

RYANAIR GROUP



Aviation with Purpose

Managing Safe Sustainability

Captain Aidan Murray

Chief Pilot

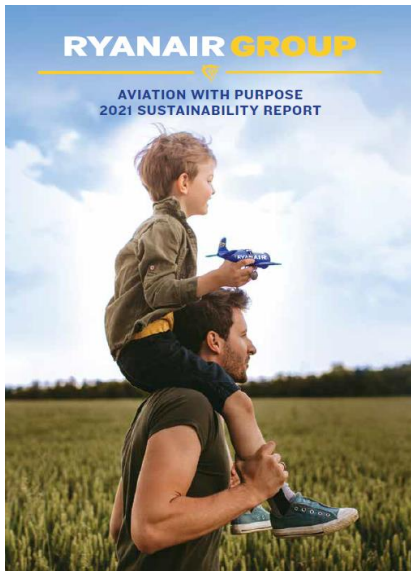
Captain Andrew Elbert

Deputy Chief Pilot



Why Sustainability?

*Meeting our needs without
compromising future generations'
abilities to meet their needs*



Q: What are airline "needs"?

A: Safe, Secure, Sustainable Operations



Sustainability Strategy

ENVIRONMENTAL PILLARS



Invest in New
Energy-Efficient Technology



Invest in
Sustainable Aviation Fuel



Decarbonise
Operations



Participate in
Carbon Offsetting



Decarbonise our
Supply Chain



Support Government
Policy & Reform

SOCIAL PILLARS



Promote Inclusivity,
Diversity & Equality



Workforce
Engagement



Invest in Job Creation,
Training & Development

CUSTOMER PILLARS



Act on
Customer Feedback



Make Travel Simpler
Through Digital Innovation



Best for Price, Punctuality,
Emissions and Choice



Managing Safe Sustainability

Who?



Managing Safe Sustainability

How?

ENVIRONMENTAL

Net-Zero
Carbon
Emissions
by 2050

KEY TARGETS/GOALS

- 1 Investment in advanced technology (210 B737-8200 'Gamechanger' aircraft)
- 2 Goal of using 12.5% SAF by 2030
- 3 10% reduction in CO₂ emissions per pax/km by 2030

SOCIAL

Improved
Employee
Strategy

KEY TARGETS/GOALS

- 1 Review and Improve Ryanair's Discrimination Prevention Policy
- 2 Continue to engage with employees through workforce engagement and surveys
- 3 Create high quality jobs and invest in world-class training

CUSTOMERS

Always Delivering
the Best Customer
Experience

KEY TARGETS/GOALS

- 1 20% increase in NPS and maintain 90% CSAT
- 2 Deliver customer improvements annually based on customer feedback
- 3 No.1 position for price, punctuality, emissions and choice



Net-zero carbon emissions by 2050

Enablers:



01 EFFICIENCY

Highest standards of fuel efficiency (Ryanair's SOPs).



02 FUEL

Work with suppliers to increase sustainable aviation fuel (SAF) with industry-leading SAF goals >10% by 2030.



03 TECHNOLOGY

Invest in innovative aviation technology.



04 REGULATION

Work with policy makers to develop smarter regulation to support ambitious climate targets.

Our Climate Goals



05 REDUCTION

Prioritise carbon reduction over carbon offsetting.



06 INSIGHTS

Work with industry to share insights that help achieve ambitious climate goals.



One Mission: *Safe, Secure, Sustainable*

*"Our primary operations objective is to conduct our air transport activities safely and securely"
...and sustainable...*

Challenge: How can we do this safely?



Aviation Risks? Usual Suspects

Geopolitical Volatility

Regulatory Volatility

Economic Volatility

Infrastructures

Supply Chains

Cybersecurity

Resources

S-H-E-L-L

KORAs



CAPA Press Release

29 Oct 2021

Airlines are under pressure to accelerate the pace of emissions reductions.

Investors want transparency on carbon reduction strategies and proof of results.

Airline failures are likely as the transition to a low carbon economy accelerates.



Sustainability Risks?

<i>Resiliency</i>	<i>Fiscal strength to decarbonise</i> <i>Sunset of carbon offsetting</i>
<i>Reliability</i>	<i>Data, demonstration of meaningful action</i>
<i>Reciprocity</i>	<i>Tangible, timely incentives</i>
<i>Representation</i>	<i>Policy promotion, recognition, compliance</i>
<i>Realisation</i>	<i>Meaningful goals and outcomes</i>

CAPA-Envest Airline Sustainability Benchmarking Report 2021



Emerging Risks

Production

Certification, Standardisation

Procurement

Supply Chains (Stock, Blend, Drop-In)

Price

SAF >>>>>> FJF

Planning

Stakeholder Collaboration

Policy

EU, EASA, Third Country Alignment



Emerging Risks

Aviation Effort

"One-Size-Fits-All" Policies

Commercial Aircraft Electrification

Unintended Consequences

Infrastructure

Photovoltaic Parks, Power Grids

Fuel Farms, Delivery, Uplift, Supervision

Cybersecurity

Environment

Significant Weather, Glacial De-Icing



Enablers

SMS

Policies and Objectives

Risk Management

Safety Assurance

Safety Promotion

CMS

Culture

Goals

Risks

Programme

Organisation

Communication

Monitoring

Improvement



Enabler

Management of Change

Goals

Team of Teams

Guidance (Regulation)

Risk Assessment

Project Plan

Safety Risk Assessment

Operational Control, Oversight

Outcome (Evolution, Impact)



Sustainability by Design & Action

- *Harmonised regulation & implementation*
- *Stakeholder commitment*
- *Collaborative incentives*
- *Synchronised Evolution, Actual Realisation*
 - *Contemporary ways & means (e.g., SESAR)*
 - *By-products: $S_3 + E + P$*
- *Operational Control & Oversight – SESAR, D4S*
- *Continuous Improvement*
- *Meaningful Deliverables*



Sustainable Aviation...with Purpose

- *New opportunities, risks, benefits*
- *Regulatory harmonisation*
- *Stakeholder collaboration*
- *Management of change*
- *Realisation of meaningful goals*
- **#1 Goal:** *One Mission - safe, secure, sustainable ops*



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