



Shareholder Gov. Forum
8 Apr. 2025





Welcome

Neil Sorahan
Group CFO



Meet The Team

- Róisín Brennan (SID)
- Eamonn Brennan (NED for Employee Engagement)
- Neil Sorahan (Group CFO)
- Juliusz Komorek (Group CLO)
- Carol Sharkey (CRO)
- Darrell Hughes (CPO)
- Thomas Fowler (CSO)
- Tracy Kennedy (Director of Customer Service)
- Tom Stewart (Head of Information Security)
- Tracey McCann (DAC CFO & Chair of Diversity Committee)
- Jamie Donovan (Head of Investor Relations)

- Lowest fare/lowest cost EU airline
- No. 1, Traffic: 200m (+9%)
- No. 1, OTP & reliability
- No. 1 Large Cap. ESG airline – Sustainalytics
- 300 MAX-10 order – Decade of Growth
- Fin. strength + lowest cost = L.T. winner





Europe's No. 1 Coverage & Choice

→ 93 bases

→ 237 apts, 37 countries

→ 613 aircraft – c.335 on order

→ 200m pax FY25

→ 300m pax p.a. FY34





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Low fares, great care

Legal & Reg. Update

Juliusz Komorek
Group CLO



- Aug 2024: EU=49%
- Sep 2024: review launched, incl. investor engagement
- Mar 2025: review completed & **EU>50%**
 - Purchase Prohibition discontinued
 - Voting Restrictions maintained
 - Updates on EU % as appropriate
 - 20% min. EU holding
 - Chairman of GMs will not vote Restricted Shares
- Calling for reform of EU O&C rules to restore voting





Legal / Regulatory Highlights

→ Protecting core principles of air transport liberalisation

- Italian price caps – withdrawn under EU pressure
- Italian challenge to cabin baggage policy – defeated
- Spanish challenge to cabin baggage policy – under appeal
- C19 State aid to legacy airlines – €22bn ruled illegal

→ Increased focus on competitiveness in Brussels

- Draghi report
- ATC, enviro, O&C



CRO Update

Carol Sharkey
CRO



- Safety is our No. 1 priority
- 40 year safety record
- Comprehensive Safety Management System
- Policy & Goals, Risk Management, Assurance, Promotion
- Robust, independent Compliance Monitoring System – internal & external
- Safety & Security Committee reports to Board each quarter



→ New Corporate Safety Strategy – 2025 to 2029

→ *Approved by Board*

→ *Builds on significant achievements already delivered*

→ *Key Operational Risk Areas (KORAs)*

→ *Management of Change – growth, MAX-10, Geo-political*

→ *Continuous Improvement*

→ Regulation must remain focussed on safety – active involvement at EU level

→ Maintain robust oversight, control & supervision





Questions...



**'ONE
MISSION'**
SAFETY





Social Update

Darrell Hughes
CPO



- 100% CLA coverage- Pilots & Crew – L/T deals (2026/2027)
- Fully crewed for S.25 = reliability & Ops resilience
- Strong applications & promotions. Lower recruitment due low attrition
- 300 Max-10 order creates 10,000 aviation jobs
- Why Ryanair?
 - 93 base network, local jobs
 - Pay- union deals
 - Fixed rosters- 5/4 Pilots, 5/3 Cabin Crew
 - Growth = promotions
- Investing in talent & training- new sims, hangars, academies etc



→ Fleethub

- Mix of business updates & social content
- Direct feedback – “Ask Eddie”, Idea Zone
- 40k+ posts, 169k+ comments in CY24

→ Ryanair Connect

- Live for cabin crew and pilots
- One-stop-shop for all systems
- Consumer grade interface
- Swaps, VTO, leave, performance data
- Automation

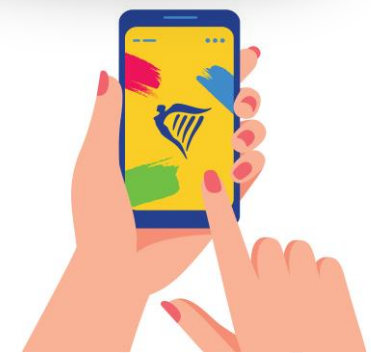
→ Diversity & Inclusion Committee- pride, IWD, training

