



Shareholder Gov. Forum
15 Apr. 2026



- Róisín Brennan (SID)
- Neil Sorahan (Group CFO)
- Juliusz Komorek (Group CLO)
- Carol Sharkey (CRO)
- Darrell Hughes (CPO)
- Steven Fitzgerald (Director of Sustainability & Finance)
- Tracy Kennedy (Director of Customer Service)
- Tom Stewart (Director of Cyber Security)
- Jamie Donovan (Head of Investor Relations)

- Lowest fare/cost EU airline – gap widens
- No. 1, Traffic: 208m (+4%)
- No. 1, OTP & reliability – record CSAT (FY26: 89%)
- No. 1 EU Large Cap. ESG airline – (S'alytics)
- 300 MAX-10 order – Decade of Growth from 2027
- Fin. strength + lowest cost = L.T. winner





Europe's No. 1 Coverage & Choice

- ✈ 95 bases
- ✈ 223 apts.
- ✈ 36 countries
- ✈ 647 aircraft
- ✈ 208m pax FY26
- ✈ 300 new B737s on order
- ✈ 300m pax FY34





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Low fares, great care

Legal & Reg. Update

Juliusz Komorek
Group CLO



- Mar 2025 O&C review
 - Purchase Prohibition discontinued
 - 20% min. EU holding
 - Voting Restrictions maintained
 - Chairman of GMs will not vote Restricted Shares
- MSCI & FTSE Russell index inclusion enabled
- Mar. 2026 EU holding: 30%
- Calling for reform of EU O&C rules to restore voting





→ Cabin baggage policy

- IT, DE, BG, BE challenges – defeated
- ES €107m fine (Nov 2024) – under appeal + EU infr. proc. v. Spain

→ Distribution

- AGCM €256m fine (Dec 2025) – under appeal

*“blocking, hindering, or making it more difficult and/or economically or technically burdensome for agencies to offer Ryanair flights purchased through the Ryanair website, in combination with flights from other carriers and/or other tourist and insurance services, constitute an abuse of a dominant position”
(Apr 2023 – Apr 2025)*

- Lastminute/Viaggiare, Milan Court of Appeal (Jan 2024):

*“undoubtedly benefits consumers by leading to lower fares”
“is economically justified in containing operating costs, and eliminating the costs associated with the intermediation of ticket sales”
“contributes to a direct channel of communication for any possible need for information updates”*





CRO Update

Carol Sharkey
CRO



→ Ryanair Group Corporate Safety Strategy 2025–2029

→ *Management of Change*

(e.g. Growth, MAX-10, Eng Shops, Area of Ops)

