	691	-	697	-	706	-	715	-	724	-	734
Trade payables and other financial liabilities	-	4,287	-	4,876	-	4,859	-	4,922	-	4,865	-	4,976	-	5,067	-	5,170	-	5,257	-	5,376	-	5,384	-	5,434	-	5,483	-	5,531	-	5,579
Contract liabilities from unused flight documents	-	5,852	-	6,340	-	5,983	-	5,627	-	5,611	-	5,719	-	5,797	-	5,866	-	5,920	-	5,975	-	6,057	-	6,140	-	6,224	-	6,310	-	6,396
Miscellaneous contract liabilities	-	2,735	-	3,153	-	3,227	-	3,301	-	3,323	-	3,385	-	3,430	-	3,470	-	3,503	-	3,536	-	3,584	-	3,632	-	3,681	-	3,730	-	3,780
Advance payments received (etc.)	-	378	-	435	-	446	-	456	-	459	-	467	-	474	-	479	-	484	-	488	-	495	-	501	-	508	-	515	-	522
Income tax liabilities	-	477	-	477	-	477	-	477	-	477	-	477	-	477	-	477	-	477	-	477	-	477	-	477	-	477	-	477	-	477
Total Current Core Provisions and Liabilities	-	14,269	-	15,890	-	15,605	-	15,408	-	15,364	-	15,661	-	15,894	-	16,126	-	16,317	-	16,543	-	16,694	-	16,890	-	17,088	-	17,288	-	17,488
Core Operating Liabilities	-	16,206	-	18,103	-	17,815	-	17,628	-	17,556	-	17,866	-	18,112	-	18,357	-	18,561	-	18,799	-	18,959	-	19,192	-	19,426	-	19,661	-	19,897
Total Core Invested Capital	18,424	21,291	20,649	20,246	19,352	18,865	18,700	18,532	18,374	18,202	18,115	18,391	18,706	19,020	19,334															

in €m	2026 F	2027 F	2028 F	2029 F	2030 F	2031 F	2032 F	2033 F	2034 F	2035 F	2036 F	2037 F	2038 F	2039 F	2040 F
Other intangible assets	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
Equity investments accounted	1,106	706	706	706	706	706	706	706	706	706	706	706	706	706	706
Other equity investments	293	293	293	293	293	293	293	293	293	293	293	293	293	293	293
Non-current securities	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21
Loans, receivables and other assets	491	565	577	590	594	605	613	620	626	632	640	649	658	667	676
Derivative financial instruments	548	623	597	606	585	605	624	650	672	708	689	689	687	685	682
Deferred tax assets	320	358	407	461	463	445	430	414	396	378	355	334	311	288	264
Total Non Current Non-Core Operating Assets	2,787	2,573	2,609	2,684	2,670	2,683	2,694	2,712	2,722	2,746	2,713	2,699	2,684	2,667	2,650
Trade receivables and other receivables	1,584	1,826	1,868	1,911	1,924	1,960	1,986	2,009	2,028	2,048	2,075	2,103	2,131	2,160	2,189
Derivative financial instruments	364	542	519	527	509	526	542	565	584	615	599	598	597	595	593
Assets held for sale	159	159	159	159	159	159	159	159	159	159	159	159	159	159	159
Total Current Non-Core Operating Assets	2,106	2,526	2,547	2,597	2,592	2,645	2,687	2,733	2,771	2,822	2,833	2,860	2,887	2,914	2,941
Total Non-Core Assets	4,894	5,099	5,155	5,281	5,262	5,328	5,382	5,445	5,493	5,568	5,546	5,559	5,571	5,581	5,590
Other provisions	- 381	- 428	- 432	- 440	- 442	- 448	- 457	- 467	- 476	- 486	- 490	- 497	- 503	- 510	- 516
Other financial liabilities	- 94	- 106	- 107	- 109	- 110	- 111	- 113	- 116	- 118	- 120	- 121	- 123	- 125	- 126	- 128
Advance payments received (etc.)	- 26	- 30	- 31	- 31	- 32	- 32	- 33	- 33	- 34	- 34	- 34	- 34	- 35	- 35	- 36
Derivative financial instruments	- 412	- 393	- 373	- 378	- 365	- 378	- 389	- 406	- 419	- 442	- 430	- 430	- 429	- 427	- 426
Deferred income tax liabilities	961	961	961	961	961	961	961	961	961	961	961	961	961	961	961
Total Non Current Non-Core Provisions and Liabilities	48	4	20	3	13	7	31	60	85	120	114	122	130	137	144
Other provisions	- 497	- 560	- 589	- 679	- 683	- 692	- 706	- 721	- 735	- 751	- 757	- 767	- 777	- 787	- 798
Trade payables and other financial liabilities	- 2,154	- 2,451	- 2,442	- 2,474	- 2,445	- 2,501	- 2,546	- 2,598	- 2,642	- 2,702	- 2,706	- 2,731	- 2,756	- 2,780	- 2,804
Miscellaneous contract liabilities	- 284	- 328	- 335	- 343	- 345	- 352	- 356	- 361	- 364	- 367	- 372	- 377	- 382	- 388	- 393
Advance payments received (etc.)	- 441	- 509	- 521	- 533	- 536	- 546	- 553	- 560	- 565	- 571	- 578	- 586	- 594	- 602	- 610
Derivative financial instruments	- 350	- 284	- 272	- 276	- 267	- 276	- 284	- 296	- 306	- 323	- 314	- 314	- 313	- 312	- 311
Liabilities in connection with assets held for sale	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Non-Core Provisions and Liabilities	- 3,727	- 4,131	- 4,159	- 4,305	- 4,277	- 4,366	- 4,447	- 4,536	- 4,613	- 4,713	- 4,728	- 4,775	- 4,822	- 4,869	- 4,915
Non-Core Liabilities	- 3,678	- 4,127	- 4,140	- 4,301	- 4,264	- 4,374	- 4,477	- 4,596	- 4,697	- 4,833	- 4,842	- 4,897	- 4,952	- 5,006	- 5,059
Total Non-Core Invested Capital	1,215	972	1,015	980	998	955	904	849	796	735	704	662	619	575	531
Total Invested Capital	19,640	22,264	21,664	21,226	20,350	19,819	19,604	19,381	19,170	18,937	18,820	19,053	19,325	19,595	19,865

