Integrated Management Manual
of the Lufthansa Technik Group
Aviation Safety – Quality – Environmental Protection – Occupational Health & Safety
Imprint

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IQ MOVE Process Descriptions:
IQ MOVE process descriptions may be provided in more than one language. In case of Authority approved process descriptions, the Authority approved version shall have precedence.

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Revision Highlights

The following table gives an overview of the changes of Integrated Management Manual, Issue No. 35:

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1 Release

This Integrated Management Manual released for use.

/signed/

Rainer Lindau, Vice President Quality Management

Hamburg, August 2020

Remarks:
The published issue only bears the word “signed” instead of the intended signature. The editorial team for the Management Manual of the Lufthansa Technik Group, Authorities & Management System (T/TQ-A) is responsible for the verification that the necessary original signatures were obtained.
2 Conformity Statements

2.1 Conformity Statement in accordance with DIN EN ISO 9001, EN 9100, EN 9110, DIN EN ISO 14001 und OHSAS 18001

This Integrated Management Manual (IMM), the authority specific Supplements as well as the documentation system IQ MOVE, which include the process descriptions, information boxes, activity-related documents and organization charts comply with the requirements for a


With the issuance of the certificates the certifiers have confirmed, that the Integrated Management Manual, Aviation Authority Supplements, and the documentation system IQ MOVE comply with the requirements mentioned above.

2.2 Conformity Statement in accordance with C.A.S.E.*

* Coordinating Agency for Supplier Evaluation

This IMM as well as the documentation system IQ MOVE, which include the process descriptions, information boxes and activity-related documents, complies with the requirements of the C.A.S.E. IA Standard.
3 Applicability and Commitment

This IMM, the Aviation Authority Supplements, and the documentation system IQ MOVE apply to all divisions of the Lufthansa Technik AG (LHT) including the affiliated companies mentioned in this manual and are mandatory for all employees.

The particular responsibility of the managers is to inform all of the employees about the current state of this IMM, the Aviation Authority Supplements, and the applicable roles and processes in the documentation system IQ MOVE at regular intervals and in a comprehensive manner and to actively involve them.

In this IMM, the Aviation Authority Supplements, and the associated documentation system IQ MOVE all applicable requirements from quality management, aviation safety, occupational safety, and environmental protection are illustrated in a process and role-oriented manner.

This IMM, the Aviation Authority Supplements, and the associated process documentation of IQ MOVE are herewith put into effect by the chairman of the board.

On behalf of the Executive Board

/signed/

Dr. Johannes Bussmann, CEO

Hamburg, August 2020
**4 Purpose of the Integrated Management Manual**


This IMM addresses employees, managers, authorities and customers.

This IMM together with the Aviation Authority Supplements and the documentation system IQ MOVE (including the process descriptions and the organization charts; excluding the requirements database) form the required documentation for Lufthansa Technik Group with regard to the authority approvals held by Lufthansa Technik AG and the certifications in accordance with the standards for quality management systems, environmental protection and occupational health and safety. The requirement database contains the tasks derived from the requirements laid down in the regulation. These tasks are assigned to processes and roles and are incorporated into the process descriptions. The requirement database is intended to assist the compliance verification towards the airworthiness authorities and certification bodies with regard to the applicable legal requirements, rules and standards.
5 Vision of the Lufthansa Technik Group

Lufthansa Technik...
...is the leading provider of aircraft-related services that are not tied to a specific manufacturer. The fulfillment of our customers’ requirements, the conformance with legal/public regulations and internal corporate standards is a matter of course.

For our customers...
...we offer tailored solutions from a single supplier in the fields of maintenance management, aircraft and component maintenance, component production and design. This includes the utilization of the most modern maintenance.

For our shareholders...
...we achieve a sustained increase in value through excellent returns and stable growth within the international group.

Our employees...
...are conscientious, quality and performance-oriented. In return, we offer them challenging and future-oriented jobs across the globe.

In society...
...we are responsible for the provision of safe jobs and we handle natural resources with care.

Our vision...
...to be borne by our values.
Guiding Principles of the Company Policy

Safety ranks first for us

- Safety and responsibility are the core values and are given top priority within the business. This not only applies to the aircraft, powerplants and components that are entrusted to us, but also to the safe and responsible operation of facilities and installations, the safe use of chemicals and the prevention of work-related accidents and illnesses.

- The overall safety objective is to prevent incidents and accidents within aircraft operations as well as during the development and manufacturing process of our products. This includes proactive hazard identification processes and risk management strategies with the intent to eliminate or mitigate safety risks of potential hazards.

- The safety policy is communicated to all levels of the organization to achieve the highest delivery of safety performance of all employees. Consequently a natural prerequisite for all employees is the adherence to all legal and safety requirements and standards.

