

ANNUAL REPORT 2019

WWE

**#STAND
UNITED**

Luxair
G R O U P

SUMMARY

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BOARD OF DIRECTORS

GIOVANNI GIALLOMBARDO

Chairman of the Board of Directors

*Since 13 May 2019

PAUL HELMINGER

Chairman of the Board of Directors

*Until 13 May 2019

FRANÇOISE THOMA

Vice-Chairman of the Board of Directors,

Chief Executive Officer, Banque et Caisse d'Epargne de l'Etat

ROMOLO BARDIN

Member

Member of the Board of Directors, Chief Executive Officer and Chief Financial Officer Delfin S.à.r.l.

*Since 13 May 2019

HUGUES DELCOURT

Member

Chief Executive Officer, Chairman of the Executive Committee, Banque Internationale à Luxembourg

*Until 13 May 2019

MICHÈLE EISENBARTH

Member

Ambassador, Director of European affairs and International economic relations, Ministry of Foreign and European Affairs

*Until 26 April 2019

GIOVANNI GIALLOMBARDO

Member

Member of the Management Board, Delfin, Member of the Management Board, Unicredit Luxembourg

*Until 13 May 2019

MARCEL LEYERS

Member

Chief Executive Officer, Chairman of the Executive Committee, Banque Internationale à Luxembourg

*Since 13 May 2019

GUY ROSSELJONG

Member

Deputy Chief Executive Officer Banque et Caisse d'Epargne de l'Etat

JEAN-LOUIS THILL

Member

Ambassador, Director of European affairs and International economic relations, Ministry of Foreign and European Affairs

*Since 26 April 2019

TOM WEISGERBER

Member

First Government Advisor, Ministry of Mobility and Public Works

HELDER DE OLIVEIRA BORGES

Member

LuxairGroup personnel representative

PATRICK STREFF

Member

LuxairGroup personnel representative

STÉPHANIE OLINGER

Member

LuxairGroup personnel representative

*Since 13 May 2019

MARC ZAFRA

Member

LuxairGroup personnel representative

*Until 13 May 2019

MAX NILLES

Government Commissioner for Luxair S.A.

Conseiller, Chargé de Direction

Ministry of Mobility and Public Works

*Until 24 April 2020

MARC REITER

Government Commissioner for Luxair S.A.

Attaché, Chargé de Direction

Ministry of Mobility and Public Works

*Since 24 April 2020

GWENN VANWEDDINGEN

Secretary of the Board of Directors of Luxair S.A.

General Secretary LuxairGroup

LUXAIR S.A. SHAREHOLDING

The share capital of Luxair S.A. amounts to 13,750,000 EUR and is represented by 110,000 shares held by the shareholders.

Etat du Grand-Duché de Luxembourg	39.05%
Banque et Caisse d'Epargne de l'Etat	21.81%
Banque Internationale à Luxembourg	13.14%
Delfin	13%
Luxair	10%
Luxair Finance	2.86%
Others	0.14%

Main companies in which Luxair holds a participation

Cargolux Airlines International	35.1%
Luxfuel	40%
Euro Moselle Loisirs	35%
Objectif Lune	35%
Master LeaseCo	35.1%

EXECUTIVE COMMITTEE

EXECUTIVE MEMBERS

ADRIEN NEY

President,
Chief Executive Officer

*Until 31 May 2020

MARTIN ISLER

Executive Vice-President
Airline, Airport Services

*Until 30 June 2019

LAURENT JOSSART

Executive Vice-President
Airline

*Since 01 July 2019

Executive Vice-President
Cargo Handling

*Until 30 June 2019

ALBERTO KUNKEL

Executive Vice-President
Tour Operating

MARC SCHROEDER

Executive Vice-President
Finance

JEAN-PAUL GIGLEUX

Executive Vice-President
Cargo Handling,
Airport Services and
Ground Equipment

*From 01 July 2019

until 24 April 2020

ACCOUNTABLE MANAGER

MARTIN ISLER

Executive Vice-President
Accountable Manager
Airline

*Since 01 July 2019

GENERAL SECRETARY

GWENN VANWEDDINGEN

Vice-President
Legal Affairs

LUXAIRGROUP, A VALUABLE STRATEGIC PARTNER

GIOVANNI GIALLOMBARDO

Chairman of the Board of Directors

CHAIRMAN'S LETTER

LuxairGroup's economic model is unique. The company was founded in 1961 and started business providing assistance and air transport of passengers. From the outset, the company's history was marked by its very practical, innovative and flexible approach. It rapidly diversified its operations, by shipping freight at nighttime thanks to unused passenger transport equipment. A new business pillar was created simultaneously to transport tourists to European seaside destinations at the weekends and during the holidays in a bid to further optimise service provisions. The company constantly adapted itself to move with its time and its customers' changing expectations.

LuxairGroup's four pillars are now more than ever, one of the keys to the company's success and stability, as they ensure flexibility and a high level of quality. LuxairGroup represents its country and clearly sees itself as an important and responsible player in the Greater Region. LuxairGroup's responsibility is manifold, as the company plays a major part in the local economy, facilitating Luxembourg and the Greater Region's development.

The diversification of LuxairGroup's activities requires a skilled and diversified workforce, which makes it a major employer in the area. LuxairGroup considers itself to be a responsible employer, guaranteeing thousands of staff (directly or indirectly employed) and their families, stability and future. The airline and air freight handling sector is the lifeblood of the logistics and tourism ecosystem as a whole.

LuxairGroup is firmly rooted in the region's landscape and is an integral part of its heritage and history. LuxairGroup is much more than just a service provider for its citizens. The company is a partner, as well as a symbol of success, expertise and pride. Luxair proudly flies Luxembourg's colours and share its values around the world. The group continued desire for perfection, optimisation, as well as safety, service and quality are at the very heart of its concerns.

LuxairGroup is a medium-sized company which allows it to adapt and react quickly to an ever-changing environment. Digital modernisation therefore became a strategic priority for the company that has required major investments and decisions to enable it to prepare itself for a fast-moving world.

LuxairGroup is currently experiencing the brutal effects of these changes. Nobody could have imagined having to deal with this health crisis which has brought the global economy to its knees. Once again, the diversification of LuxairGroup's activities as well as its adaptability will allow it to fly through this patch of unprecedented turbulence.

LuxairGroup observes a responsible development strategy come rain or shine. Various voluntary agreements show its long-standing commitment to its staff, suppliers and activities. LuxairGroup sees itself as a Luxembourgish partner and a key part of the country's heritage. This strategy not only applies to actors in the aviation industry, but also to all citizens with no exceptions. The Group is particularly attentive to its various partnerships and aims to help the less fortunate as much as possible. The Group is also well aware of its responsibility towards the environment and considerable efforts have been made in this field over the years to enable the Group to work and operate in a more responsible manner.

ADAPTABILITY IN A RAPIDLY CHANGING CONTEXT

ADRIEN NEY

President, Chief Executive Officer

CEO'S LETTER

2018 was already a difficult year for the aviation sector, but we now know just how complicated and serious the situation would become.

Operational responsibilities for the Group's various activities were reorganised at the end of April 2019 following the retirement of Mr. Isler, EVP Airline. The Airlines unit was entrusted to Laurent Jossart, whilst Jean-Paul Gignoux was put in charge of Cargo Handling, Airport Services and Ground Equipment.

2019 was a challenging year for the aviation industry, due to relatively high kerosene prices, the increase in passenger compensation due to European regulations and a substantial increase in CO₂ costs.

IATA's statistics on European air traffic revealed an increase of +4.2% in 2019 compared with +6.6% the previous year. This was the first time since the 2009 financial crisis that growth was lower than the long-term trend.

Many airlines experienced difficulties in this context. 26 airlines worldwide went into receivership in 2019, 10 of which in Europe alone.

Passenger numbers were essentially stable compared with 2018 following several years of growth for the Airline unit. The seat load factor remained stable at 64% despite increased competition, route closures and increased capacities of +5%.

The year started off well for LuxairTours with extraordinary results at the Foire Vakanz tourism fair that exceeded its record year in 2018. This trend continued throughout the year to end on an 11% increase in package holidays. The number of flight only passengers remained stable. The seat load factor rose to 77.4%.