→ New 6-month Mgt Dev Programme

→ Grad Programme - 50+ intake, international assignments, mentoring, access to snr mgt



RYA's Diversity Committee



DARRELL HUGHES posted an update.
24 days ago

Airside ERC Meeting

Thanks to Tara, Sinead, Bradie and Jamie for meeting with me, Tracey McCann and Sylwia Woloch on Wed for the Airside ERC (Employee Representative Committee). We had a constructive meeting with loads of good feedback and suggestions.



Inflight Department posted a shout-out.
18 days ago

Inflight Group Airline Meeting Dublin

An important part of running day to day operations is that we have representatives in each base, for inflight these are Base Supervisors. Today we met as a group where they received important Company updates from Senior Leaders from across the business. We set goals and prepared for Summer 25, which will be our busiest summer ever.



THOMAS MCLOUGHLIN posted a shout-out.
5 days ago

Order to Seat Update (OTS)

Please see some of your colleague's testimonials included in the video and some important updates below; Nearly 100% of flights have OTS available onboard.



Shout-out to: ANDREI MOT, GIAMMARCO PIPINO, MARIA DE MOURA DUARTE MARQUES NEVES, HILLARY MARTILLO GUARANDA
376 likes • 135 comments

Mark Duffy posted an update.
10 days ago

Doing my bit for the community in Aer Lingus territory with a careers evening at Malahide Community School, great fun chatting to the students.



ANGELO CURRAO posted an update.
12 days ago

This week we visited our long-standing partner school, AFTA in Cork, where we had the opportunity of meeting our Future Flyer Academy students who are on their way of becoming our future First Officers. Jake McComish



Gender, Diversity & Inclusion Committee posted an update.
17 days ago

Celebrating International Women's Day

-here's to the amazing women of Ryanair who are breaking boundaries, leading change, and taking aviation better for everyone! Your strength, passion, and drive inspire us all to aim higher every day



Creative Team posted an update.
10 months ago

Come with us as we **BEHIND THE SCENES** of our **International Cabin Crew Day** video. We're proud to celebrate our incredible **15,000+ cabin crew** and all the great work they do every day. Thank you for your continued support of this video and for the many stories we still have to tell.



371 reactions • 38 comments

Ewelina Owsikowska posted a Goal update.
17 days ago

In Wroclaw office we celebrated International Women's Day from the early morning, giving beautiful flowers to our wonderful girls. Then we marched on a charity walk through Wroclaw's islands and bridges, proudly displaying our beautiful T-shirts. It was a great day to celebrate International Women's Day- the unprecedented beautiful weather at this time of year made it a lovely event for all participants



MUIREANN CROSSON posted a shout-out.
19 days ago

Last week we presented in AFA to next years potential Interns from NCII Great to see so many NCI students interested in the Ryanair Internship Program. Thanks **Colm Judge** for organising.



DARRELL HUGHES posted an update.
11 days ago

I spoke at the IRN Conference today with Katie Morgan of Fórsa on union recognition since 2017. We had a good back-and-forth with some coverage in the Irish Times afterwards. It was good to get our key point out about protecting productivity and that the Irish Times included this quote.

<https://www.irishtimes.com/business/work/2025/03/13/top-ryanair-executive-calls-union-recognition-a-reverse-divorce/>



SARA PEREZ MARTINEZ posted an update.
6 months ago

"Top 10 performers of JPG and YSL Black Opium will win an exclusive luxury hamper! Elevate your game and claim your prize!"



Lauren Dixon posted a shout-out.
13 days ago

This week, the Ryanair Engineering Training Academy is at the Science Museum in London to showcase the work our Engineers do to encourage future generations to consider aircraft maintenance as a career!

We met over 400 students today!! Looking forward to the next 3 days!!



