



Environmental, Social and Governance Report for the Year 2021

AERCAP
Global Leader in Aviation

Contents

1 Overview

CEO's Message	2
About AerCap	3
ESG Overview	4
2021 – A Year in Focus	5
Aligning Our Actions with the UN's SDGs	6
Our Approach to ESG Risk Factors	7

2 Our Response to COVID-19

COVID-19 and AerCap	11
Customers, Supply Chain and Investors	12
COVID-19 Initiatives in 2021	13

3 World Class Governance

Improved ESG Governance Structure	16
AerCap Board of Directors	17
Alignment with Shareholders	22

Compliance	24
Transparent Tax Policies	30
Rigorous Internal Audit Procedures	32
Information Security Governance	33
Privacy Governance Structure	36
Risk Management	40
Supply Chain Management	41

4 Care for Our Environment

Understanding Aviation's Environmental Impact	44
The Industry's Vision for 2050	45
Our Fleet Transformation	47
New AerCap Businesses	51
The Circular Economy and Aviation	52
Business Travel	53
Efficient AerCap Office Operations	54
Partnership to Offset Our Carbon Footprint	57
Carbon Emissions Disclosures	58

5 Corporate Citizenship

Understanding Aviation's Contribution to Society	61
Human Rights and Community Relations	63
Non-Discrimination and Diversity	65
Employee Retention and Attraction	68
Continuous Development and Employee Well-Being	71
CSR @ AerCap	74
Health and Safety	80

6 Reporting Approach

Evaluation of Our Approach	82
Stakeholder Engagement	83
Significant Issues and Our Approach	85
GRI Content Index	90

CEO's Message

2021 was another challenging year for the aviation industry, for our employees and for our communities as the effects of COVID-19 continued to impact how we live and work. However, despite its challenges, 2021 was also a transformational year for AerCap as we closed our transaction with GECAS in November 2021.¹ With this increased scale and diversification, our strong governance frameworks and our commitment to fleet renewal become increasingly important. AerCap will continue to manage the business in the long-term interest of our stakeholders.

With that in mind, the establishment of a Board-level ESG Committee was a significant milestone for AerCap in 2021. Robust corporate governance has always been a key pillar of the way we operate. I believe that this new Committee, and the improved internal governance structure that we've put in place, will further enhance AerCap's oversight of ESG-related risks and opportunities and reflects our commitment to be a leader in this space.

AerCap is focused on reducing emissions and contributing to the ultimate decarbonization of the aviation industry. With the acquisition of GECAS, AerCap is now well-positioned to promote even greater change in the aviation industry. Our increased scale allows us to market our fuel-efficient, new technology aircraft to a broader customer base and to encourage these customers to operate in a more sustainable way.² AerCap ended the year with over \$32bn of new technology aircraft, and we plan to invest a further ~\$22bn between now and 2028.³

As I have said before, our people are our most important asset, and I am proud of how AerCap's employees adapted to the ever-changing environment in 2021. Despite the challenges we faced, the AerCap team supported one another and worked together

1. GE Capital Aviation Services.

2. New technology includes A320neo Family, A220, A350, A330neo, B737MAX, B787 and E190/195-E2 aircraft.

3. As of December 31, 2021.

to achieve many successes in the last year, not least the successful funding, closing, and integration of the GECAS business. We have many new colleagues following the acquisition, and 2022 will be a critical year for employee engagement as we move forward together as one team. I am delighted with the progress we have made to date and welcome further improvements in the year ahead.

While 2021 carried much uncertainty for the industry, our commitment to giving back to our communities did not waver, as together AerCap and GECAS donated approximately \$1 million dollars to charitable and social initiatives in 2021. Our employees' culture of engaging with and supporting the communities in which they live and work is something I am deeply proud of. COVID-19 has impacted everyone's lives, but it is during these challenging times when we realize how fortunate we are to have access to affordable healthcare and vaccines. This is not the case in many developing markets where vaccine availability and take-up is much lower, and as a global business we are strong believers in vaccine equity. That is why we chose to support the Gavi COVID-19 Vaccine Advance Market Commitment in June 2021, and UNICEF in various other COVID-related initiatives throughout the year.

As I look further into 2022, many challenges remain, but I am confident that AerCap has the resources, culture and processes in place to overcome these challenges with integrity and impact.

To our stakeholders, thank you for your ongoing support of AerCap and our sustainability efforts. As always, we welcome your feedback and suggestions as we continue our journey towards a more sustainable future.