- We will meet or exceed all applicable aviation regulations and environmental, health and safety requirements. To ensure this, we will evaluate our quality, safety and environmental, health & safety performance by monitoring ongoing performance results and through periodic management reviews.

- We ensure that everyone who is dealing with us also meets appropriate safety standards.

- For goal conflicts we will decide in favor of safety.

- We take human factor guidelines into account for the design and performance of all activities.

The requests of our customers are our obligation

- We do our very best to fulfill the requests of our external and internal customers.

- We strive to achieve the highest degree of reliability, adherence to delivery dates and efficiency.

- We work as economically as possible.

- We strive to create services and products that are safe in their intended use, conserve resources and materials, and prevent pollution throughout the product life cycle.
We are always aware of our responsibility

- We are responsible for the company, our colleagues, for the environment and our society.
- To be conscientious also means that we try to be as cost effective as possible.
- We orient ourselves towards the principle of sustainable economic operation and careful use of resources. Thus, we design, manage and operate our facilities to maximize safety, promote energy efficiency, and protect the environment.
- We actively promote the conservation and the improvement of our employees’ health.
- Anticipatory actions that estimate the results in advance are an expression of our responsibility.

Openness and dialog are the principles of our work

- Open communication and transparent, clear processes are the prerequisites for safety and quality. We communicate our policies and programs to all Lufthansa Technik Group employees and stakeholders fostering a strong safety culture.
- Errors and problems present the opportunity to learn. We promptly pass on safety related information and report errors with maximum objectivity and frankness.
- We do not punish for actions, omissions or decisions taken that are commensurate with the individual experience and training. Reckless behavior or willful violations will not be tolerated.
- Honest information on the inside and out is the prerequisite for trust. Cooperation with auditors is self-evident for our employees.
- We are committed to an open dialog with customers, suppliers, authorities and the public.
We are not just satisfied with what we have achieved.

- In all that we do, we strive for continuous improvement. The instruments we use are audits and the definition and measurement of performance indicators.
- When errors or problems occur we look for the root causes in order to eliminate them sustainably, and we verify the effectiveness of countermeasures taken.
- We completely utilize the knowledge and potentials of employee experience by participating our workers in the continuous improvement of our working environment and processes.
- We encourage creative thinking and reward innovative ideas.
- We promote the buildup of capital of knowledge through further and advanced training. We offer the necessary tools, programs and instruments as well as encourage our employees to use them.
- We ensure that all employees are aware of their role and responsibility to fulfill and sustain our management system and policy.
- We are open for impulses from the outside and in-house, and we also learn from our customers and suppliers.
Management of Lufthansa Technik

Lufthansa Technik is managed by the Board. The Board consists of four members. It needs any two of them to present the company legally.

Dr. Johannes Bussmann, CEO, Corporate Sales, Digital Fleet Solutions & OEI

Sören Stark, CE, Technical Operations, Logistics & IT

Constanze Hufenbecher, CE, Finance, Corporate Services & VIP

Antonio Schultess, CE, HR & Technical Services
7.1 Organization and Responsibilities

The responsibilities are described in the IQ MOVE process maps, process descriptions and in the tasks assigned to roles.
7.2 Management Representatives for Quality-, Environmental- and Occupational Health & Safety System

The management representatives of Lufthansa Technik AG in the sense of ISO 9001; EN 9100 / 9110, DIN EN 14001, OHSAS 18001 are listed as follows.

**Accountable Manager:**
Sören Stark, T/VO (Chief Executive Technical Operations, Logistics & IT),
Deputy: Mr. Schulthess, T/VP (Chief Executive HR & Technical Services).

**Senior Persons:**
Mr. Lindau, T/TQ (VP Quality Management)
Mr. Wunderlich, T/TQ-U (Head of Environmental Management);
Mr. Weigl, PZ (HR Occupational Safety LH Group).
7.3 Management Representative for Safety Management System (SMS)

The Accountable Manager as well as the Safety Manager in terms of EN 9100/ 9110 and 12. BImSchV (Hazardous Incident Ordinance) are:

**Accountable Manager (SMS):**
Sören Stark, T/VO (Chief Executive Technical Operations, Logistics & IT),
Deputy: Mr. Schulthess, T/VP (Chief Executive HR & Technical Services)

**Safety Manager (SMS):**
Mr. Lindau, T/TQ (VP Quality Management LHT Group);
Deputy: Mr. Kröger, T/TQ-O (Senior Director Quality Management Operations LHT Group)
8 The Lufthansa Technik Group

To accommodate the growing importance of the worldwide network, of the Lufthansa Technik Group, Lufthansa Technik decided to integrate all companies were Lufthansa Technik holds majority interest into its management system and documentation by means of this founding the Lufthansa Technik Group.

The following chapter describes all companies of the worldwide Lufthansa Technik Group Network. Their facilities are part of the scope of authority approvals held by Lufthansa Technik.