→ *KORAs*

→ *SMS – Continuous Improvement*

→ *Aviation Security*

→ *Group Operations*

→ **Robust oversight – Daily ASR Review**

→ **Robust CMS – FOSAs, >1,600 audits/inspections**

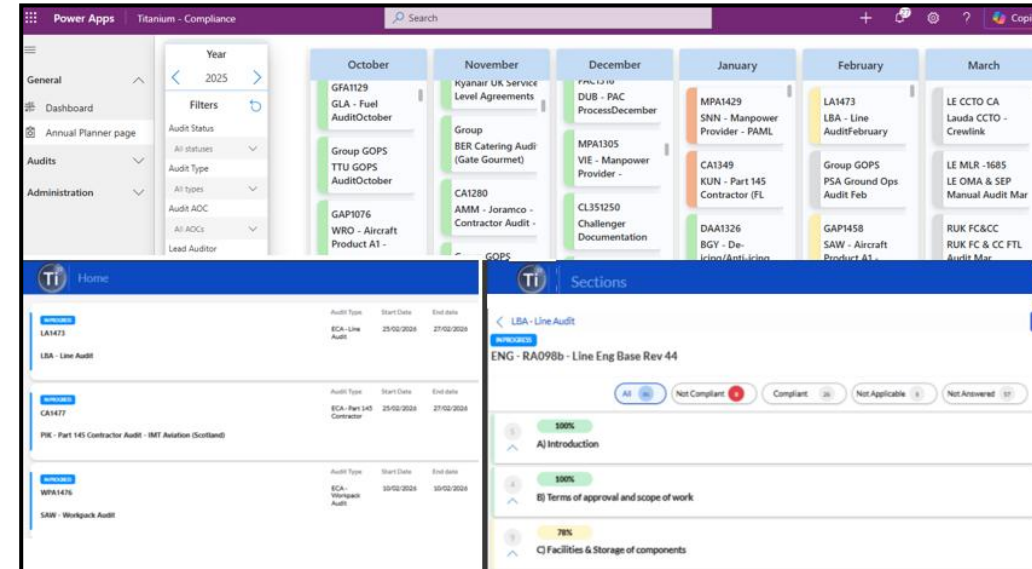
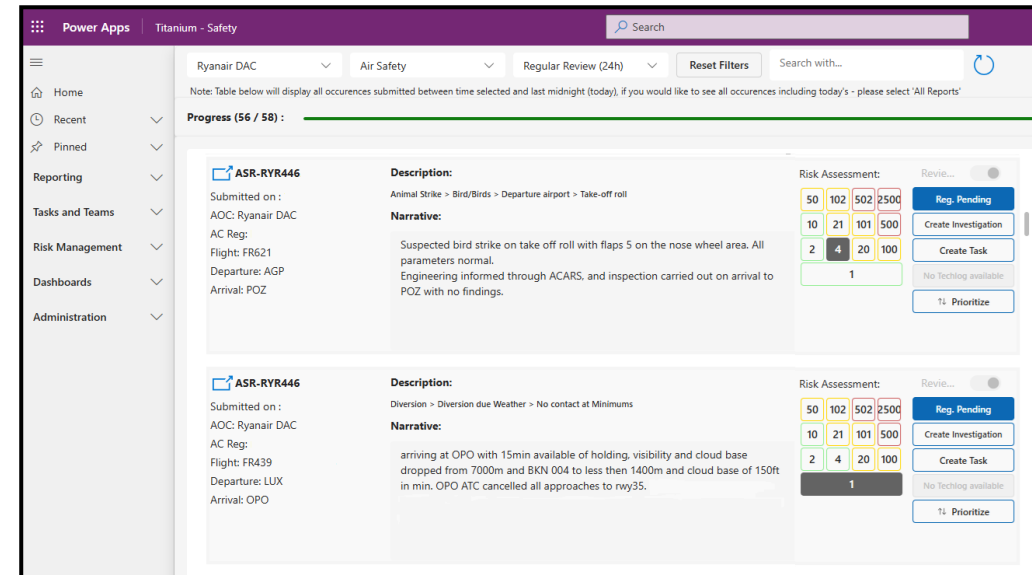
→ **PART IS Approval – 29 Dec '25**

→ **Reports to the Board each quarter**



→ Titanium – successfully launched

- Better frontline user experience
- Integration with RYR Systems
- Automation & improved admin
- Realtime – outliers/trends
- Alignment of performance indicators
- Enhanced performance oversight
- Risk based approach
- Ongoing development
- Resilience for continued safe growth



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Social Update

Darrell Hughes
CPO



→ **Resourcing** – Pilots, Cabin Crew, GOPS, Engineers & Office

- Strong applications & promotions. Lower attrition
- 300 MAX-10 order creates 10,000 aviation jobs
- Investing in talent, new training centres, hangars & SIMs
- Over hiring co-pilots for future Captain pool

→ **Union deals expiring** – more challenging industrial relations

- Protect the model = productivity / flexibility / avoiding complexity
- Macro environment worsening – jet fuel at \$1,500 mt.
- Some strikes likely



→ Fleethub

- Mix of business updates & social content
- Direct feedback – “Ask Eddie”, Idea Zone
- Leverage open culture

→ Ryanair Connect

- One-stop shop for all systems
- Rosters, Swaps, VTO, leave, performance data
- Work Tools – OTS, duty changes, crew chat, OCC comms

→ Workforce Engagement

- Diversity & Inclusion Committee – Pride, IWD, Training
- Leadership Dev Programme with exposure to operation
- Grad Programme – international assignments & access to snr mgt



We Are
RYANAIR
GROWING TO
300M+ GUESTS





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Enviro. Update

Steven Fitzgerald
Dir. of Sust. & Fin.