DARRELL HUGHES posted an update.
4 months ago

Workforce Engagement
Huge thanks to the pilots and cabin crew who attended our Workforce Engagement sessions with Board Director Eamonn Brennan in STN last week. It was really interesting to get direct feedback on working life in Ryanair. We discussed a broad range of issues including IT improvements, busy summer ops and boarding gate enforcement of bag policy. It was great to get this candid feedback which Eamonn will now take directly to the Ryanair Board.



Marty Hanley posted an update.
12 days ago

The Labs recruitment team in Wroclaw, along with members of the Labs team are attending the Wroclaw University of Science & Technology today to discuss our 2025 Internship programmes. These are great events as we get to meet students interested in learning more about Ryanair Labs and discuss our cutting-edge projects. Many students who join as interns in WRO end up joining as permanent members of staff.



RYANAIR Scratch Cards **NIH Cancer**

RECENT CHARITY DONATIONS!

€10K

€40K

€40,000!

#SCRATCH CARDS MAKE A DIFFERENCE!



Enviro. Update

Thomas Fowler
CSO



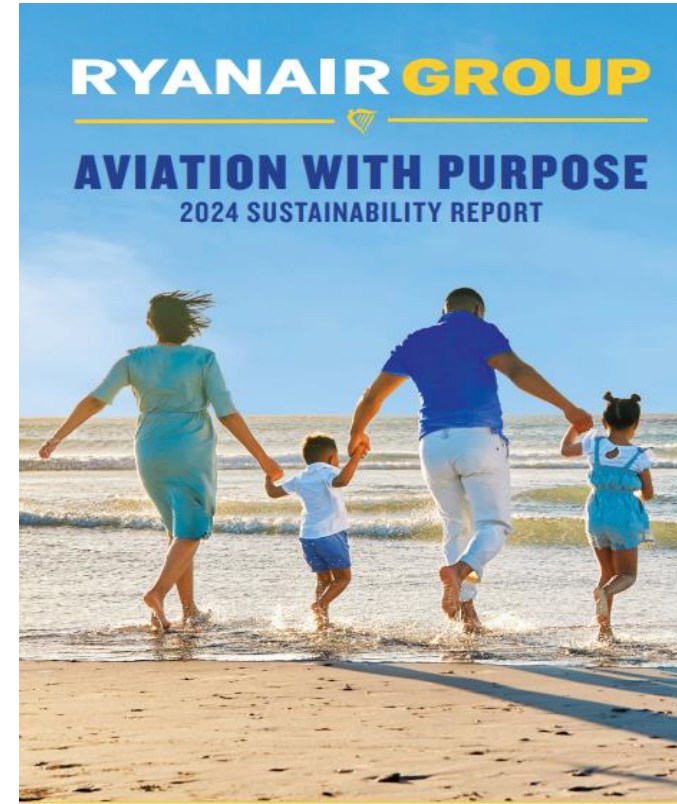


Best In Class ESG

Ratings:



Commitments:



Member of:



- MSCI 'A', CDP 'A'- & Sustainalytics No. 1 Large Cap. airline ESG rating
- 50g CO2 per pax/km (27% red.) by 2031 (SBTi validated)
- NG winglets (1.5% fuel & 6% noise red.) – 409 acft. by 2026
- Contd. inv. in fuel effic. acft. (“G’changers” & MAX-10)
- 2% SAF mandate effective from Jan 25
- First waive CSRD reporter in FY25 Ann-Report.



RYA extends TCD Sust. Avi. Res. Partnership - 2024

→ Work on SAF supply and documentation

- Ensure delivery at main FR airports
- Ensure docs. eligible for ETS claim

→ Contd. deliv. of Pathway to Net Zero

- More deliv. of fuel efficient “G-Changers”
- Further engagement on SESAR

→ ESG Ratings

- CDP, Sustainalytics & MSCI



RYA uplifts SAF from OMV at Vienna airport.



RYA retrofitting NGs with scim. winglets.