The IQ MOVE process descriptions combined with this Integrated Management Manual, and Aviation Authority Supplements are obligatory for these group companies.

8.1 Business Purpose of the Lufthansa Technik Group

With its approx. 20,700 employees, Lufthansa Technik Group provides maintenance of aircraft, powerplants and individual components worldwide, design changes (e.g. VIP aircraft completions) and repairs on those products and manufactures parts and appliances. Furthermore, Lufthansa Technik offers an extensive range of services to its customers. These services range from the continuing airworthiness management and other technical services.

Lufthansa Technik has eight product divisions (PDs):

1. PD ACS – Aircraft Systems
2. PD BMS – Base Maintenance Services
3. PD COM – Component Services
4. PD DGT – Digital Fleet Solutions
5. PD ENG – Engine Services
6. PD FLS – Fleet Services
7. PD OEI – Original Equipment Innovation
8. PD VIP – VIP & Special Mission Aircraft Services

The customers of Lufthansa Technik are commercial carriers, OEMs, design, production and maintenance organizations, and business jet / VIP aircraft operators.
8.2 The Companies and Locations of the Lufthansa Technik Group

In the following all Lufthansa Technik Group companies to which this IMM applies are briefly described.

8.2.1 Lufthansa Technik AG (LHT)

Lufthansa Technik AG was founded on October 17th, 1994. Before 1994 it was the integrated maintenance organization of Lufthansa German Airlines (Deutsche Lufthansa AG) established in 1954. Lufthansa Technik AG has about 11,260 employees at its maintenance location Hamburg, Frankfurt, Berlin-Schoenefeld, Munich and its Line Stations in and outside Germany. LHT operates worldwide with branches, subsidiaries and shareholdings of companies both in Germany and abroad.

8.2.1.1 Lufthansa Technik (LHT), Location Hamburg, Germany

The following product divisions with approx. 7,000 employees are located at our facilities in Hamburg:

- PD ACS – Aircraft Systems
- PD BMS – Base Maintenance Services
- PD COM – Component Services
- PD DGT – Digital Fleet Solutions
- PD ENG – Engine Services
- PD OEI – Original Equipment Innovation
- PD VIP – VIP & Special Mission Aircraft Services

These also include material warehouses, engineering and administrative divisions.

In addition to the Lufthansa Technik Board, the following support divisions are also located at our headquarters:

- LHT Group Quality Management
- LHT Group Finance & Accounting
- LHT Group Controlling
- Information Management
- LHT Group Corporate Purchasing
- LHT Group HR Management
- Legal Affairs and
- Corporate Sales
### MAINTENANCE ORGANISATION CAPABILITIES
- Aircraft Line / Base Maintenance
- Engines / APU
- Components

### DESIGN ORGANISATION CAPABILITIES
- Changes and repairs of aircraft, engines and auxiliary power units

### DESIGN ORGANISATION Alternative Procedure Capabilities
- Seats (ETSO-C39; ETSO-C127)

### PRODUCTION ORGANISATION CAPABILITIES
- Parts / Appliances

### CONTINUING AIRWORTHINESS MANAGEMENT ORGANISATION CAPABILITIES
- Continuing Airworthiness Management
- Airworthiness Review
- Permit to Fly

Our facilities are located at the southern section of Hamburg airport (HAM).

View on the LHT headquarters base in Hamburg

Lufthansa Technik AG,
Weg beim Jaeger 193, 22335 Hamburg, Germany
8.2.1.2 Lufthansa Technik (LHT / LTMI), Location Frankfurt, Germany

Facilities in the north and south of Frankfurt Airport

The product division Fleet Services with approximately 3,700 employees is located at the northern and southern side of Frankfurt am Main International Airport (FRA):

<table>
<thead>
<tr>
<th>MAINTENANCE ORGANISATION CAPABILITIES</th>
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<td>- Aircraft Line / Base maintenance</td>
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<tr>
<td>- Engines / APU</td>
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<td>- Components</td>
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<table>
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<tr>
<th>DESIGN ORGANISATION CAPABILITIES</th>
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<tr>
<td>- Changes and repairs of aircraft, engines and auxiliary power units</td>
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<tr>
<th>CONTINUING AIRWORTHINESS MANAGEMENT ORGANISATION CAPABILITIES</th>
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<tr>
<td>- Continuing Airworthiness Management</td>
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In addition Frankfurt supervises all technical employees which are deployed across the globe.

Hangar 5, Frankfurt
A380 Hangar (above and below), Frankfurt

Lufthansa Technik AG,
Frankfurt Airport, 60546 Frankfurt / Main, Germany

Lufthansa Technik Maintenance International GmbH,
Airport Cargo City Sued, 60549 Frankfurt / Main, Germany
Lufthansa Technik (LHT), Facilities Frankfurt-Osthafen, Germany

Approx. 150 employees are located at the facilities to the east of Frankfurt airport (FRA-Osthafen).