- MSCI 'A', CDP 'A' & Sustainalytics No. 1 Large Cap. airline ESG rating
- 48g CO2 per pax/km (27% red.) by 2031 (SBTi validated)
- Winglets (-1.5% fuel & -6% noise) - NG fleet done Dec. 26' (75% now)
- Contd. inv. in fuel effic. acft. (210x "G'changers" & 300x MAX-10s)
- 2% SAF mandate achieved
- First year of "Re-Fuel" reporting complete



Retrofitting NG aircraft with scim. winglets.



Best In Class ESG

Ratings:



NO. 1
RATED LARGE
MARKET CAP



A

FY26 CSAT rating:

CSAT
89%

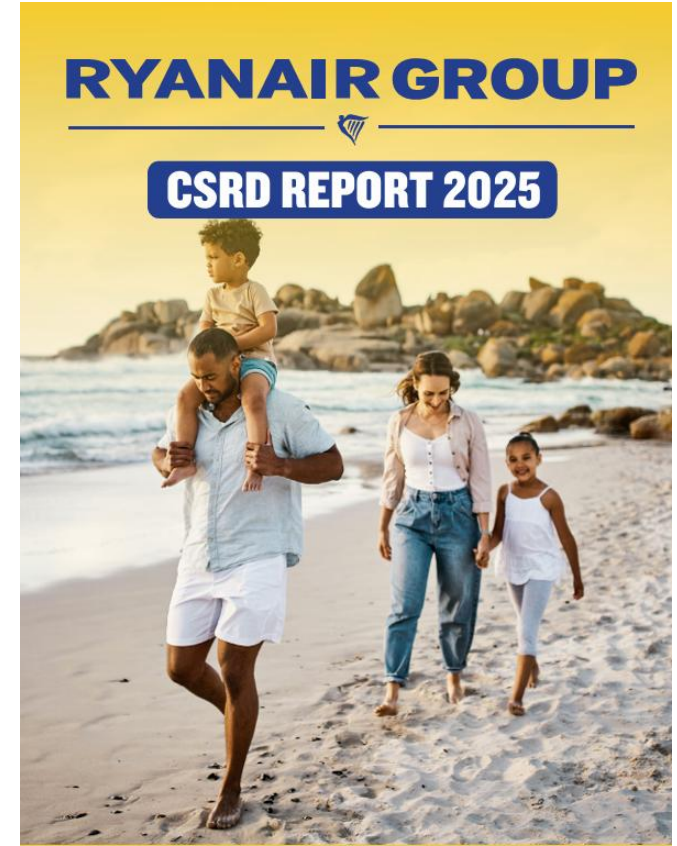


A

Commitments:



**NEAR-TERM
TARGET
VALIDATED**



Member of:



- Work on SAF supply
 - Ensure delivery at main FR airports
- Contd. deliv. of Pathway to Net Zero
 - MAX-10 entry into service
 - Further engagement on ATC reform
- ESG Ratings
 - CDP, Sustainalytics & MSCI



RYA launches partnership with ClimaHtech Green Flight (CGF) for SAF uplifts.



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Cust. Serv. Update

Tracy Kennedy

Dir. of Customer Service



89%

RECORD CSAT FY26

No.1 op. resil./reliab./OTP despite ATC Staff shortages and weather disruption
+4% improvement in overall CSAT score v PY.

91%

CONTAINMENT ON QUERIES,
100% AI RESPONSES

New initiatives this year include:

- Digital boarding pass, 100% adoption & zero complaints.
- GenAI responds 100% of queries & complaints (500k this year) - 91% contain.
- Successful launch of new expense claim workflow. More to come.
- 80% call redirection to chat, with IVR powered by Alexa AI.
- New customer support escalation centre in Warsaw (+200 agents).
- Outsourced call centre support just 300 agents (from 1,500 18 mths. ago).