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Cust. Serv. Update

Tracy Kennedy

Dir. of Customer Service





Customer Operations Overview

2

OUTSOURCED PARTNERS

598

CALLS & CHAT AGENTS

5

SITES

7

LANGUAGES

7.7M

TOTAL CONTACTS

3.3M

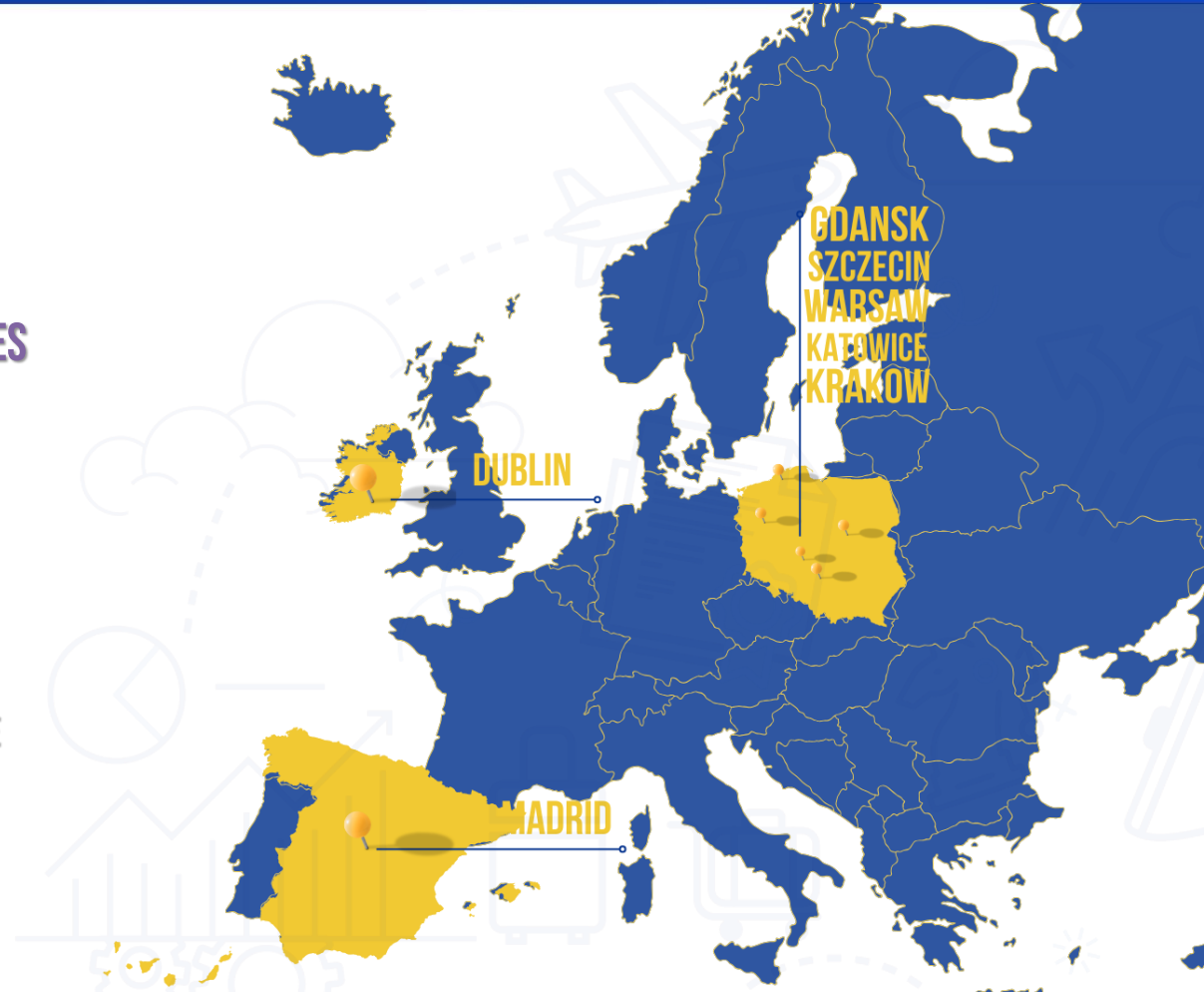
CHAT

2.3M

VOICE

2.1M

BACK OFFICE



Our biggest challenge for the next decade is to reduce headcount numbers in the Contact Centre while growing to 300M passengers. We will do this by leveraging AI and technology to help solve customer pain points