LuxairGroup transported 2,148,098 passengers in 2019, which represents a 1% increase compared with 2018. The seat load factor went up from 72.6% to 73%. The acquisition of two more Boeing aircraft brought the fleet up to 8 Boeing 737 and 11 De Havilland Q400 on 31 December 2019.

The slowdown which started in 2018, accelerated in 2019, which made it the worst year for air cargo worldwide with the lowest volumes since 2009. LuxairCARGO experienced a -7% drop in volumes in 2019.

LuxairServices, Luxembourg airport's handling agent and airline catering provider, is benefiting from the continued growth in passenger numbers. 4.4 million passengers transited through the airport in 2019 compared with 4.04 million in 2018. Increased competition impacts the Groups' market share.

The "perpetual need for change and innovation, an unpredictable future and a challenging environment" are three issues that still ring true and are to become increasingly significant in 2019.

The company has invested in many digital projects to speed up on enhanced customer experience, some of them are already up and running whilst others are still in the implementation phase. We will continue to deploy these solutions to improve the quality of our services, whilst optimising our processes, as well as effectively mobilising our company's resources. This will help our company position itself and face future challenges.

At the time of writing this annual report, we are currently experiencing an unprecedented and unpredictable health crisis with singular human and economic repercussions. Players will have to be flexible, financially sound and well-prepared to weather this storm.

LuxairGroup's 4 business units each have their own specificities and complementarities that help maintain our company's stability and flexibility. Three quarters of LuxairGroup's activities are currently at a standstill due to the temporary suspension of our airline, travel agency and passenger assistance and catering operations. The company is still able to serve and assist customers and to prepare for the future, thanks to our considerable efforts to digitalise processes. Our cargo handling activity is the only unit of LuxairGroup to be facing high volumes. LuxairCARGO plays a vital role in the logistics supply chain.

Our company's organisation with its highly qualified and motivated workforce, as well as its good financial health and adaptability to all sorts of situations will enable us to stand our ground. This explains why LuxairGroup, thanks to its range of activities, is one of the most important cargo centres in the world, whilst continuing to operate as one of the last regional airlines and Tour Operators in Europe. Our company can take stock and be proud of its 60 years of aviation history and we look forward to writing many more years of history together.

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CONNECT

PEOPLE

Luxair Luxembourg Airlines

A CHALLENGING YEAR

2019 was a challenging year for Luxair Luxembourg Airlines, as forecasted in 2018, largely due to high fuel prices and CO2 compensation costs and increased competition on some of its routes. Luxembourg registered economic growth despite the global slowdown and many international airlines went out of business, of which 10 in Europe alone, despite a 4.2% increase in European air traffic, thus demonstrating the complexity of the current context.

After many years of growth, the Airline registered a 1% drop in passenger numbers due to the termination of its Stockholm route, new competition on its Dublin route, lower capacity on its Munich route and difficulties experienced on the Saarbrücken – Berlin route.

The Seat Load Factor remained stable at 64%.

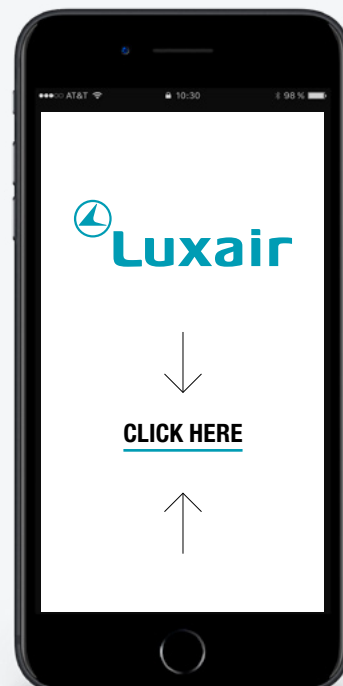
The passenger mix hardly changed compared to 2018, as the share of entry-fare tickets remained stable at 65% of all “point-to-point” tickets, as well as the share of high-yield passengers. Unit revenue increased slightly due to the implementation of new dynamic pricing tools.

Despite increased competition, high fuel prices and a difficult global context, Luxair Luxembourg Airlines still does its utmost to ensure excellent customer service. The launch of the new Business Class meal concept in 2019 is yet another example of this pursuit for excellence. The Catering department alongside local Michelin-starred chefs created a new original and creative menu, showcasing natural, local ingredients with innovative taste sensations, served in local tableware on exclusive black trays, so that their business class meals become a truly unforgettable experience.

In 2019 Luxair Luxembourg Airlines launched the Luxair Citybreak solution in partnership with Hotelopia and Hotelbeds, going one step further to provide a comprehensive range of accommodation services for its customers. An exclusive reservation platform is directly accessible for customers on the airline's website with a selection of 7000 hotels in over 20 European destinations.

The Airlines' range of digital solutions also underwent a series of optimisations, such as E-Irregularity Management, E-cabin reports, AMOS Mobile aircraft maintenance program, as well as its new dynamic Smart Pricer tool, shared online payment solutions and specific student tariffs.

In a bid to further increase flight capacity, improve flexibility and frequencies, 2 Boeing 737 – 700 were purchased in 2019.



OUTLOOK 2020

Forecasts are not optimistic for the company due to the Coronavirus crisis. Destinations in Northern Italy were badly hit by the COVID-19 crisis in the first quarter. Civil aviation was progressively suspended around the world with Luxair operating its last flight on 23 March. The future remains uncertain.

Nevertheless, Luxair Luxembourg Airlines will resume operations as soon as possible and will endeavour to minimise the impact of this global crisis on the company. Luxair will be able to adapt to new developments that may emerge from this crisis.

STRANDED FLIGHT SOLUTION

Luxair deployed its new Stranded Flight Solution in the first quarter of 2020, in a bid to further improve the customer experience in the event of flight delays or cancellations. Passengers receive a notification via text message and/or by email about their flight's status in real-time, thanks to contact information provided during the booking process, and then are able to access a range of all-inclusive services to reduce the inconvenience caused, including an improved range of accommodation solutions, virtual payment cards and instant assistance.



CADET PILOT PROGRAMM

Luxair Luxembourg Airlines also launched their own Cadet Pilot program in June 2019 to further guarantee optimum safety and service excellence onboard its aircraft. After an extensive cutting-edge selection process, 6 candidates were selected from 750 applications to take part in the 2-year training program, pre-financed by Luxair at the RWL (German Aviation Academy) in Monchengladbach, Germany, which started in October 2019. The cadets are to undergo at least 750 hours of theoretical training and are scheduled for their first observation flight on 26 January 2020.



TRIPADVISOR TRAVELLER'S CHOICE AWARD



Luxair Luxembourg Airlines was voted 2019 TripAdvisor Travellers Choice based on 1.5 million reviews of 55 airlines as a reward for all their efforts to maintain and optimise service excellence.



CARE FOR OUR CUSTOMERS

LuxairTours



CONTINUED GROWTH

LuxairTours experienced strong and continued growth in 2019, despite the complicated general context. One of the main European tour operators experienced major financial difficulties which had a slight positive impact on LuxairTours' results.

The number of passengers to LuxairTours' popular North African destinations, Tunisia, Turkey and Egypt, increased significantly thanks to increased geopolitical stability. The operation of 1 more Boeing 737-700 aircraft resulted in a 5% increase in passengers, package holidays increased by 11% and other products remained stable despite a 10% decrease in Charter ad hoc and chains. LuxairTours recorded growth on all its markets.

Direct sales were boosted by LuxairTours' range of new digital solutions to optimise the customer experience, such as a new intuitive website that was developed in-house, and a new user-friendly mobile booking engine, which are now available in French, German and English.

The geographic breakdown of sales remained almost the same as in 2018. However, flights increased by 10% in 2019 compared to 2018 and passengers increased by 5%, whilst the occupancy rate increased slightly from 76.8% in 2018 to 77.4% in 2019.

LuxairTours managed to increase sales by extending its range of summer accommodation offers thanks to partnerships with Robinson Hotels, whilst launching new products in Marsa Alam, 11 new hotels in Dubai, mini trips in Marrakech, a cruise on the Nile from Luxor, as well as increased frequencies to Marrakech, Hurghada, Lapland and a winter extension for flights to Marsa Alam.