Aengus Kelly,
CEO

AERCAP

About AerCap



We are the largest owner of commercial aircraft in the world with ~\$75 billion of assets as of December 31, 2021



As the largest aircraft lessor in the world, we have active customer relationships with ~300 airlines in over 80 countries



We have significantly reduced our environmental impact by investing over \$40 billion in new technology aircraft over the last 6 years¹



Our order book of >450 aircraft is comprised of exclusively new technology aircraft, over 90% of which are narrowbodies

1. Includes legacy GECAS investment in new technology aircraft since 2015.

ESG Overview

AerCap is committed to operating its business responsibly and sustainably

Reporting Period

- ▶ This report covers the 2021 financial year from January 1, 2021 to December 31, 2021

Reporting Scope

- ▶ Information in this report covers AerCap Holdings N.V. and all of our consolidated subsidiaries (which are listed in Exhibit 8.1 of our 20-F), unless specified otherwise

Reporting Process

- ▶ We follow the recommended reporting principle of stakeholder inclusiveness, sustainability context, materiality and completeness

Feedback

- ▶ We value our stakeholders' input and welcome feedback on this report or any aspect of our ESG approach

Contacts

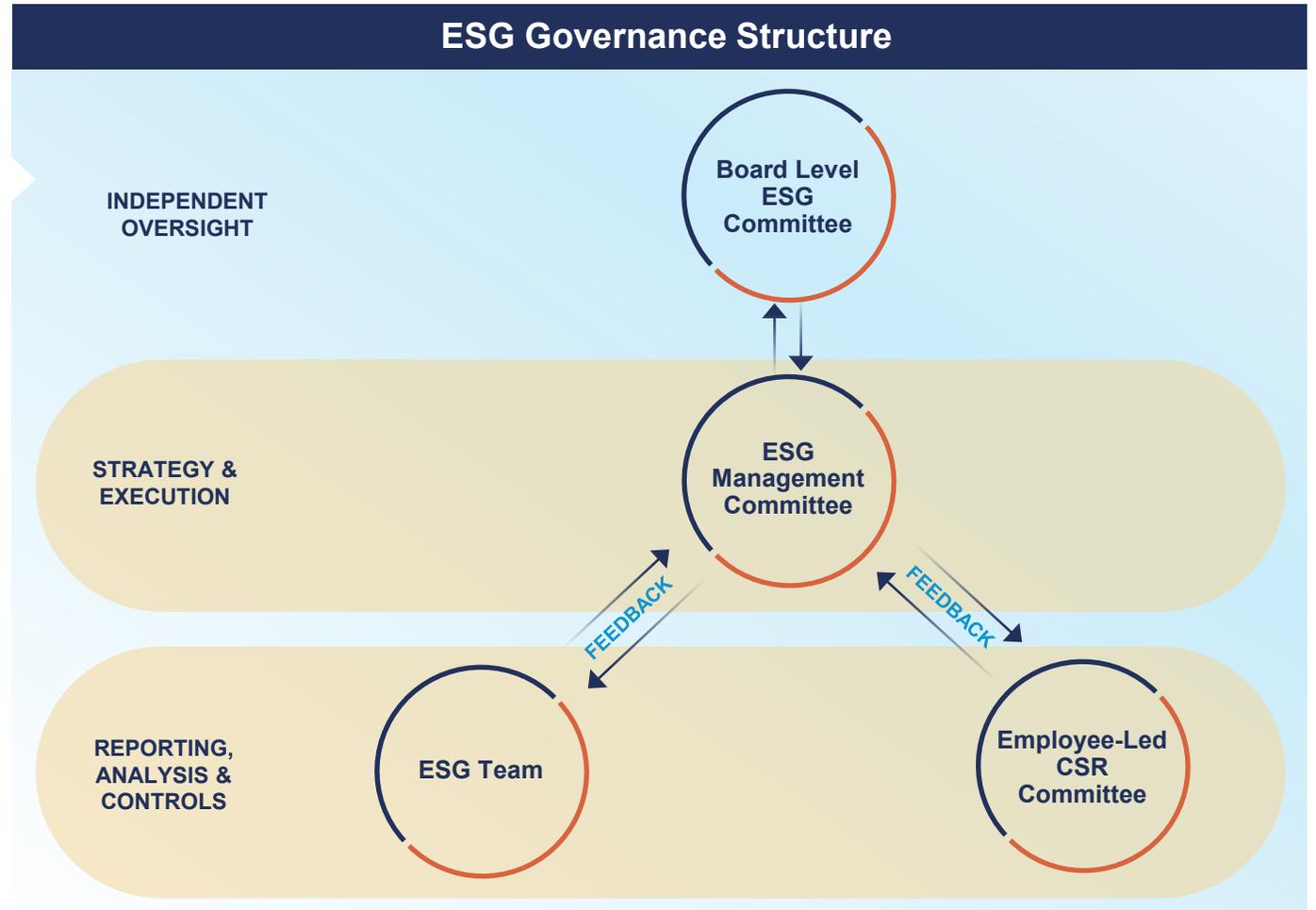
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ESG Governance Structure