in €m	2026 F	2027 F	2028 F	2029 F	2030 F	2031 F	2032 F	2033 F	2034 F	2035 F	2036 F	2037 F	2038 F	2039 F	2040 F
Pension assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loans, receivables and other assets	152	176	180	184	185	189	191	193	195	197	200	202	205	208	211
Total Non Current Financial Assets	152	176	180	184	185	189	191	193	195	197	200	202	205	208	211
Interest-bearing securities and similar investments	8,010	8,010	8,010	8,010	8,010	8,010	8,010	8,010	8,010	8,010	8,010	8,010	8,010	8,010	8,010
Excess Cash	704	212	231	250	256	272	284	294	302	311	323	335	348	361	374
Total Current Financial Assets	8,714	8,222	8,241	8,260	8,266	8,282	8,294	8,304	8,312	8,321	8,333	8,345	8,358	8,371	8,384
Total Financial Assets	8,867	8,398	8,421	8,444	8,451	8,470	8,485	8,497	8,508	8,518	8,533	8,548	8,563	8,579	8,594
Pension provisions	- 2,768	- 3,111	- 3,554	- 4,045	- 4,069	- 3,904	- 3,763	- 3,619	- 3,459	- 3,298	- 3,091	- 2,893	- 2,688	- 2,478	- 2,261
Financial liabilities	- 11,987	- 14,226	- 14,398	- 14,650	- 14,282	- 13,882	- 13,431	- 12,982	- 12,536	- 12,091	- 11,885	- 11,906	- 11,919	- 11,924	- 11,921
Total Non Current Financial Provisions and Liabilities	- 14,755	- 17,337	- 17,951	- 18,695	- 18,350	- 17,785	- 17,194	- 16,602	- 15,995	- 15,390	- 14,975	- 14,798	- 14,607	- 14,402	- 14,182
Financial liabilities	- 2,471	- 2,843	- 3,243	- 3,655	- 3,563	- 3,359	- 3,142	- 2,927	- 2,712	- 2,499	- 2,292	- 2,126	- 1,952	- 1,770	- 1,580
Trade payables and other financial liabilities	- 21	- 24	- 24	- 24	- 24	- 25	- 25	- 26	- 26	- 27	- 27	- 27	- 27	- 28	- 28
Total Current Financial Provisions and Liabilities	- 2,492	- 2,867	- 3,267	- 3,680	- 3,587	- 3,384	- 3,168	- 2,953	- 2,739	- 2,526	- 2,319	- 2,153	- 1,979	- 1,797	- 1,607
Total Financial Liabilities	- 17,247	- 20,204	- 21,218	- 22,375	- 21,938	- 21,169	- 20,362	- 19,554	- 18,734	- 17,915	- 17,294	- 16,952	- 16,587	- 16,200	- 15,790
Total Net Debt	- 8,380	- 11,807	- 12,797	- 13,930	- 13,487	- 12,699	- 11,877	- 11,057	- 10,226	- 9,398	- 8,762	- 8,404	- 8,024	- 7,621	- 7,196
Shareholders' equity	11,259	10,457	8,867	7,295	6,863	7,121	7,727	8,324	8,943	9,539	10,058	10,649	11,301	11,974	12,669