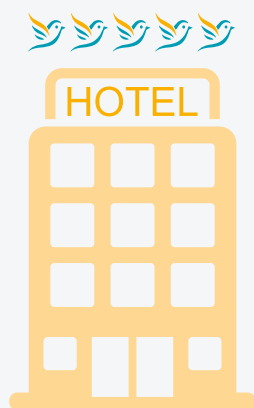
OUTLOOK 2020

A bright outlook was forecasted for 2020 and positive results were achieved at Foire Vakanz in January 2020. LUXiClub was to celebrate its 10th anniversary, as well as launch a new LuxiClub in Marsa Alam. LuxairTours was about to launch new destinations such as Brindisi and increased frequencies to the Balearic Islands, Antalya and Croatia.

Unfortunately, the negative impact of the Coronavirus crisis has cast a shadow over this positive outlook. LuxairTours made it a point of honour to repatriate all its customers from all destinations. As soon as the situation improves and the business resumes, all destinations will again be operated by LuxairTours.

STRATEGIC PARTNERSHIPS

LuxairTours concluded strategic partnerships with Hotelopia by Hotelbeds and Robinson Hotels to extend its range of exclusive accommodation and improve the customer experience.

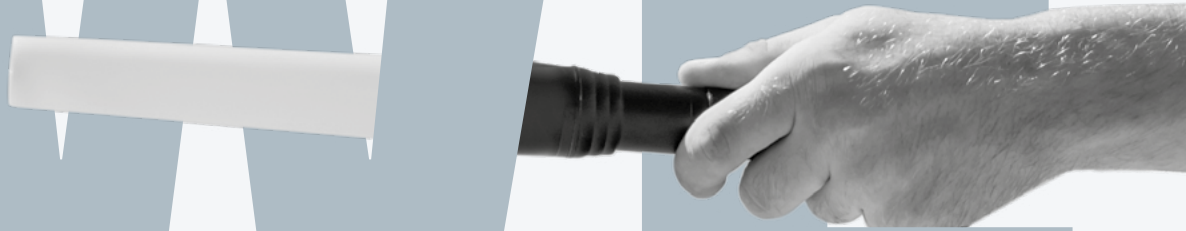


AWARD-WINNING SERVICES

LuxairTours received 3 awards in 2019 as recognition for its continued efforts to improve customer service excellence. LuxairTours was awarded the Silver Quality Prize by the Luxembourgish Ministry of the Economy for continued efforts to improve performance and customer service. KPMG ranked LuxairTours amongst the top 10 for customer experiences, whilst Travel Magazine gave LuxairTours the Best Tour Operator Award 2018 for the 9th consecutive year.



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SERVE ALL PASSENGERS

LuxairServices

STABLE PROGRESSION

Luxembourg Airport recorded 4.4 million passengers in transit, a 9% increase compared with 2018, whilst commercial aircraft movements increased by 3% to reach 54,898 in 2019. Turnover from ground-handling for third-party companies increased by 11% compared with 2018.

2,295,730 meals have been prepared in 2019, a 1% increase, whilst turnover from catering services for third-party companies increased by 2% compared with the previous year.

New Business Class Menus were created and launched in 2019, thanks to the synergy between local Michelin-starred chefs and the LuxairServices Catering team. A whole new concept was created, in line with Luxembourg's efforts towards nation-branding, that combined specially designed Luxembourgish tableware served on a new black tray with new creative menus prepared with fresh, healthy, local, seasonal and organic produce. The new menus were then unveiled at an event for clients and suppliers which included live cooking displays and tastings.

The implementation in 2019 of the centralised Disruption Excellence Programme allowed LuxairServices to further improve service due to efficient irregularity handling and reporting. The automation of the ticket rebooking and reissuing process, including flight transfers to other Luxair flights and other airlines, as well as direct compensation via credit card, allowed LuxairServices to further increase its efficiency and reduce passenger waiting times. The first stage of our new real-time ground-handling solution was deployed for passenger services in the last quarter of 2019, allowing staff to efficiently track processes to ensure effective resource management and satisfied customers.



OUTLOOK 2020

Despite a good start to 2020, the closure of Luxembourg Airport and the suspension of commercial flights due to the Coronavirus crisis will undoubtedly have an impact on performance for the rest of the year.

Nevertheless, the scheduled deployment of the Real-time project for ramp operations in 2020 will have to be adapted according to the evolution of the Coronavirus crisis.

However, as soon as the authorities lift travel restrictions, LuxairServices will resume operations. It will endeavour to continue providing excellent service for all its ground operations and providing high-quality catering services.

THE FASTEST AIRPORT IN THE WORLD

Blacklane, a global chauffeur and concierge service, conducted a study in 2019 to measure the average time passengers spent from the moment they disembark until when they sit down in their reserved vehicle. Luxembourg was awarded first place with an average of 15.5 minutes, the average time worldwide ranged between 23 and 38 minutes.



REAL-TIME PROJECTS

Tests are progressing on the new Ground-Handling real-time project for the efficient management of resources and goods. New mobile devices were provided for staff, thus allowing them to track processes in real-time to reduce waiting times, optimise efficiency and further improve service. The first stage of its deployment for passengers went live at the end of 2019, whilst the ramp stage is planned to be deployed in 2020.



RECORD PASSENGER NUMBERS

A record 8,979 passengers transited through Luxembourg Airport in one day in 2019 beating the previous year's record by 336 passengers.

WWE

The image features the letters 'WWE' in a bold, dark blue, sans-serif font. A light-colored wooden plank is positioned diagonally across the letters, passing through the gaps between them. The plank is oriented from the bottom-left towards the top-right. The background is a plain, light gray.



HANDLE YOUR NEEDS

LuxairCARGO

EXPOSED TO GLOBAL FACTORS

After the initial stagnation reported in 2018, due to the significant slowdown in global economic growth, LuxairCARGO experienced a 7% decrease in volumes handled. Global volumes dropped significantly, which made 2019 the worst year for airfreight since 2009.

Despite relatively stable rotations, volumes decreased from 957,000 tonnes in 2018 to 893,000 in 2019 which resulted in a 4% drop in turnover. The Pharma & Healthcare center experienced a slight decrease in volumes. Truck movements also decreased slightly from 125,944 in 2018 to 123,000 in 2019.

However, LuxairCARGO's live animal stations were upgraded in 2019 and the Special Services Team experienced a 7% increase in the number of horses transported.

Bureau Veritas validated the renewal of LuxairCARGO's GDP certification (Good Distribution Practice of Medical Products for Human Use) for a further 3 years for its Pharma Sector Operations. In 2014, Luxembourg was the first air freight platform to receive certification for all stakeholders in the ground-handling chain (Carrier, Ground handler, Forwarder & Trucking company).



OUTLOOK 2020

Activity dropped significantly at the beginning of the year due to the substantial decrease in trade with China caused by the Coronavirus crisis. This trend has since reversed and LuxairCARGO is now a key link in the supply chain for medical and pharmaceutical products, essential goods, and structures across Europe.

AWARD-WINNING SERVICE

Luxembourg Airport was conferred the Platinum Award in the 999,999 tonnes category by Air Cargo World based on Air Cargo Excellence surveys completed by international logistics professionals about customer service and performance in 2019. As sole handling agent at the airport, this award is well-deserved recognition for LuxairCARGO's and its staff members' efforts to achieve operational excellence.



DIGITAL TRANSFORMATION

LuxairCARGO pursued its digital transformation by successfully implementing two major projects in 2019 in a bid to further improve service excellence.

The E-ramp digitalisation project was finalised in 2019 to enable efficient paperless monitoring of processes in real-time, thus improving visibility and organisation of resources. Manual data collection and verification processes were replaced by an accurate data interface for invoicing.

A Cargo Management System is being deployed at LuxairCARGO. This system optimises cross-border customs clearance efficiency, as well as real-time tracking and data analysis to reduce delays and backlogs. The business is currently undergoing a complete process review.