2021 – A Year in Focus

2021 was a transformational year for AerCap with the acquisition of GECAS, the increased focus on sustainability and governance and the continued impact of the COVID-19 pandemic



IMPROVED ESG GOVERNANCE

Established a Board-level ESG Committee to ensure oversight of ESG risks and opportunities at the highest level



COMPLETED THE ACQUISITION OF GECAS

Created a leader across all areas of aviation leasing – aircraft, helicopters and engines



75% NEW TECHNOLOGY AIRCRAFT BY 2024¹

Introduced a new ambitious fleet transformation target which will drive a continuing reduction in CO₂ emissions going forward



CONTINUED TO NAVIGATE THROUGH COVID-19

AerCap continued to support our customers, suppliers, employees and communities through various initiatives and arrangements in 2021



UPGRADED TO “A” BY MSCI²

Strong ESG focus highlighted with our stakeholders; 2021 also marked the first year AerCap responded to the CDP Climate Change Questionnaire

DESPITE ITS CHALLENGES, 2021 WAS A TRANSFORMATIONAL YEAR FOR AERCAP

1. As a % of Net Book Value (NBV) of the owned fleet as of December 31, 2021; new technology includes A320neo Family, A220, A350, A330neo, B737MAX, B787 and E190/195-E2 aircraft.

2. MSCI ESG Rating.

Aligning Our Actions with the UN's SDGs

AerCap is committed to supporting the United Nations' ("UN") Sustainable Development Goals ("SDGs") through our strategy and our actions

What are the UN SDGs?

- ▶ The SDGs are goals that were adopted by the UN in 2015 as part of the 2030 Agenda for Sustainable Development
- ▶ The goals are a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity
- ▶ The goals recognize that ending poverty must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests



AerCap's Strategy and Actions Support the SDGs

WORLD CLASS GOVERNANCE



CARE FOR OUR ENVIRONMENT



CORPORATE CITIZENSHIP



Our Approach to ESG Risk Factors

We are acutely aware that our actions can have a profound impact on various parts of society



1. Older Technology includes Airbus A320 Family, Boeing 737NG, Embraer E170/175, ATR and De Havilland Canada DHC-8-400, Boeing 777, Airbus A330, Boeing 757 and Boeing 767.
 2. As a % of Net Book Value (NBV) of the owned fleet as of December 31, 2021; new technology includes A320NEO Family, A220, A350, A330neo, B737MAX, B787 and E190/195-E2 aircraft.
 3. As a % of NBV of the owned fleet.

Our Approach to ESG Risk Factors (cont'd)

Our commitment to social responsibility protects our staff and the communities in which we operate



Our Approach to ESG Risk Factors (cont'd)

Our world-class Board of Directors is a key competitive advantage for AerCap and their oversight was further enhanced in 2021 with the establishment of a Board-level ESG Committee

G Independent Board Addresses Governance Challenges

- ▶ We rely on the independence and effectiveness of our Board for strategic decision-making and risk control
- ▶ As a global business, we are exposed to various operating environments and international and local laws and regulations
- ▶ Aircraft leasing requires both financial and industrial expertise
- ▶ Information security threats are emerging with growing complexities
- ▶ Following the implementation of the General Data Protection Regulation (“GDPR”) in the EU, the mishandling of personal data can result in significant financial and reputational damage to the company

Our Actions

- ▶ A globally diverse Board with a wide array of expertise adds value
- ▶ We lead by example and communicate our values through cooperation with our customers and suppliers
- ▶ We strictly follow local and international laws and regulations
- ▶ Our asset management is supported by extensive compliance and technical programs
- ▶ We have extensive privacy policies and procedures in place to safeguard employee, company and customer privacy



Our Progress So Far

- ▶ Majority independent Board since IPO in 2006
- ▶ Experienced directors with deep financial and industrial experience
- ▶ Four nationalities represented on our Board as of December 31, 2021
- ▶ Steadily increasing female representation on the Board, we reached 30% at the end of 2021, adding differentiated expertise and diversity
- ▶ Board-level ESG Committee established in December 2021
- ▶ No compliance breaches or major lawsuits against AerCap in 2021
- ▶ No major employee, company or customer data privacy breaches in 2021