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<td>- Components</td>
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The Frankfurt-Osthafen facility is located in the eastern part of Frankfurt/Main – approximately 18km / 11 miles from the Lufthansa Technik airport facilities.

LHT FRA East

Lufthansa Technik AG, FRA EAST, FRA T/CE52
Frankfurter Osthafen, Daimlerstraße 22, 60314 Frankfurt / Main, Germany
### 8.2.1.3 Lufthansa Technik (LHT), Airport Berlin-Schoenefeld, Germany

There are approx. 450 employees at the Berlin-Schoenefeld location.

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<th>MAINTENANCE ORGANISATION CAPABILITIES</th>
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<td>- Aircraft Line / Base Maintenance</td>
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<td>- Components</td>
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The facilities of the Berlin Maintenance Center are located in the southern part of Berlin-Schoenefeld Airport.

Lufthansa Technik Hanger at Berlin Schoenefeld Airport

Lufthansa Technik AG, BER T/FE5,
Schoenefeld Airport, Elly-Beinhorn-Ring 4, 12529 Berlin Schoenefeld, Germany
Approx. 180 employees work for Lufthansa Technik at the facility in Berlin Tegel. The Engineering facility total area is 260 square meters. A workshop area (Hangar 3000 square meters) provides adequate storage for aircraft B737, A319/320/321, servicing equipment, tool boxes, wheels and oil store.

### MAINTENANCE ORGANISATION CAPABILITIES

| - Aircraft Line / Base Maintenance |
8.2.1.5 Lufthansa Technik (LHT), Airport Munich, Germany

Approx. 560 employees work for Lufthansa Technik at the facility in Munich.

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<tr>
<th>MAINTENANCE ORGANISATION CAPABILITIES</th>
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<td>- Aircraft Line / Base Maintenance</td>
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<tr>
<td>- Engine / APU</td>
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<td>- Components</td>
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The facilities are located in the western part of Munich Airport.

Lufthansa Technik AG,
Munich Airport, Wartungsallee 1, 85356 Munich, Germany
8.2.2 Lufthansa Technik Middle East (LTME), Dubai World Central Airport, UAE

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<thead>
<tr>
<th>MAINTENANCE ORGANISATION CAPABILITIES</th>
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<tr>
<td>- Components</td>
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The facility in Dubai has approximately 15 employees.

Facilities at Dubai World Central Airport (DWC)

Lufthansa Technik Middle East, Building 1 – Warehouses No. 1 & 2
Aerospace Supply Chain, Aviation District, Dubai World Central, Dubai, UAE
8.2.3 Lufthansa Technik Sofia (LTSF), Sofia, Bulgaria

Lufthansa Technik Sofia (LTSF) has approx. 990 employees.

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<tr>
<th>MAINTENANCE ORGANISATION CAPABILITIES</th>
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<td>- Aircraft Line / Base Maintenance</td>
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<tr>
<td>- Components</td>
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</table>

The facilities of LTSF are situated at Sofia Airport Complex site between Terminal 1 and Terminal 2 of the Bulgarian capital, Sofia.

Lufthansa Technik Sofia OOD, Airport Complex - Terminal 1, Block 3, 1540 Sofia, Bulgaria
LTSF Graphic Studio, Sofia Airport Center, Suite 22, 1540 Sofia, Bulgaria
8.2.4 Lufthansa Technik Brussels (LTBRU), Brussels, Belgium

Lufthansa Technik Brussels has approx. 80 employees.

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<tr>
<th>MAINTENANCE ORGANISATION CAPABILITIES</th>
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<td>- Aircraft Line / Base Maintenance</td>
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<tr>
<td>- Engines / APU</td>
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The facilities of Lufthansa Technik Brussels are located at the airport of the Belgian capital Brussels.

Lufthansa Technik Brussels,
Vliegveld 117D, 1820 Melsbroek-Steenokkerzeel, Belgium
8.2.5 Lufthansa Technik Budapest (LTB), Budapest, Hungary

Lufthansa Technik Budapest (LTB) has approx. 440 employees.

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<tr>
<th>MAINTENANCE ORGANISATION CAPABILITIES</th>
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<td>- Aircraft Line / Base Maintenance</td>
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<tr>
<th>CONTINUING AIRWORTHINESS MANAGEMENT ORGANISATION CAPABILITIES</th>
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<tbody>
<tr>
<td>- Continuing Airworthiness Management</td>
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The facilities of the LTB are located at the Budapest Liszt Airport.

Lufthansa Technik Budapest,
Budapest Ferenc Liszt International Airport, 1185 Budapest, Hungary
8.2.6 Lufthansa Technik Milan (LTMIL), Milano, Italy

Lufthansa Technik Milan (LTMIL) has approx. 90 employees.