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**BELIEVE
IN OUR
EMPLOYEES**

LuxairGroup

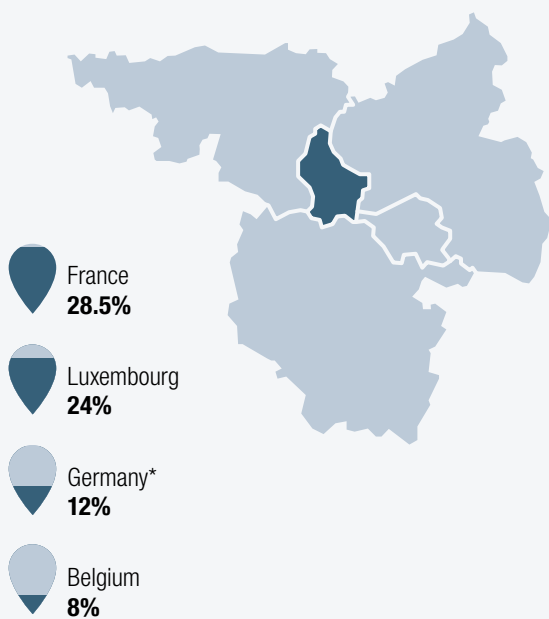
PERFORMANCE AT A GLANCE

LUXAIRTOURS' TOP 3



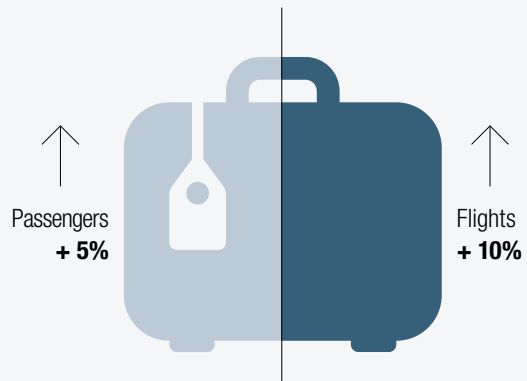
GREATER REGION PLAYER

The geographic distribution of LuxairTours sales in travel agencies has remained relatively stable.



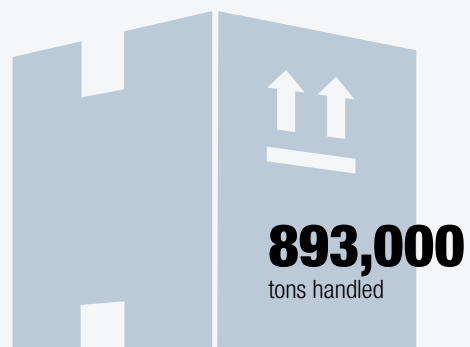
*based on sales points and excluding grouped seat reservations and ad hoc charter

LUXAIRTOURS



5,911 flights have been operated on behalf of LuxairTours and 731,512 passengers were transported (+5% compared to 2018). LuxairTours flight occupancy rates increased slightly from 76.8% in 2018 to 77.4% in 2019.

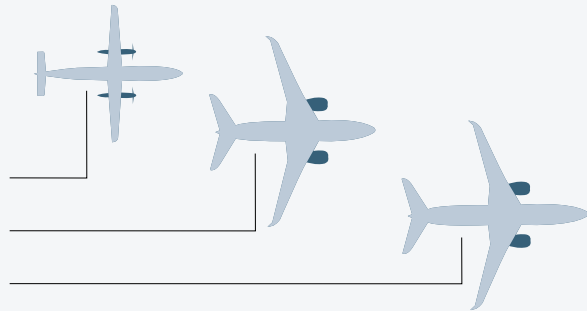
LUXAIRCARGO



Record volumes handled by LuxairCARGO reached 893,000 tons compared to 957,000 in 2018. The number of aircraft movements remained stable: 6,738.

LUXAIR LUXEMBOURG AIRLINES' FLEET

December	2017	2018	2019
DE HAVILLAND Q-400	11	11	11
BOEING 737-700	2	2	4
BOEING 737-800	4	4	4



TOP LUXAIR DESTINATIONS 2019

1. London City
2. Paris
3. Vienna
4. Munich
5. Milan

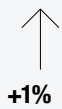


MEALS SERVED



2,295,730

PASSENGERS



The total number of passengers transported by Luxair** in 2019 is 2,148,098 which represents a 1% increase compared to 2018.

AT A GLANCE

	2019	2018
Passengers Luxair***	2,148,098	2,132,426
Revenue Passengers-km (RPK) (mio)***	2,420	2,372
Load Factor	73%	72.6%
Number of meals served (catering)	2,295,730	2,264,808
Number of passengers assisted at Luxembourg airport	4,400,000	4,040,000
Number of block hours (for entire Luxair fleet)	56,871	57,535
Freight handled (tons)	893,090	956,938
Personnel (on average)	2,877	2,828

FLIGHTS

Luxair operated 31,911 flights*** compared to 32,231 the previous year.



** including regular, leisure and ad hoc charter flights

*** the total includes charter flights operated by Luxair Luxembourg Airlines

CONSOLIDATED ASSETS

Consolidated assets LuxairGroup (expressed in euros)		2019	2018
A.	Subscribed capital unpaid	0	0
I.	Subscribed capital not called	0	0
II.	Subscribed capital called but not paid	0	0
	Goodwill of first consolidation	0	0
B.	Formation expenses	0	0
C.	Fixed assets	544,889,125	537,974,281
I.	Intangible assets	500	500
1.	Costs of development	0	0
2.	Concessions, patents, licences and similar rights and assets if they were trade marks	500	500
a.	acquired for valuable consideration and need not to be shown under C.I.3	500	500
b.	created by the undertaking itself	0	0
3.	Goodwill, to the extent that it was acquired for valuable consideration	0	0
4.	Payments on account and intangible fixed assets under development	0	0
II.	Tangible assets	269,770,605	254,221,998
1.	Land and buildings	30,884,240	34,559,073
2.	Plant and machinery	229,474,215	206,520,055
3.	Other fixtures and fittings, tools and equipment	9,412,150	9,754,238
4.	Payments on account and tangible assets in course of construction	0	3,388,632
III.	Financial assets	275,118,020	283,751,783
1.	Shares in affiliated undertakings	0	0
2.	Loans to affiliated undertakings	0	0
3.	Participating interests	266,421,629	274,801,546
4.	Loans to undertakings with which the company is linked by virtue of participating interests	8,328,716	8,578,162
5.	Investments held as fixed assets	137,791	137,791
6.	Other loans	229,884	234,284

D.	Current assets	229,983,756	284,631,635
I.	Stocks	1,494,725	1,283,478
1.	Raw materials and consumables	800,626	778,960
2.	Work and contracts in progress	0	0
3.	Finished goods and goods for resale	694,099	504,518
4.	Payments on account	0	0
II.	Debtors	38,564,053	45,636,066
1.	Trade debtors	22,697,728	28,422,966
	a. becoming due and payable within one year	22,697,728	28,422,966
	b. becoming due and payable after more than one year	0	0
2.	Amounts owned by affiliated undertakings	0	0
	a. becoming due and payable within one year	0	0
	b. becoming due and payable after more than one year	0	0
3.	Amounts owned by affiliated undertakings with which the company is linked by virtue of participating interests	7,078,617	7,140,796
	a. becoming due and payable within one year	7,078,617	7,140,796
	b. becoming due and payable after more than one year	0	0
4.	Other debtors	8,787,708	10,072,304
	a. becoming due and payable within one year	8,715,030	10,072,304
	b. becoming due and payable after more than one year	72,678	0
III.	Investments	64,521,108	62,725,650
1.	Shares in affiliated undertakings	0	0
2.	Own shares	4,713,596	4,713,596
3.	Other investments	59,807,512	58,012,054
IV.	Cash at bank and in hand	125,403,870	174,986,441
E.	Prepayments	7,048,507	5,212,558
Total (Assets)		781,921,388	827,818,474