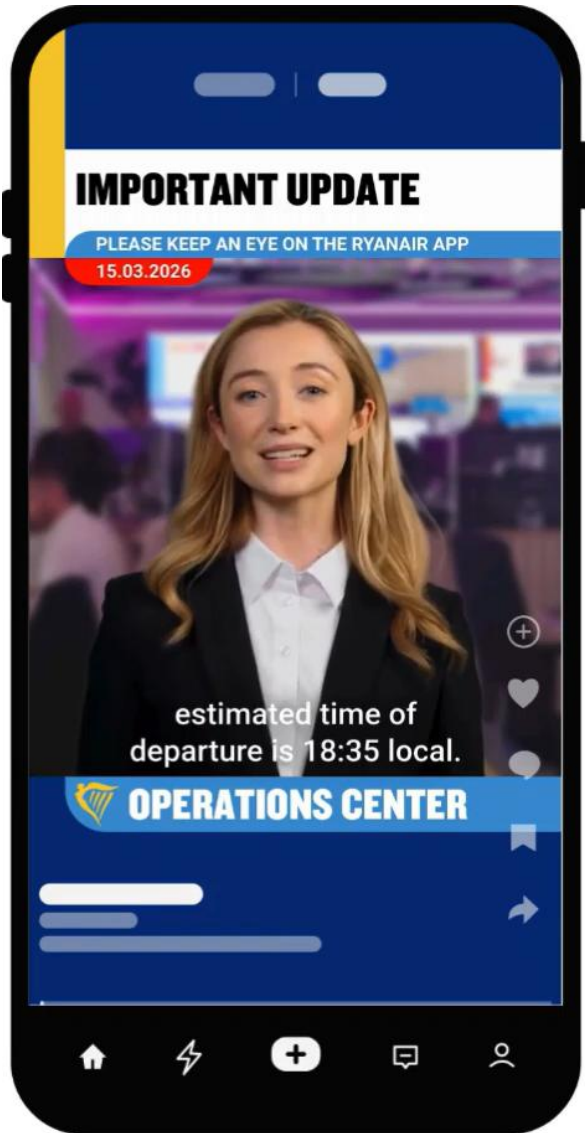
+15

FY26 NPS SCORE

Partnerships with OTAs have positive impact – 2 new CEE partners.



Customer Service Update - Disrupted Passengers



- ✦ **90% of comms automated**, Raven reduced time to send bespoke pax message by 50%.
- ✦ Even with a **90% OTP**, c.75k pax per day delayed / disrupted. +1m comms each week on avg.
- ✦ Bespoke videos in all languages using Synthesia AI.
- ✦ FY26 releases incl. Aircraft Change, Turnback, Back on Time, Gate Info. Comms automated & showing in notification timeline.
- ✦ **Future Raven developments....**
 - ✦ Automate delay reasons to send bespoke comms to more pax.
 - ✦ Integrate AI chatbot to handle conversational messaging Re disrupted flight.
 - ✦ Triggering HOTAC & GT messages.