<table>
<thead>
<tr>
<th>MAINTENANCE ORGANISATION CAPABILITIES</th>
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<tr>
<td>- Aircraft Line / Base Maintenance</td>
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The facilities of the LTMIL are located in the northern area of Milan Malpensa-Airport, Italy between Terminal 1 and Terminal 2.
8.2.7 Lufthansa Technik Malta (LTM), Luqa, Malta

Lufthansa Technik Malta (LTM) has approx. 570 employees.

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<th>MAINTENANCE ORGANISATION CAPABILITIES</th>
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<td>- Components</td>
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The facilities of the LTM are located at the Luqa-Airport.

Lufthansa Technik Malta,  
Hal Farrug Road, Luqa LQA 3079, Malta
Lufthansa Technik Aero Alzey (LTAA), Alzey, Germany

Lufthansa Technik AERO Alzey GmbH (LTAA) has approximately 490 employees.

**MAINTENANCE ORGANISATION CAPABILITIES**

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<tr>
<th>- Engines / APU</th>
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<tr>
<td>- Components</td>
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The facility is located about 70 kilometers southwest of Frankfurt Rhein-Main Airport in the industrial area of Alzey.

Lufthansa Technik AERO Alzey,
Rudolf-Diesel-Straße 10, 55232 Alzey, Germany
8.2.9 Lufthansa Technik Turbine Shannon (LTTS), Shannon, Ireland

Lufthansa Technik Turbine Shannon (LTTS) has approx. 215 employees.

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<tr>
<th>MAINTENANCE ORGANISATION CAPABILITIES</th>
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<tr>
<td>- Components</td>
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Lufthansa Technik Turbine Shannon,  
World Aviation Park, Shannon, County Clare, Ireland
8.2.10 Lufthansa Technik Landing Gear Services UK (LTLGS), Hayes (London), UK

Lufthansa Technik Landing Gear Services Hayes, UK (LTLGS) has approx. 280 employees.

<table>
<thead>
<tr>
<th>MAINTENANCE ORGANISATION CAPABILITIES</th>
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<tbody>
<tr>
<td>- Components</td>
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</tbody>
</table>

The company is situated in Hayes.

Lufthansa Technik Landing Gear Services UK,
Unit 3, Dawley Park, Kestrel Way, Hayes, Middlesex UB3 1HP, United Kingdom
8.2.11 Lufthansa Technik Shannon Limited (LTSL), Shannon, Ireland

Lufthansa Technik Shannon has approx. 475 employees.

<table>
<thead>
<tr>
<th>MAINTENANCE ORGANISATION CAPABILITIES</th>
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<tr>
<td>- Aircraft Line / Base Maintenance</td>
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<td>- Components</td>
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<tr>
<th>CONTINUING AIRWORTHINESS MANAGEMENT ORGANISATION CAPABILITIES</th>
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<tr>
<td>- Continuing Airworthiness Management</td>
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</table>

Lufthansa Technik Shannon, Shannon Airport, County Clare, Ireland
Lufthansa Technik Shenzhen (LTS), Shenzhen, China

Lufthansa Technik Shenzhen (LTS) has approx. 620 employees.

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<tr>
<th>MAINTENANCE ORGANISATION CAPABILITIES</th>
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<tbody>
<tr>
<td>- Engines / APU</td>
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<tr>
<td>- Components</td>
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</table>

Facilities

Lufthansa Technik Shenzhen Co. Ltd.,
Bao’an International Airport, 518128 Shenzhen, Guangdong, P. R. China
8.2.13 Lufthansa Technik Component Services (LTCS), Tulsa, USA

Lufthansa Technik Component Services (LTCS) is located in Tulsa, Oklahoma with approx. 362 employees.

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<tr>
<th>MAINTENANCE ORGANISATION CAPABILITIES</th>
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<td>- Components</td>
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The facilities are located on the north side of the airport across from the passenger terminals at Tulsa International Airport.

Facilities

Lufthansa Technik Component Services,
7424 East 30th Street, North Tulsa, OK 74115-2340, USA
8.2.14 Lufthansa Technik Puerto Rico (LTPR), USA

Approx. 260 employees are located at the facilities in Aguadilla, Puerto Rico, USA.

<table>
<thead>
<tr>
<th>MAINTENANCE ORGANISATION CAPABILITIES</th>
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<tr>
<td>- Aircraft Line / Base Maintenance</td>
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</table>

Facilities

Lufthansa Technik Puerto Rico,
102 San Antonio Road, Aguadilla, PR 00604, Puerto Rico
8.2.15 Lufthansa Technik Philippines (LTP), Manila, Philippines

Approx. 2450 employees are located at the facilities of Lufthansa Technik Philippines.