CONSOLIDATED LIABILITIES

Consolidated liabilities LuxairGroup (expressed in euros)		2019	2018
A.	Capital and reserves	467,054,531	464,399,630
I.	Subscribed capital	13,750,000	13,750,000
II.	Share premium account	0	0
III.	Revaluation reserve	0	0
IV.	Reserves	481,836,498	419,090,744
1.	Legal reserve	1,375,000	1,375,000
2.	Reserve for own shares	4,713,596	4,713,596
3.	Reserves provided for by the articles of association	0	0
4.	Other reserves, including the fair value reserve	314,703,194	310,142,194
a.	other available reserves	233,012,994	233,012,994
b.	other non available reserves	81,690,200	77,129,200
5.	Consolidated reserve	152,093,525	93,908,771
6.	Negative goodwill	8,951,183	8,951,183
V.	Profit or loss brought forward	23,723,100	15,830,158
VI.	Result for the financial year	-4,440,304	56,621,391
VII.	Interim dividends	0	0
VIII.	Capital investment subsidies	0	0
IX.	Currency translation reserve	-47,814,763	-40,952,663
B.	Provisions	127,039,163	134,949,211
1.	Provisions for pensions and similar obligations	1,837,676	2,088,390
2.	Provisions for taxation	0	0
3.	Other provisions	125,201,487	132,860,821
C.	Creditors	158,136,772	197,455,309
1.	Debenture loans	0	0
a.	Convertible loans	0	0
i.	becoming due and payable within one year	0	0
ii.	becoming due and payable after more than one year	0	0
b.	Non convertible loans	0	0

i.	becoming due and payable within one year	0	0
ii.	becoming due and payable after more than one year	0	0
2.	Amounts owned to credit institutions	63,829,976	107,975,209
a.	becoming due and payable within one year	17,370,956	22,547,345
b.	becoming due and payable after more than one year	46,459,020	85,427,864
3.	Payments received on account of orders in so far as they are not shown separately as deductions from stocks	6,555,950	0
a.	becoming due and payable within one year	6,555,950	0
b.	becoming due and payable after more than one year	0	0
4.	Trade creditors	58,785,472	62,619,759
a.	becoming due and payable within one year	58,785,472	62,619,759
b.	becoming due and payable after more than one year	0	0
5.	Bills of exchange payable	0	0
a.	becoming due and payable within one year	0	0
b.	becoming due and payable after more than one year	0	0
6.	Amounts owned to affiliated undertakings	0	0
a.	becoming due and payable within one year	0	0
b.	becoming due and payable after more than one year	0	0
7.	Amounts owned to undertakings with which the company is linked by virtue of participating interests	225,502	36,944
a.	becoming due and payable within one year	225,502	36,944
b.	becoming due and payable after more than one year	0	0
8.	Other creditors	28,739,872	26,823,397
a.	Tax	7,698,801	9,396,238
b.	Social security	7,076,906	5,842,510
c.	Other creditors	13,964,165	11,584,649
i.	becoming due and payable within one year	13,964,165	11,584,649
ii.	becoming due and payable after more than one year	0	0
D.	Deferred income	29,690,922	31,074,324
Total (Capital, Reserves and Liabilities)		781,921,388	827,818,474

CONSOLIDATED INCOME STATEMENT

Consolidated income statement (expressed in euros)		2019	2018
1.	Net turnover	614,780,752	592,722,418
2.	Variation in stocks of finished goods and in work in progress	0	0
3.	Work performed by the undertaking for its own purposes and capitalised	0	0
4.	Other operating income	41,948,761	35,371,494
5.	Raw materials and consumables and other external expenses	409,418,106	390,380,719
a.	Raw materials and consumables	66,430,024	59,068,889
b.	Other external expenses	342,988,082	331,311,830
6.	Staff costs	192,906,891	186,451,179
a.	Wages and salaries	165,724,298	159,455,763
b.	Social security costs	23,972,677	23,007,255
i)	relating to pensions	13,222,228	12,417,080
ii)	other social security costs	10,750,449	10,590,175
c.	Other staff costs	3,209,916	3,988,161
7.	Value adjustments	46,281,189	45,554,246
a.	in respect of formation expenses and of tangible and intangible fixed assets	44,654,720	46,020,967
b.	in respect of current assets	1,626,469	-466,721
8.	Other operating expenses	12,173,383	3,253,967
9.	Income from participating interests	100,000	0
a.	derived from affiliated undertakings	0	0
b.	other income from participating interests	100,000	0
10.	Income from other investments and loans forming part of the fixed assets	658,741	43,091
a.	derived from affiliated undertakings	0	0
b.	other income	658,741	43,091
11.	Other interest receivable and similar income	6,929,466	7,020,908
a.	derived from affiliated undertakings	0	0
b.	other interest and similar income	6,929,466	7,020,908
12.	Share of profit or loss of undertakings accounted for under the equity method	-4,939,484	51,826,134
13.	Value adjustments in respect of financial assets and of investments held as current assets	60,220	0
14.	Interest payable and similar expenses	3,935,077	4,054,982
a.	concerning affiliated undertaking	0	0
b.	other interest and similar expenses	3,935,077	4,054,982
15.	Tax on profit or loss	11,061	350,448
16.	Profit or loss after taxation	-5,307,691	56,938,504
17.	Other taxes not shown under items 1 to 16	-867,387	317,113
18.	Profit or loss for the financial year	-4,440,304	56,621,391

FINANCIAL PERFORMANCE AT A GLANCE

Financial Summary (company accounts, not consolidated)	2019	2018	2017
Turnover (million €)	614.752	592.694	535.368
Operating result (million €)	-8.760	0.764	2.043
Net result (million €)	8.072	12.454	9.458
Net profit ratio	1.31%	2.10%	1.77%
Balance sheet total (million €)	583.499	583.411	565.219
Capital & reserves (million €)	366.337	358.265	348.646
Capital & reserves / Balance sheet total	63%	61%	62%
Return of equity	2.20%	3.48%	2.71%

WWE

KEEP THE PACE

DIGITAL TRANSFORMATION

INNOVATION AND DIGITALISATION

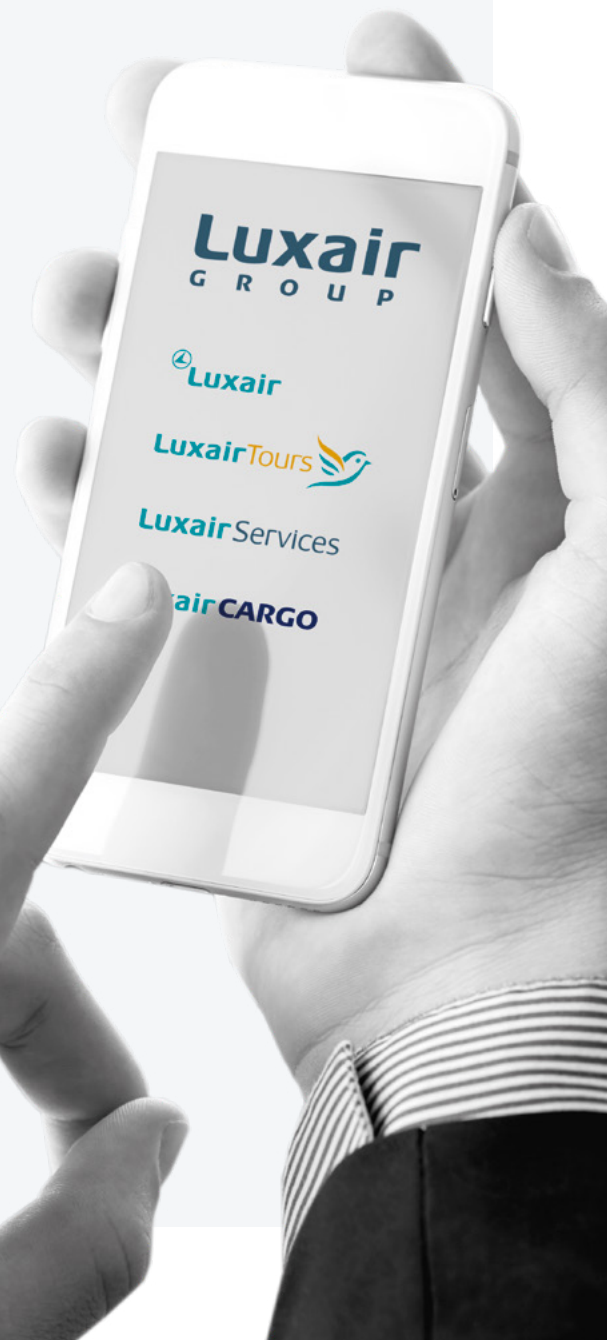
LuxairGroup has risen to the challenge of digital transformation to meet its customers' increasingly high expectations and to optimise service across the company. Active member of the Luxembourg Open Innovation Club, the Group has been keeping apace with the fast-moving technology sector by developing digital solutions for all its business units to improve customer service whilst optimising operational efficiency and resource management.

LuxairTours has developed and launched its new user-friendly multi-language website and booking engine including a new dynamic pricing tool to further improve the customer experience and boost sales, whilst E-ticketing services have also been developed to combine flight tickets with additional booked services in one single digital document accelerating customer recognition at check-in desks.