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Info. Sec. Update

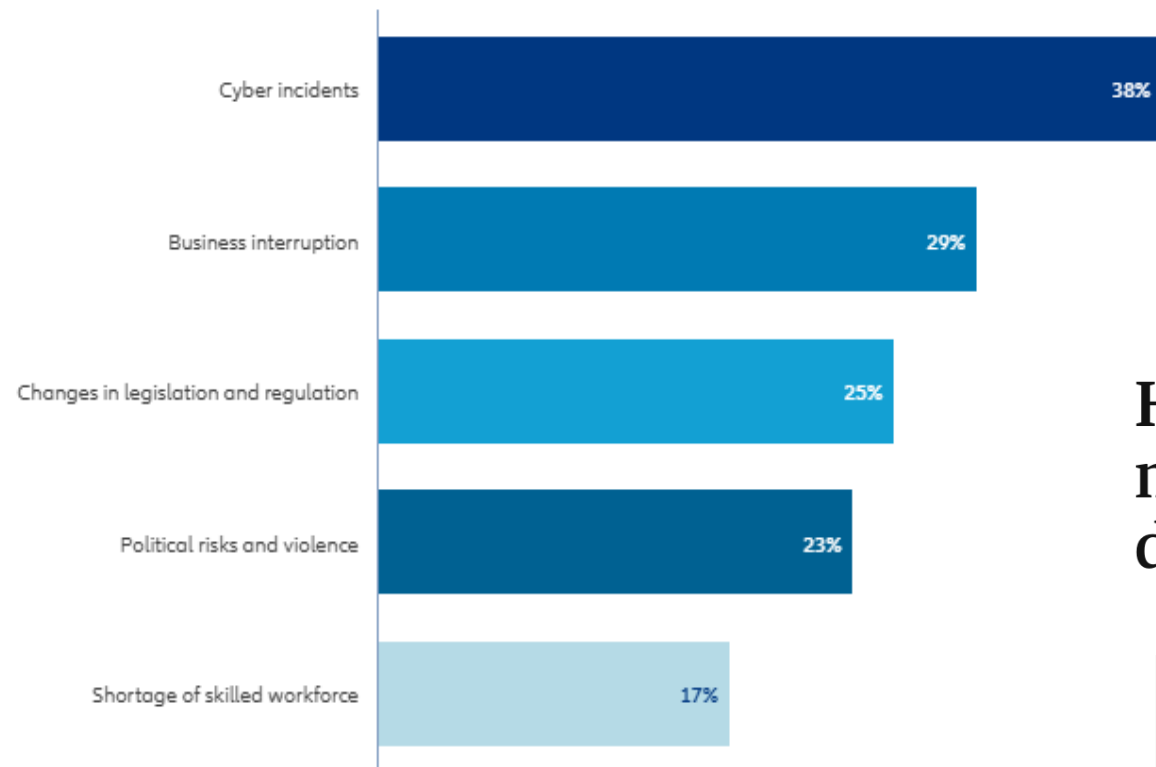
Tom Stewart
Dir. of Cyber Security



Top 5 risks in Aviation, aerospace and defense

Allianz Risk Barometer 2025

Figures represent how often a risk was selected as a percentage of all responses for that industry sector. Respondents: 65. Figures don't add up to 100% as up to three risks could be selected.



Allianz Commercial News & Insights

Source: Allianz Commercial

01 August 2025

Cyber attacks on aviation have increased by 600%. 'Financial and state interests' among the causes

INNOVATION > CYBERSECURITY

FBI Sounds Alarm As Airline Cyber Threats Escalate

Hackers leak Qantas data containing 5 million customer records after ransom deadline passes

Jaguar Land Rover posts heavy loss after cyber-attack

CYBER SECURITY DEPARTMENT

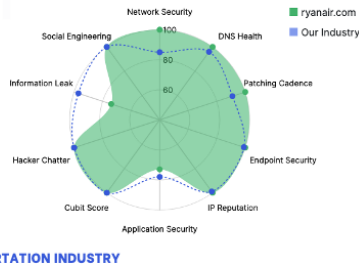


SECURITY SCORECARD*

RYANAIR'S CURRENT SECURITY SCORE



OUR SECURITY SCORE HISTORY (LAST 12 MONTHS)



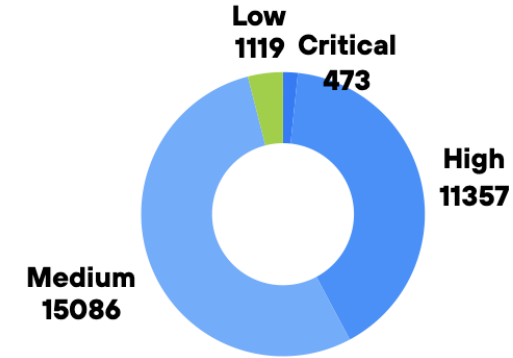
Company	Score
ryanair.com TRANSPORTATION	A 90
aerlingus.com TRANSPORTATION	C 78
wizzair.com TRANSPORTATION	B 87
easyjet.com TRANSPORTATION	F 55
lufthansa.com TRANSPORTATION	C 71
southwest.com TRANSPORTATION	C 76

*as of 19 March 2026



Security Operations Center (SOC)

Cases Handled by Severity



SOC KPIs:

Average time to action alert: **2h 15min**

Average time to close case: **6h 48min**



Discovered Breaches by Type

- Vendors **85**
- Accounts* **663**
- MyRyanair Accounts **173132**



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Corp. Gov. Update

Róisín Brennan

SID



- Strong & independent Board with right mix of skills
- Avg. NED tenure just 4 yrs.
- Diverse Board with good balance (ethic/geographic/gender)
 - Austria | France | Ireland | Morocco | UK
 - 50:50 women/men
- Weekly Group CEO Report keeps Board up-to-date
- CSO briefs Audit Co. & Board at least Qtr.
- Board & snr. mgmt. succession plans in place (Nomco) – strong NED bench
- Regular feedback on investor, proxy adv. & regulator engagement shared with Board
- Capt. Ray Conway (NED) & CRO updates Board on safety

Questions?



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