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<th>MAINTENANCE ORGANISATION CAPABILITIES</th>
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<td>- Aircraft Line / Base Maintenance</td>
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<tr>
<td>- Engine / APU</td>
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<td>- Components</td>
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</tbody>
</table>

Lufthansa Technik Philippines,
Macro Asia Special Economic Zone, Villamor Air Base, 1309 Pasay City, Philippines
8.2.16 Hawker Pacific Aerospace (HPUS), Sun Valley, California, USA

Hawker Pacific Aerospace (HPUS) is located in Sun Valley, California with approximately 350 employees.

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<tr>
<th>MAINTENANCE ORGANISATION CAPABILITIES</th>
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<td>- Components</td>
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Hawker Pacific Aerospace,
11240 Sherman Way, Sun Valley, CA 91352, USA
Lufthansa Technik Maintenance International has approx. 60 employees.

**MAINTENANCE ORGANISATION CAPABILITIES**

- Aircraft Line / Base Maintenance

Lufthansa Technik Maintenance International UK,
London Gatwick Airport, West Sussex RH6 0NP, United Kingdom
The new facility of XEOS was completed in 2019 and employs currently about 260 employees. XEOS is approved for the following capabilities.

**MAINTENANCE ORGANISATION CAPABILITIES**

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<tr>
<th>Engines</th>
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<td>Components</td>
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The facility is located approximately 30 km to the west of Wroclaw in Poland.

ul. Innowacji 2, Święte, 55-300 Środa Ślaska, Polska / Poland
8.2.19 LG-LHT Aircraft Solutions GmbH & LG-LHT Passenger Solutions GmbH, Hamburg, Germany

The new facility of LG-LHT Aircraft Solutions GmbH & LG-LHT Passenger Solutions GmbH was completed in 2019 and employs currently about 60 employees. The location is approved for the following capabilities.

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<tr>
<th>MAINTENANCE ORGANISATION CAPABILITIES</th>
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<td>- Components</td>
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<tr>
<th>PRODUCTION ORGANISATION CAPABILITIES</th>
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<tr>
<td>- Parts / Appliances</td>
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</table>

The facility is located at Hindenburgstraße 162, 22297 Hamburg and in close proximity of Lufthansa Technik Headquarters in Hamburg, Germany.

8.2.20 EME, Poland

The new facility of EME was completed in 2019 and currently employs more than 1000 employees. EME is a specialized for engine maintenance with the following capabilities.

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<th>MAINTENANCE ORGANISATION CAPABILITIES</th>
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<tr>
<td>- Engines</td>
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<td>- Components</td>
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The facility is located at Jasionka in Poland.

Facilities of EME

Jasionka 949, 36-002 Jasnionka, Polska / Poland
8.3 Line Maintenance Locations of the Maintenance Organization

With our Part-145 maintenance organization approval (approval number DE.145.0001), we provide line maintenance services at various stations across the globe. All stations are listed within the approved document “Scope of Line Maintenance”. Furthermore, a detailed description of all line maintenance stations is contained in the list “Line Station Facility Description”.

8.4 Locations of the Design Organization

The services of our Design Organization (approval number EASA.21J.019) are primarily provided from our Hamburg facilities. Additional design departments are located around and globe and listed within the document “DO Design Departments”.

8.5 Locations of the Production Organization

Currently all activities of our approved Production Organization (approval number DE.21G.0047) are conducted at our headquarters in Hamburg.

8.6 Locations of the Continuing Airworthiness Management Organization (CAMO)

The Continuing Airworthiness Management Organization (approval number DE.CAMO.0001) is currently approved at the following locations:

- Hamburg, Germany
- Frankfurt, Germany
- Shannon, Ireland
- Budapest, Hungary

9 Certification of the Lufthansa Technik Group and Applicability

The following Lufthansa Technik Group MRO (Maintenance, Repair & Overhaul) companies, who perform aircraft, engine or component maintenance are already certified or will become certified in accordance with the following standards (Certificate No. if certified or (year of planned certification)) or date planned to be certified / to be confirmed (tbc).

It is planned that all mentioned LHT Group Companies are certified until end of 2019:

- **EN/AS 9100/9110** Quality Management Systems - Requirements
- **ISO 14001** Environmental Management System - Requirements
- **OHSAS 18001** Occupational Health and Safety Management System - Requirements
<table>
<thead>
<tr>
<th>Lufthansa Technik Group Companies</th>
<th>Standard</th>
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<th>EN/AS9110 incl. ISO9001</th>
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# Integrated Management Manual of the Lufthansa Technik Group

Issue No. 35 of Aug. 1, 2020

## Lufthansa Technik Group Companies

<table>
<thead>
<tr>
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10 Aviation Authority Approvals of the Lufthansa Technik Group

The Lufthansa Technik Group holds the European approvals (Part-145, Part-21/J, Part-21/G, Part-M/G, Part-M/I) issued by the Luftfahrt-Bundesamt (LBA) or the European Aviation Safety Agency (EASA) and in addition further aviation authority approvals issued by various national airworthiness authorities.