Luxair Luxembourg Airlines has deployed its Stranded Flight solution to further improve service provisions during flight disruptions and cancellations, including real-time flight status updates via text messages and emails. E-cabin reports as well as the Electronic Flight Bag provide paperless digital solutions on board flights to further reduce weight and optimise services. AmosMobile, a paperless mobile maintenance tool and Crew meals app, allowing crew to order their meals in real-time, have also been implemented.

LuxairCARGO has also undergone its fair share of digital transformations, such as the Hermes Cargo Management System and E-ramp tool, providing real-time updates to efficiently track and forecast processes electronically, whilst ensuring efficient resource management.

LuxairServices has implemented the Real Time solution in a first phase in the Passenger Assistance department. This system allows to have the right resources at the right moment at the right place. In a second step, the system will be rolled in the Ground Handling activity.



THE PEOPLE BEHIND THE TECHNOLOGY

Machines and information technology are increasingly predominant in our daily lives due to the widespread digitalisation of services. As we reach out and communicate virtually with more people every day, this cannot and must not replace human contact. LuxairGroup acknowledges the importance of the people behind technology, its staff and customers, and knows that people are the lifeblood of its business, ensuring technology developed within the company is used to empower its customers and staff and improve efficiency.

LuxairGroup plays an important part in people's lives. It is first and foremost a service provider that endeavours to do its utmost for its customers and clients every day, ensuring customers get from A to B safe, on time and in optimum conditions. LuxairGroup is a vital link in the chain bringing people and businesses together not only in the Greater Region and Europe, but also further afield.

LuxairGroup makes it their priority to guarantee the safety of their customers and staff. It makes efficient use of all the technological resources available and keeps apace with progress in technology. But LuxairGroup is not just about technology, it is also very much about the people that use this technology and benefit from it. As the largest employer in the Greater Region with 3,000 direct jobs and just as many indirect jobs, LuxairGroup is well aware of the impact it has on the local and regional economy and the well-being of many companies and people. Just as the Group has an impact on people, its staff make the company what it is today. Its staff's dedication and commitment, skills and passion are vital to the Group, they are the cornerstone to its success.

LuxairGroup invests in its people. It ensures its staff work in safe and pleasant environments, whilst making sure they receive the necessary training for their professional and personal fulfilment.

The company is also aware of the importance of its workforce's multiculturality. Approximately 25 nationalities work within LuxairGroup, with a majority of Luxembourgish, French and German nationals. Internal communications are therefore regularly published in up to 4 languages. The company's multiculturality is an asset, providing different perspectives and ways of thinking which help the company evolve and adapt in its global context.

Equal opportunities are a priority at LuxairGroup, regardless of gender or origin and it endeavours to narrow the gender gap further still and ensure equal opportunities for everyone within the company. The Group was awarded the "Actions Positives Label" by the Ministry of the Interior and of Equality between women and men, as recognition for its achievements in promoting gender equality. It has come a long way since its first female pilot joined the company in 1990 and currently employs 10% women pilots and was ranked 3rd place in Bloomberg's Gender Equality Index in 2019 for companies committed to promoting gender equality.

WWE

CARE

CORPORATE SOCIAL RESPONSIBILITY

CARE AND RESPONSIBILITY

A well-trained workforce is an efficient and reliable workforce. Staff need to constantly evolve and embrace new challenges. LuxairGroup believes in its staff's potential and continues to invest in Continued Professional development programs in a bid to further improve operational excellence, guarantee staff safety and that of its customers, as well as maintaining job satisfaction.

LuxairGroup has launched its own Cadet Pilot Program to recruit and train its pilots. The new Flight OPS training centre at the CargoCenter was also opened to increase the number of classrooms on site and thereby the number of trainees. 4 rooms were built with a capacity of 16 people per room, so that the Training Department could organise all initial flight and recurrent ground training courses, such as CRM (crew resource management training), SECI Security etc.

The 4th edition of the Role and Responsibility in the Workplace Health and Safety training course for Management was run by LuxairCARGO this year. 100 staff members have been trained so far to help provide the relevant tools to improve their commitment to health and safety, establish operational excellence and learn how to anticipate risks.

Good communication is the key to maintaining a healthy employer – employee relationship. Effective communication within the company guarantees staff welfare, promotes job satisfaction and efficiency. LuxairGroup works hard to keep their staff informed about company news and ensure they feel involved in the team effort and committed to the Group. Staff regularly receive communications from management and within their departments about the challenges the company is facing and decisions that have been taken, so that every employee truly feels like a valued member of the team and that management has their best interests and that of the company at heart. Staff receive monthly Quick Review, a newly designed electronic newsletter about all 4 business units, this communication tool is also available at strategically positioned display points throughout the company.

LuxairGroup also ensures their staff work in healthy working environments, which is why it launched the RESPECT awareness raising campaign within the company. RESPECT stands for Responsibility, Ethics, Support, Professionalism, Equality, Communication and Teamwork, thus promoting the need to take responsibility for our actions and to behave responsibly towards others. The Group encourages staff to practice good work ethics to guarantee equal opportunities for all and to respect one another. Harassment is not tolerated in anyway in the workplace and staff is urged to be supportive and caring towards one another. Staff must adopt a professional attitude in all aspects of working life, towards colleagues and towards the people we served, while effective communication is necessary at all levels to discuss problems and provide relevant solutions. Lastly, teamwork is all important. Working as a team promotes a pleasant working environment, improves creativity, optimises problem solving and at the end of the day gets the job done!

The RESPECT campaign complements and mirrors the company's motto "Working in good company." Staff and management must abide by and endeavour to uphold the Group's core values, which are Passion, Caring and Responsibility.

LuxairGroup also knows just how important it is to communicate with clients and customers. Social media are a powerful tool for maintaining customer loyalty and developing customer base.

A positive brand image is all important and staff are LuxairGroup's ambassadors, they play a key part in helping maintain its brand image. THINK awareness raising campaign was therefore launched within the company to remind staff that they should think before publishing and sharing content on social media and reflect upon the potential repercussions on the company and colleagues.

A healthy workforce is an efficient and happy workforce. LuxairGroup organised its Workplace Health and Safety Days in order to reduce sick leave and absenteeism within the Group, whilst raising awareness about the importance of a healthy and balanced lifestyle. Staff could attend 3 conferences, as well as workshops on how to eat healthily, sleep patterns when working shifts, sport, recommendations about alcohol consumption and smoking to help staff to adopt healthy lifestyles.

1,121 participants of which 389 smokers also took part in a tobacco survey within the company. Results showed that 61% of smokers would like to quit smoking. LuxairGroup offers a medically assisted program to help its staff quit smoking, in collaboration

with the Ministry of Health. Advice was also provided about recommended safety practices and how to prevent injury in the workplace. LuxairGroup has also set up a Health & Safety permanence twice a month with a dedicated Health & Safety officer to answer queries and discuss health and safety issues with crew, as well as regular workplace safety reminders to limit accidents within the company.

LuxairGroup organises several employee activities and events throughout the year to promote team building, job satisfaction and healthy lifestyles.

GIVING BACK TO THE COMMUNITY

As a major employer in the Greater Region, LuxairGroup is well aware of its impact on the local and regional economy as well as its responsibility towards the people it employs, but the company also feels the need to give something back to the community in other ways too.

Since 2001, LuxairGroup helps individuals that suffer from fear of flying. 6 workshops were again organised in 2019, which included a two-day seminar, technical explanations about aircraft operations, weather conditions, a visit to the cockpit and a return flight, so that people could finally overcome their fear once and for all.

LuxairGroup once again renewed its support towards the Red Cross by organising fundraising collections on board flights. Digital donations were possible via QR code this year.

LuxairGroup continued its commitment to ECPAT (End Child Prostitution and Trafficking) to end the sexual exploitation of children in the travel and tourism industry, by raising awareness onboard flights, as well as training staff, leaders and managers at destinations on how to detect and respond if necessary.