Figure 45 (Source: Own Analysis)

Reformulated Cash Flow Map Forecasted

in €m	2026 F	2027 F	2028 F	2029 F	2030 F	2031 F	2032 F	2033 F	2034 F	2035 F	2036 F	2037 F	2038 F	2039 F	2040 F
Core EBIT	309	1,285	2,000	2,273	2,399	2,737	2,510	2,139	1,749	1,261	1,533	1,546	1,568	1,596	1,630
(-) Statutory Taxes	(77)	(321)	(500)	(568)	(600)	(684)	(628)	(535)	(437)	(315)	(383)	(387)	(392)	(399)	(408)
(+) Tax Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NOPLAT	232	964	1,500	1,705	1,799	2,053	1,883	1,604	1,312	946	1,150	1,160	1,176	1,197	1,223
(+) Depreciation & Ammortization	2,362	2,867	2,855	2,85	2,802	2,815	2,818	2,819	2,819	2,81	2,827	2,878	2,930	2,982	3,034
Core Gross Cash Flow	2,595	3,831	4,355	4,561	4,602	4,868	4,700	4,423	4,131	3,765	3,977	4,038	4,106	4,179	4,256
(-) Δ in NWC	20	740	(356)	(300)	(22)	198	165	168	146	171	112	144	105	106	106
<i>NWC</i>	<i>(8,086)</i>	<i>(8,826)</i>	<i>(8,470)</i>	<i>(8,169)</i>	<i>(8,147)</i>	<i>(8,345)</i>	<i>(8,510)</i>	<i>(8,678)</i>	<i>(8,824)</i>	<i>(8,994)</i>	<i>(9,106)</i>	<i>(9,250)</i>	<i>(9,355)</i>	<i>(9,461)</i>	<i>(9,567)</i>
(-) Capex - Tangible assets	(1,680)	(6,488)	(2,682)	(2,826)	(2,231)	(2,912)	(2,811)	(2,807)	(2,799)	(2,799)	(2,880)	(3,336)	(3,388)	(3,441)	(3,493)
(-) in Intangible assets	(8)	(120)	13	(17)	15	(26)	(22)	(28)	(23)	(35)	10	(6)	(5)	(5)	(4)
(-) Δ in other operating net assets	(683)	134	813	689	330	412	16	16	16	17	18	43	43	44	44
Core Unlevered Free Cash Flow	243	(1,903)	2,142	2,108	2,694	2,540	2,048	1,772	1,470	1,118	1,236	884	861	883	909
(+) Non-Core EBIT	1,262	1,312	1,260	1,283	1,285	1,292	1,303	1,316	1,327	1,339	1,346	1,355	1,365	1,375	1,385
(-) Statutory taxes	(316)	(328)	(315)	(321)	(321)	(323)	(326)	(329)	(332)	(335)	(337)	(339)	(341)	(344)	(346)
(+) Tax adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(+) OCI	189	218	223	228	230	234	237	240	242	245	248	251	255	258	261
(-) Δ in Non-Core Invested Capital	77	243	(43)	36	(18)	44	50	55	53	61	31	42	43	44	44
Total Unlevered Free Cash Flows	1,455	(458)	3,267	3,334	3,869	3,786	3,312	3,054	2,761	2,428	2,524	2,193	2,183	2,216	2,253
(+) Financial Result Before Taxes	(348)	(432)	(500)	(518)	(529)	(509)	(488)	(466)	(444)	(423)	(317)	(301)	(290)	(278)	(265)
(-) Tax Shield	87	106	125	129	132	127	117	111	106	79	75	72	69	69	66
(+) Non-cash movements	130	150	154	157	158	161	164	165	167	169	171	173	176	178	180
(-) Δ in Net Financial Assets	73	3,426	991	1,133	(444)	(788)	(822)	(820)	(831)	(829)	(636)	(358)	(380)	(403)	(425)
(+) Transactions with Shareholders	(1,398)	(2,795)	(4,037)	(4,236)	(3,187)	(2,778)	(2,288)	(2,050)	(1,764)	(1,451)	(1,821)	(1,783)	(1,761)	(1,782)	(1,810)
Financing Cash Flows	(1,455)	458	(3,267)	(3,334)	(3,869)	(3,786)	(3,312)	(3,054)	(2,761)	(2,428)	(2,524)	(2,193)	(2,183)	(2,216)	(2,253)