86%

OVERALL CSAT FY25

24TH APRIL

CUST. PANEL NEXT MEETING

+14

NPS SCORE

No.1 op. resil./reliab./OTP despite ATC Staff shortages and weather disruption

New initiatives this year include:

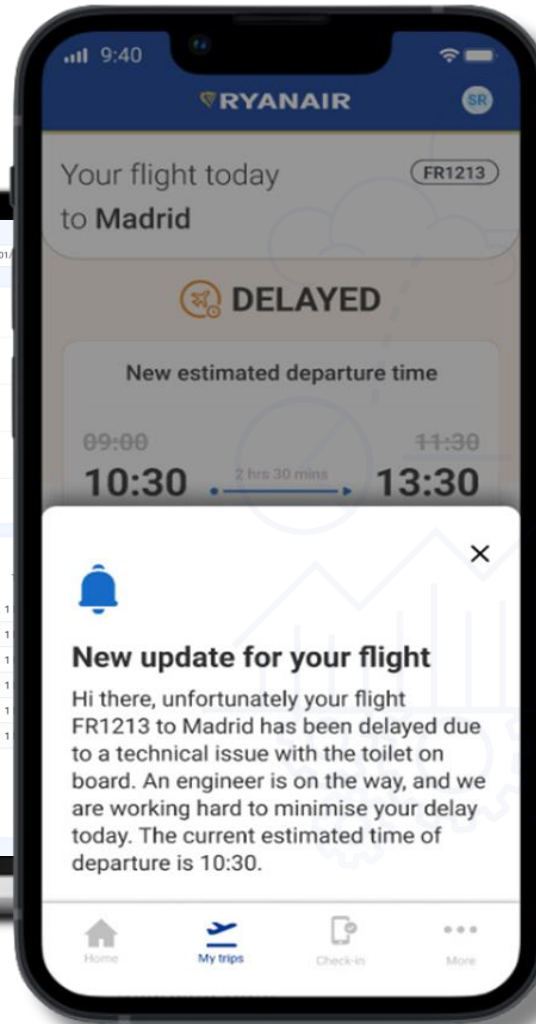
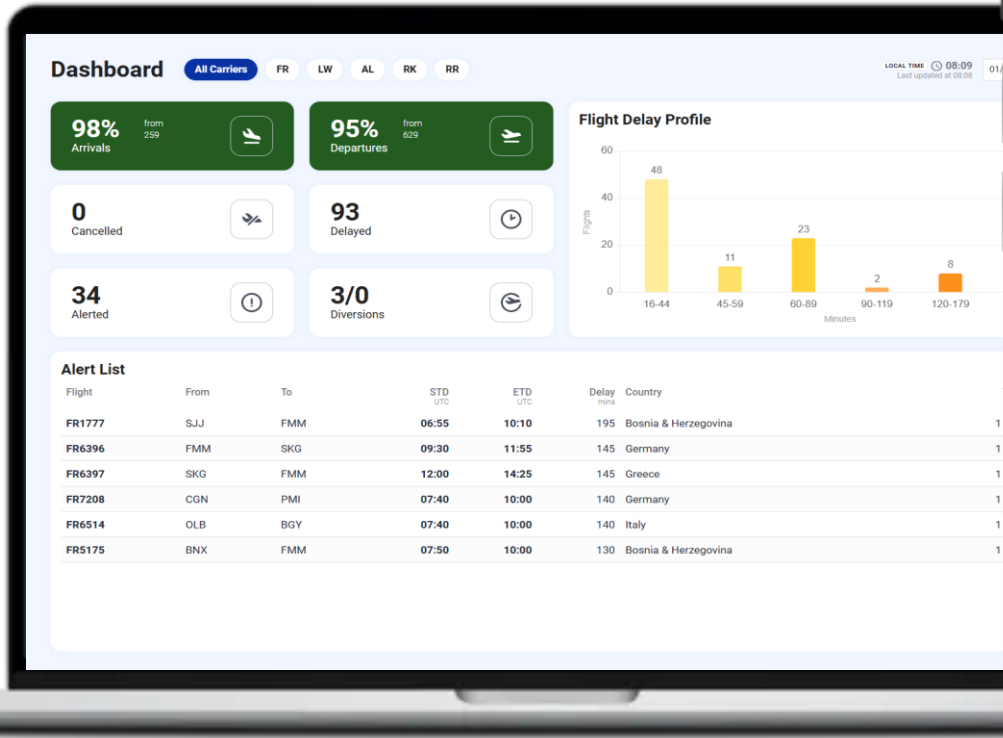
- Lots more self service in web and App (Link booking, schedule change, change pax type)
- Launch of the Customer Portal, 80K AI Responses - 92% Containment
- Amazon Connect launched in the contact centre – 30% reduction in headcount
- 60% call redirection to chat
- Customer Escalation's team set up inhouse
- All claims handling now inhouse with an expanded team in Madrid.