HELPING THE LESS FORTUNATE

LuxairGroup organised several collections this year, in particular for the Foyer Ulysse in Luxembourg for the vulnerable and homeless. This emergency centre can accommodate up to 64 homeless people, with 8 beds allocated for homeless women. The Group's catering department collected kitchen utensils for Caritas for the centre and plans to carry out nutrition and cooking workshops at the Foyer, whilst LuxairGroup's HR department ran a return to work initiative at the centre to help beneficiaries write CVs and find work and stability again. A collection of cosmetics and accessories was also specially organised at all LuxairGroup's buildings for the Foyer Ulysse's women beneficiaries and a related well-being workshop. The Group proudly handed over the large number of boxes to Caritas at the end of 2019.

LuxairGroup also showed its continued support for the Stëmm vun der Stross charity in Luxembourg that helps the homeless, drug addicts, alcoholics, mental patients, the long-term unemployed and young people in difficulty, as well as to the Butteks managed by Caritas/ Croix Rouge by renewing its financial support via a food wholesaler to help fund its social restaurant. LuxairGroup has raised awareness about the different charity actions by publishing articles in its Flydoscope inflight magazine.

VIP TREATMENT FOR LIVE ANIMALS

Live animals transiting through Luxembourg are given the star treatment at LuxairCARGO's EU-certified veterinary station with its fully certified Border Inspection post, veterinary services and holding area for any kind of animal. Kangaroos in transit to Vietnam, monkeys on their way to Shanghai, calves off to Amman and Serval cats arriving from South Africa featured amongst this year's VIP guests. Animals are cared for by qualified animal handlers and attendants and are kept in purpose-built pens overnight in a specially

contained and noise-protected area with adjustable ventilation and temperature control systems, including state-of-the-art HVAC systems which can recreate natural environments ranging from 4°C to 29°C. Animals are moved directly from the plane to the pens to observe sanitary regulations and prevent disease, thus avoiding ground contact. LuxairCARGO's Special Services Team experienced a 7% increase in horses in 2019 and continued their efforts to raise awareness about the illegal trafficking of animals.

THE GREEN ATTITUDE

The environment is also currently at the forefront of political and economic concerns. The climate emergency we are experiencing and increased public awareness mean that sustainability and reducing CO₂ emissions must be priorities for companies in today's day and age. At LuxairGroup the environment is at the very heart of the decisions and this has been the case for some time already. The Group is fully aware of the legacy it is leaving for the next generation. Environmental decisions are therefore omnipresent in the way the company is run.

LuxairGroup has been integrating environmental actions into its policy for a while now. The company's fleet renewal policy is a tangible example of this. The average age of LuxairGroup's aircraft is 6.5 years old. Newer aircraft mean streamlined, lighter, more fuel-efficient planes. All the company's Boeings have been fitted with (split) scimitar winglets to reduce fuel consumption and CO₂ emissions. Aircraft engines are regularly replaced with newer models to allow fuel savings of 4%. It also ensures that its aircraft are adapted to their destinations, medium haul flights are therefore operated with its 11 De Havilland Q-400, considered among the most "eco-friendly" aircraft available on the market.

The Group also actively hunts down excess weight on board to reduce its fuel consumption by implementing paperless processes for pilots and cabin crew, such as the Electronic Flight Bag and the E-cabin reporting tool. Among other measures, water consumption on board has also been analysed to reduce weight, as well as choosing lighter seats, and reducing excessive kerosene reserves carried in the aircraft's tanks.

LuxairGroup is currently studying the possibility of replacing newspapers distributed on board with its lighter electronic equivalent. Processes have been optimized in order to reduce fuel consumption during flight manoeuvres and taxiing.

The company is actually changing its meal trays and packaging concept to make them even more eco-friendly. Several components are already in place and remaining items will be implemented in 2020. Plastic stirrers will be replaced with wooden ones from

sustainable sources, reusable stainless-steel cutlery is being used, tray covers will be made from recycled and recyclable plastics, serviettes are made from untreated paper, food is served in reusable food trays and mineral water is locally-sourced to reduce food miles. No more single use, but an eco-friendly recyclable recycled concept favouring local products and producers.

LuxairGroup's other business units are also doing their bit for the environment. LuxairCARGO was awarded the "Lean and Green Star" label in recognition for its efforts to further reduce its CO₂ emissions over 5 years. It had previously committed itself to reducing emissions by 20%, however its fleet of 200 electric vehicles, the improved insulation of its hangar and the replacement of lightbulbs with LEDs resulted in a 33% reduction in emissions. In order to enhance its continuous commitment to energy reduction, LuxairCARGO also participates in the current voluntary agreement on improving energy efficiency in Luxembourg industry, an initiative of Fedil. Paperless digital tools have also been implemented for its processes, such as the Hermes Cargo Management System and the E-ramp tool. LuxairCARGO was also awarded the SuperDrecksKëscht certificate for a decade of eco-friendly waste management and its ongoing efforts to reduce its waste and carbon footprint.

LuxairServices has also been working on reducing its waste thanks to its online crew meal app, which enables quantities to be calculated more efficiently. Remaining left-over food is donated to Caritas. Food waste at the Cargocenter canteen was analysed and it was found that one in five people throw away their bread, representing 3 kg of bread every day. An awareness raising video was therefore produced to encourage staff to waste less. LuxairServices has also replaced the carbonic ice used for its food trolleys with a frozen saltwater alternative to further reduce its CO₂ emissions and its use of plastic packaging. Plastic waste has been reduced at the CARGObreak by replacing plastic with glass and compostable bowls. All these measures aiming to new ecological packaging go together with the steps taken by the EU to reduce pollution by single-use plastic products.



LUXAIRGROUP SUPPORTS THE UN GLOBAL COMPACT

By publishing this report, LuxairGroup would like to officially renew its support for the following ten principles in the Global Compact, relating to human rights, labour rights, the environment and anti-corruption:

HUMAN RIGHTS

- 01** Businesses should support and respect the protection of internationally proclaimed human rights in their sphere of influence; and
- 02** Make sure they are not complicit in human rights abuses.

LABOUR RIGHTS

- 03** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- 04** The elimination of all forms of forced and compulsory labour;
- 05** The effective abolition of child labour; and
- 06** The elimination of discrimination in respect of employment and occupation.

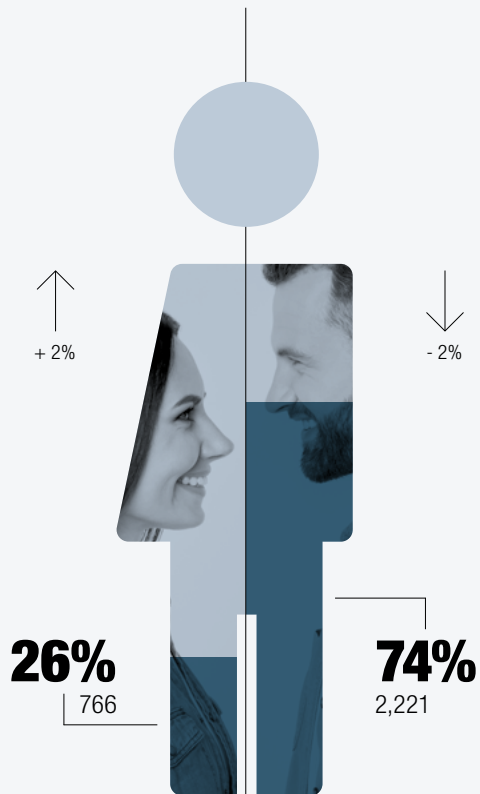
ENVIRONMENT

- 07** Businesses should support a precautionary approach to environmental challenges;
- 08** Undertake initiatives to promote greater environmental responsibility; and
- 09** Encourage the development and diffusion of environmentally friendly technologies.

ANTI-CORRUPTION

- 10** Businesses should work against corruption in all its forms, including extortion and bribery.