Fleet Forecast

LHG Fleet Forecast

Lufthansa Group Total	2026 F	2027 F	2028 F	2029 F	2030 F	2031 F	2032 F	2033 F	2034 F	2035 F	2036 F	2037 F	2038 F	2039 F	2040 F
Narrow Body															
Airbus A220-100	9	21	21	21	21	21	21	21	21	21	21	21	21	21	21
Airbus A220-300	29	53	61	69	77	77	77	77	77	77	77	77	77	77	77
Airbus A319	78	73	65	56	46	40	32	32	32	32	32	32	32	32	32
Airbus A320	179	183	174	172	171	171	170	168	168	168	168	168	168	168	168
Airbus A320 NEO	83	126	131	131	131	131	131	131	131	131	131	131	131	131	131
Airbus A321	62	55	49	46	43	43	43	43	43	43	43	43	43	43	43
Airbus A321 Neo	37	53	57	57	57	57	57	57	57	57	57	57	57	57	57
Boeing 737-8	-	6	12	19	26	33	40	40	40	40	40	40	40	40	40
Bombardier CRJ 900	19	15	11	7	-	-	-	-	-	-	-	-	-	-	-
Embraer ERJ 190 / 195	37	26	14	10	-	-	-	-	-	-	-	-	-	-	-
Airbus A321 XLR	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Sub Total	537	615	599	592	576	577	575	573	573	573	573	573	573	573	573
Wide Body															
Airbus A330-200	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Airbus A330-300	41	42	42	41	38	38	38	38	38	38	38	38	38	38	38
Airbus A350-900 NEO	-	17	17	17	17	17	17	17	17	17	17	17	17	17	17
Airbus A340-300	18	14	-	-	-	-	-	-	-	-	-	-	-	-	-
Airbus A340-600	4	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Airbus A350-900	45	57	61	63	65	66	66	66	66	66	66	66	66	66	66
Airbus A350-1000	-	3	6	9	12	15	15	15	15	15	15	15	15	15	15
Airbus A380	8	8	8	8	3	-	-	-	-	-	-	-	-	-	-
Boeing 747-400	5	3	-	-	-	-	-	-	-	-	-	-	-	-	-
Boeing 747-8	19	19	15	9	5	4	4	4	2	-	-	-	-	-	-
Boeing 767-300	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Boeing 777-200	6	6	6	-	-	-	-	-	-	-	-	-	-	-	-
Boeing 777-300	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
Boeing 777-9	-	6	13	20	20	20	20	20	20	20	20	20	20	20	20
Boeing 787-9	18	27	39	41	41	41	41	41	41	41	41	41	41	41	41
Boeing 777F	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18
Boeing 777-300ER	-	1	3	5	7	7	7	7	7	7	7	7	7	7	7
Sub Total	200	233	240	243	238	238	238	238	236	234	234	234	234	234	234
Total	737	848	839	835	814	815	813	811	809	807	807	807	807	807	807

Figure 47 (Source: Own Analysis)