The approval certificates are available on the Lufthansa Technik website and via the intranet of Lufthansa Technik. The scope of approval is only available via the Lufthansa Technik Intranet.
11 The Process-Oriented Integrated Management System

The Process-Oriented Integrated Management System is based on the company vision and the guidelines of the company policy of the LHT Group. It is the central instrument to control the LHT Group with respect to the areas of aviation safety, quality, environmental protection and occupational health and safety.

The Process-Oriented Integrated Management System of the LHT Group

- Reinforces process safety and increases the employees' competence by providing a transparent and uniform structure of the main business processes;
- Ensures in a systematic manner that all products and operational sequences fulfill the requirements with respect to aviation safety, quality, environmental protection, and occupational health and safety;
- Promotes further development of all processes in the interests of customers, partners and employees so that Lufthansa Technik can consolidate its top position in the international market and communicate a positive public image.

The goal of the Process-Oriented Integrated Management System of the Lufthansa Technik Group is to manage processes by means of a continuous improvement process. Consequently, all processes are arranged according to the Deming Cycle (Plan, Do, Check, Act).

Within the scope of the management processes, the Executive Board of Lufthansa Technik specifies the vision, strategy, guidelines of the company policy and the goals of the company (Management Processes).
Necessary resources are specified and supplied within the scope of corporate planning as well as personnel planning and development (Resource Management).

The generation of products and services is controlled locally in the eight product divisions (Product and Service Implementation Management).

The performance and quality system results are centrally measured, analyzed, and improved by controlling and quality management processes. Instruments such as product and process related key performance indicators, internal and external audits and risk management are used for improvements (Measurement, Analysis and Improvement).

The systematic assessment within the scope of the Process-Oriented Integrated Management System makes sure that information that is relevant to control the company (e.g. in form of vital signs, reports from the areas of aviation legislation, quality, environmental protection and occupational health and safety) is brought to the attention of the Executive Board. This feedback system enables the Board to start improvements and to approve changes to the management system (Management Processes).

The process model integrates customers and other interested groups, such as authorities and the public, who play an important role in the specification of the requirements and in the implementation of products and services.

12 IQ MOVE – The Documentation System

IQ MOVE is the documentation platform for the description and documentation of the Process-Oriented Integrated Management System of the LHT Group for internal (management, employees) and external (authorities, certification bodies, customers, etc.) stakeholders. This platform includes:

- Process Descriptions,
- Organization Charts,
- Roles,
- Requirement Management,
- Document Management.

The integrated documentation system IQ MOVE describes the organization and processes. It specifies the responsibilities and obligations with respect to

- The legal requirements of the European Union (EU) and the European Aviation Safety Agency (EASA) that apply to the Maintenance, Design, Production and Continuing Airworthiness Management Organization of LHT;
- The legal requirements on environmental protection, occupational health and safety;
- The requirements of oversight and reporting about greenhouse gas emissions in accordance with regulation 2003/87/EG;
- The requirements of DIN EN ISO 9001, EN 9100, EN 9110, DIN EN ISO 14001 and OHSAS 18001;
- The Safety Management System.
The documentation platform IQ MOVE provides a detailed overview of the organization and processes of the company for managers and employees and therefore strengthens process safety, increases competence and consolidates the employee solidarity to the company.

### 12.1 Elements of IQ MOVE as a Documentation System

The IQ MOVE system consists of a requirement database and a process and document database. The requirement database allows the recording of laws and standards and enables regulation managers to derive tasks from these requirements that will be assigned to individual processes during conformity checks. The process and document database includes all described processes, organization charts and documents that are published.
12.2 Integration of Requirements

The requirement database contains all relevant laws, regulations and standards within the areas of aviation, quality, environmental protection, occupational health and safety which are applicable to the LHT Group. For any specific requirements which are not applicable to the LHT Group, a justification is recorded in the database. All requirements are analyzed and interpreted by regulation managers and corresponding tasks are derived.

These tasks are assigned to the process descriptions during conformity checks which are performed before publishing of a process description. This approach ensures that all employees perform their work in compliance with the regulatory requirements when following the instructions provided in IQ MOVE.

12.3 Description of Processes

The organizational and operational structure of the LHT Group is described in four levels with an increasing level of detail by means of:

- Process maps;
- Role-based process descriptions (flowcharts);
- Activity boxes;
- Activity-related documents; and
- Organization charts.

The process maps apply particularly to process owners and managers. They provide an overview of the connections and dependencies and thus enable fast navigation through the processes of the LHT Group.

With the process description, IQ MOVE satisfies the different needs of our employees by means of multiple levels of information. While the operational sequences are described in the role-based process descriptions (flowcharts), activity boxes provide additional
information on a more detailed level. This is in particular helpful for tasks which are not performed on a daily basis or for new employees and job entrants.