Agreements with OTAs having a positive impact on dist. channels.

Customer Panel – we are listening initiative, next meeting 24th April



Customer Service Update (cont.)



🦉 **Raven** revolutionises how RYR communicates with custs. **90% of comms automated**, cut in half time needed to send a message to pax.

🦉 Even with a **90% OTP**, c.75k pax per day delayed / disrupted. +1m comms sent each week on avg.

🦉 Next phase is **developing Raven**





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Info. Sec. Update

Tom Stewart
Head of Info. Sec.



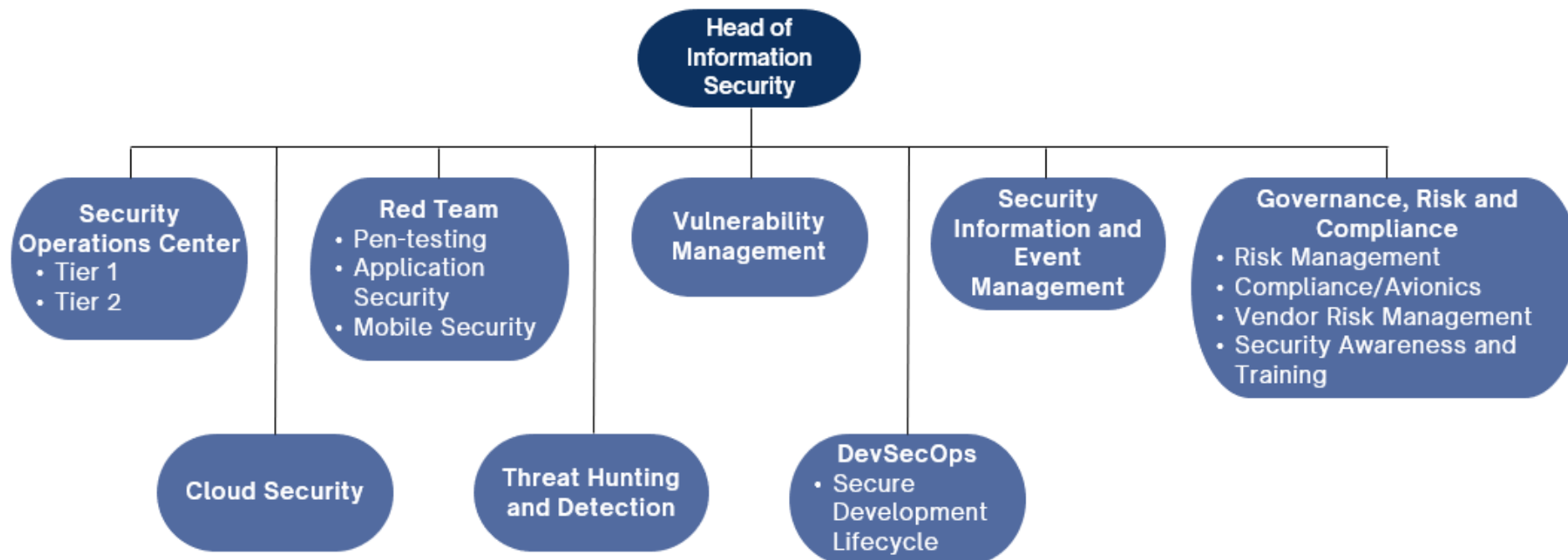


Cyber Team Structure

Ryanair has a duty of care to protect personal and commercially sensitive information belonging to its staff, clients and service providers.