PEOPLE WHO MAKE UP LUXAIRGROUP



DISTRIBUTION

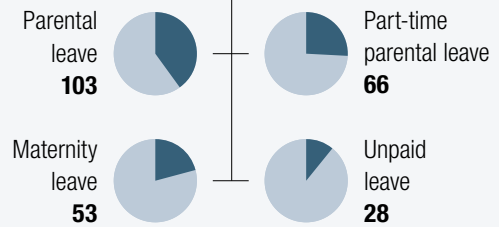
12%	Management	88%
50%	Flight crew	50%
22%	Ground staff	78%
50%	Interns	50%
22%	Apprentices	78%

PARENTAL LEAVE MATERNITY LEAVE UNPAID LEAVE



Effective total

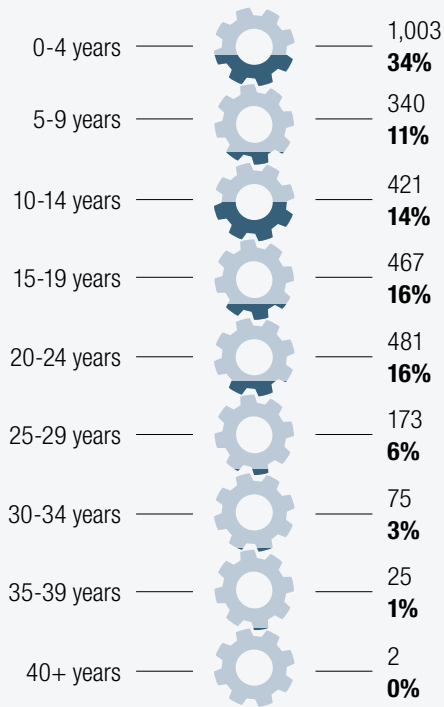
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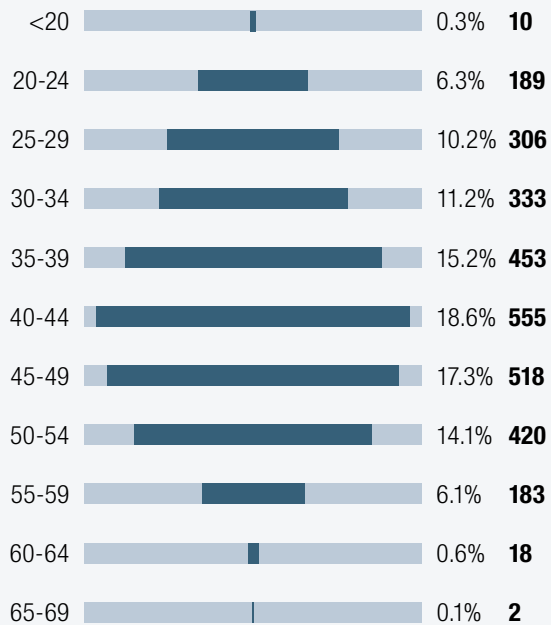
LEAVING AND JOINING THE COMPANY

	Hirings	Departures
Internships	231	230
Fixed-term / seasonal contracts	315	237
Permanent contracts	70	114
Apprenticeships	8	1
Total	624	582

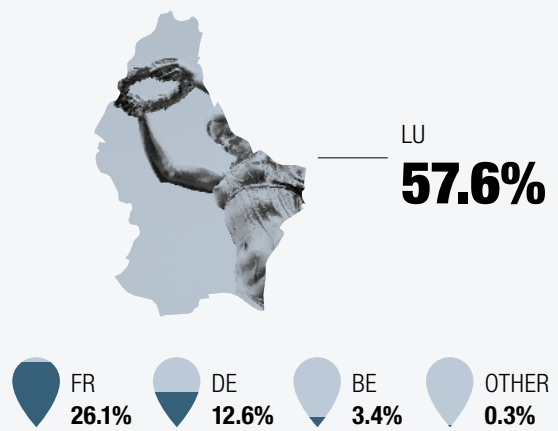
SENIORITY



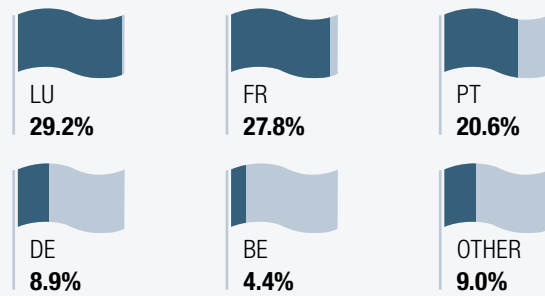
AVERAGE AGE



COUNTRY OF RESIDENCE



NATIONALITIES



ACTIVE LUXAIRGROUP STAFF MEMBERS

Permanent contracts	2,726
Fixed-term contracts	223
Apprenticeships	18
Internships	14
Student Pilot	6
Total	2,987

KEY PERFORMANCE INDICATORS

Corporate Governance	2019	2018
Voluntary commitments to general CSR-related schemes	2	2
Environmental programs	4	4

LuxairGroup decided to become a member of the “UN Global compact” and commit itself to observing various principles regarding human rights, labour conditions, environmental issues and anti-corruption measures.

It is a responsible actor in the tourism industry and have taken these commitments one step further by joining “The Code” tourism label to enforce the protection of children. In close collaboration with ECPAT Luxembourg, the Code’s local representative, LuxairGroup communicates in various ways to raise awareness and improve training to fight and curb the sexual abuse of children.

These programs require members to strictly observe and implement set guidelines. In 2019, LuxairGroup and the Executive Committee reinforced its pledge and strengthened its commitments by formalising two important documents, which are the Modern Slavery Statement and the Code of Conduct for Suppliers, in

a bid to develop and promote responsible and ethical policies in all countries where the Group operates, whilst maintaining high ethical standards and acting with integrity for our regular operations. This approach is just as important within the company as anywhere else. LuxairGroup is committed to promoting equal opportunities for its staff and protecting them from all kinds of harassment. The company has been working on these issues and making headway over the past years. In 2019, LuxairGroup was awarded the Actions Positives Label by the Ministry of the Interior and of Equality between women and men for its ongoing efforts in terms of equal opportunities and treatment for staff members. The “Respect” internal project is yet another example of joint efforts within the company to raise staff awareness to various guidelines about appropriate behaviour and how to work together efficiently. However, LuxairGroup will not rest on its laurels and will pursue this approach, as its staff’s diversity is one of its strengths and its greatest asset.

Environmental management	2019	2018
Fuel consumption for ground vehicles (in liters)	963,058	936,279
Waste produced by the company (in tons)	2,812	2,847
Energy consumption (in kWh)	14,629,257	14,436,880
Water consumption (in m ³)	43,729	60,110
CO ₂ Emissions in (in kg)	259,668,000	254,310,080

LuxairGroup is rigorously pursuing its environmental programs within its various activities.

The increase in flights transiting through Luxembourg airport has resulted in the increased use of motorised handling vehicles and therefore a rise in fuel

consumption and an increase in CO₂ emissions. Good daily practices are continuing to have a positive impact on waste production. Major work carried out on its water distribution network has also significantly reduced consumption.

Social commitments	2019	2018
Number of partnerships established with non-governmental organisations	4	4

LuxairGroup supports 4 partner charities which are Caritas, the Red Cross, Stëmm vun der Strooss and ECPAT. LuxairGroup has decided to reinforce its commitments in the field by taking its regular support one step further. Various actions were carried out throughout the year which enabled the company to get more personally involved with those in need. The Group's staff share their know-how and passion at various workshops throughout the year. They also took part in a cosmetics collection, which will then allow to

organise a wellness workshop in the near future. A recruitment workshop was also held to help participants prepare themselves effectively to find a job and stability. A cooking workshop has also been scheduled with LuxairGroup's chefs, who will cook and explain to people how to eat healthily on a tight budget. These actions were very positive experiences for all those involved, they provide impetus to commitments, they will therefore be continued and developed in the future.

Human Resources Management	2019	2018
Number of work-related accidents, resulting in days off work, medical treatment, professional illnesses, total or partial disability or death	206	217
Average number of hours of training per staff member	38.92	40.75
Percentage of female staff members holding a top management position	12%	8%
Percentage of female staff members holding a managerial position	13%	14%
Number of staff members with disabilities	18	15
Number of people, whose jobs have been adapted due to a particular situation (e.g. health...)	128	112
Percentage of disabled members of staff or having been re-assigned or reclassified compared to the total number of active staff members	4%	4%
Percentage of staff members living in Luxembourg	58%	59%

Staff are priceless at LuxairGroup. The company's success is owed to their know-how, multiculturalism and commitment. LuxairGroup has pursued this principle for many years now. It does its utmost to protect its staff whilst improving performance in an increasingly competitive environment. Many measures regarding logistics, training and awareness-raising programs

have been implemented to enable to maintain the company's objective and reduce the number of workplace accidents.

The Group will pursue its commitments to guarantee equality between staff regardless of their gender, culture or beliefs.

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