Finally, **activity-related documents** supplement the Info Box and supply tools, such as check lists and forms.

These documentation elements are linked together as follows:

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**12.4 The Intranet Application**

LHT Group employees use the LHT Intranet to access the documentation platform IQ MOVE. This takes all of the different information needs of the various target groups into account (authorities, process owners and managers, employees) and allows for different entry points (access paths) making the scope of the documentation more understandable for the individual employee.
With its multi-level structure, the IQ MOVE platform creates transparency and makes an essential contribution towards the continuous improvement and better coordination of LHT Group processes.

13 ProX – Process Excellence within Lufthansa Group

ProX is the brand of process orientation within the Lufthansa Group which also extends to the LHT Group as part of Lufthansa Group.

ProX provides a set of methods and concepts for process management and excellence, such as but not limited to FAR+ and process improvement methods.

13.1 Process Management Role Concept of ProX

For the management of processes, ProX uses the “Framework for Assignment of Responsibilities” (FAR+) as governance role concept which is documented in IQ MOVE. FAR+ allows the clear assignment of process management roles with defined accountabilities and responsibilities to designated persons.

Core of FAR+ is the differentiation between Design and Execution roles. The Design roles take over “Process Responsibility” by defining how an employee is supposed to perform an activity within a business process. Process Responsibility is split up and granted to the four roles Process Domain Owner, Process Owner, Process Architect, and Process Manager.
In contrast, Execution roles define what an employee is supposed to do. The Line Manager role takes over "Resource Responsibility" (e.g., assigning roles), the “Administrative Responsible" (e.g., signing employment contracts) takes over Administrative Responsibility.

Roles of the Execution:

- The Administrative Responsible is accountable and responsible for signing legal contracts, issuing power of attorney, and granting Resource Responsibility to Line Manager role and Process Responsibility to design roles. Consequently, the Administrative Responsible bears the risk of organizational faults occurring.
- The Line Manager is accountable for the process accomplishment in the respective organizational unit. This includes budget fulfillment as well as leading of employees (e.g., role assignment to employees, target agreement, personnel development) within the organizational unit. Furthermore, business strategy for an organizational unit is defined, goals are derived, and the accountability for their fulfillment is taken on. This includes planning and controlling revenues, earnings, costs, capital, and expenditure related to resources such as personnel, material, infrastructure, etc.

Roles of the Design:

- The Process Domain Owner is accountable for the strategic direction of a process domain. A process domain groups several business processes within a defined topic.
(e.g., accounting processes or production processes). The Process Domain Owner nominates the Process Domain Owners of sub-domains and Process Owners of processes within his or her domain.

- The **Process Owner** is accountable for the definition, improvement, and overall coordination of a process.
- The **Process Architect** is responsible for definition, operational risk management and continuous improvement of a process by operationally driving the activities to support the Process Owner (e.g., definition of trainings for process employees, specification of IT tools, KPIs).
- The **Process Manager** is responsible for cross-unit coordination of a process instance. A process instance could be the product-, location-, or customer-specific execution of a process. For each process instance, a Process Manager has to be nominated. Consequently, a process can have several Process Managers.

For a successful realization of the framework’s benefits, it is essential to establish structured and goal-directed communication and collaboration by defining communication flows which are presented in the following figure.

FAR+ uses five core communication flows, which are explained from a bottom-up perspective, starting with the operational communication flows:

- **Process Operation**: Process Owner, Process Architect, and Process Manager discuss all topics related to the execution of a specific process within Process Operation. In this context, a structured procedure for continuous process improvement is defined.
- **Process Coordination**: The different Process Managers represent their process instances and bring in the ideas for improvement identified within the Process Coordination.

- **Process Review**: In addition to Process Operation, the coordination between, Process Owner and Line Managers of the process participants ensures applicability of the process improvements. These improvements are developed by Process Operation participants to the requirements of the involved organizational units (e.g., coordination of adjusted capacity, increased qualification requirements, or additional tools and equipment).

- **Process Strategy**: To align the process results defined at the Process Operation and the further development of a process with the process domain strategy, coordination between Process Owner and Process Domain Owner is necessary.

- **Strategy Review**: Similar to Process Review, coordination between Process Domain Owner and Line Managers on senior management level facilitates the alignment of process domain strategy and corporate strategy.

### 13.2 The Editorial Process of ProX

The process “Process Modeling” (IQM.3412860) as part of the Process Excellence process describes how content is edited, accepted and checked for conformity within the IQ MOVE platform.

The IQ MOVE application and ProX methods are designed and operated by Lufthansa Technik’s Center of Excellence for Process Management Methods & Tools for the entire Lufthansa Group. The service includes the management by a central Process Owner in order to ensure the applicability of the system and methodology throughout the participating Lufthansa Group companies.