Dublin, Madrid, Wroclaw





SERVICES PORTFOLIO

Technical Security Services

Network Security

Endpoint Security

**Security Information and
Event Management**

**Vulnerability
Management**

Incident Response

Cloud Security

Penetration Testing

**Data Protection and
Encryption**

Non-technical Security Services

Risk Assessment

Threat Intelligence

**Vendor Risk
Management**

**Legal and Regulatory
Support**

**Security Compliance
and Policies**

**Security Awareness
and Training**

**Incident Response
Planning**

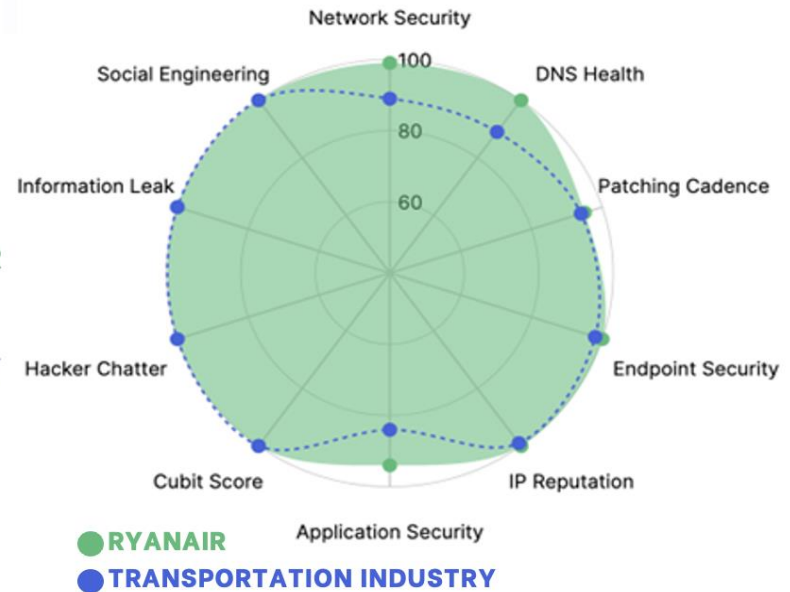
Security Strategy

SECURITY SCORECARD RATINGS

RYANAIR'S CURRENT SECURITY SCORE



OUR SECURITY SCORE HISTORY (LAST 12 MONTHS)



Website	Category	Score
ryanair.com	TRANSPORTATION	A 97
wizzair.com	TRANSPORTATION	A 92
easyjet.com	TRANSPORTATION	C 79
aerlingus.com	TRANSPORTATION	B 83
lufthansa.com	TRANSPORTATION	B 81
southwest.com	TRANSPORTATION	B 81



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Corp. Gov. Update

R. Brennan - SID

E. Brennan - NED Employee Engagement



- Strong, independent, Board (UK / Irish Corp. Gov. Code)
- Avg. NED tenure 4.5 yrs
- Diverse Board with good ethnic, geographic & gender balance
 - Austria | France | Ireland | Morocco | Poland | UK
 - NEDs: 50:50 women/men
- CSO updates Audit Co. & Board regularly
- Board & snr. mgmt. succession plans in place (Nomco) – strong “Bench”
- Regular feedback on roadshows, investor, regulator & proxy adv. engagement
- M. O’Brien (NED) & CRO updates Board on safety at least quarterly



Workforce Engagement

- Meetings held annually with all groups
- Cabin crew, Pilots, Engineers, Ground Ops, LABS, Office
- Open forum and frank discussions
- Practical suggestions on improvements - VTO, Staff travel, Systems
- Crew forums
- Office tours
- Behind the scenes videos



Questions?



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