Our Response to COVID-19

AERCAP

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COVID-19 and AerCap

COVID-19 continued to disrupt the way we lived and worked in 2021; AerCap continued to protect and support our customers and employees through these unprecedented times



Board and Management Involvement

The Board and its Committees continued to meet more frequently in 2021 to help navigate through the second year of COVID-19, meeting 19 times throughout the year. The Board and Management remained focused on liquidity management and the financial health of our airline customers, which saw our liquidity remain high, our deferral balances fall and operating cash flow increase



Employee Health and Wellness

AerCap continued to prioritize employee mental and physical health throughout 2021. We ran a number of mental health focused sessions in 2021 and many of our charitable initiatives were focused on getting out and staying active despite gyms and sports facilities being closed for a significant portion of the year. In early 2022, AerCap introduced flexible working policies to help promote a healthy work-life balance



Flexible Working and IT Readiness

For part of 2021, AerCap employees worked remotely; employees were provided with all of the tools to work effectively from home and ensure business continuity. Increased emphasis was placed on cybersecurity awareness and campaigns and training sessions were run throughout the year to enhance employee vigilance



Workplace Safety

When government advice changed, we welcomed employees back to the office with enhanced health and safety measures, ensuring that employees felt safe and comfortable. This included sanitising stations, one-way walking systems, Perspex screens, thermo detectors and more frequent cleaning of communal areas

Customers, Supply Chain and Investors

Key priorities in 2021 included supporting our customers and suppliers, and keeping our investors informed



- ▶ Airlines were once again in need of support as the pandemic moved into its second year and new variants caused countries to close their borders and lock down their citizens
- ▶ AerCap provided timely deferrals and other support to airline customers that were struggling



- ▶ With a lot of work completed in 2020 in relation to our order book, 2021 highlighted the advantage of AerCap's scale in the supply chain
- ▶ Without disrupting OEM schedules, we seamlessly adjusted aircraft deliveries to suit the varying needs of our airline customers



- ▶ AerCap Investor Relations and senior management continued to make themselves easily accessible to the investor community throughout 2021
- ▶ Timely communication of the impact of COVID-19 ensured that investors remained well-informed about the company

COVID-19 Initiatives in 2021

AerCap continued to support projects that were focused on the COVID-19 relief effort in 2021

UNICEF Emergency Appeal for India

- ▶ In May 2021, India was in the midst of a severe COVID-19 crisis and UNICEF was on the ground rushing urgently required medical supplies and equipment to critical care centers
- ▶ AerCap created a fundraising page for the relief effort and pledged to match all donations made by AerCap employees
- ▶ Almost \$10,000 was raised in support of the cause, including AerCap's pledge to match each donation made
- ▶ The funds raised went towards vaccinations, COVID-19 testing kits, and oxygen supplies to treat severely ill COVID-19 patients

unicef

INDIA COVID-19 CRISIS

Gavi COVAX AMC

- ▶ The pandemic has affected every country, community, and business in the world, but access to vaccinations was not being experienced equally
- ▶ In June 2021, AerCap was proud to support Gavi's COVID-19 Vaccines Advance Market Commitment ("COVAX AMC") with a donation of \$100,000
- ▶ COVAX AMC aims to ensure equitable and safe access to COVID-19 vaccinations around the world, with 92 low and middle-income economies eligible to participate
- ▶ As of January 2022, more than 989 million COVAX vaccines had been shipped to some of the world's most vulnerable populations

CEPI

Gavi
The Vaccine Alliance

unicef

World Health
Organization

The UNICEF Corporate Vaccine Alliance

- ▶ In October 2021, AerCap became a member of the UNICEF Corporate Vaccine Alliance, joining other prominent Irish companies in supporting UNICEF's ambitious and imperative goal of procuring and delivering more than 2 billion COVID-19 vaccines to countries around the world
- ▶ Our employees are fortunate to live in countries where COVID-19 vaccines have been free and easily accessible, but this pandemic will not end for anyone until it ends for everyone, and vaccine equality is a crucial component
- ▶ We encouraged our employees to support UNICEF's "Get a Vaccine, Give a Vaccine" campaign





World Class Governance

AERCAP

Global Leader in Aviation

World Class Governance

At AerCap, we pride ourselves on our world class governance. This includes an independent and diversified Board of Directors, highly professional standards of conduct expected of our employees, prudent supply chain monitoring, and quality risk management

We comply with NYSE corporate governance standards that apply to a foreign private issuer and with the Dutch Corporate Governance Code

Board Independence and Structure



Board Experience and Diversity



Shareholder Advocacy



Compliance, Privacy and Information Security



Risk Management and Internal Audit



Supply Chain Management

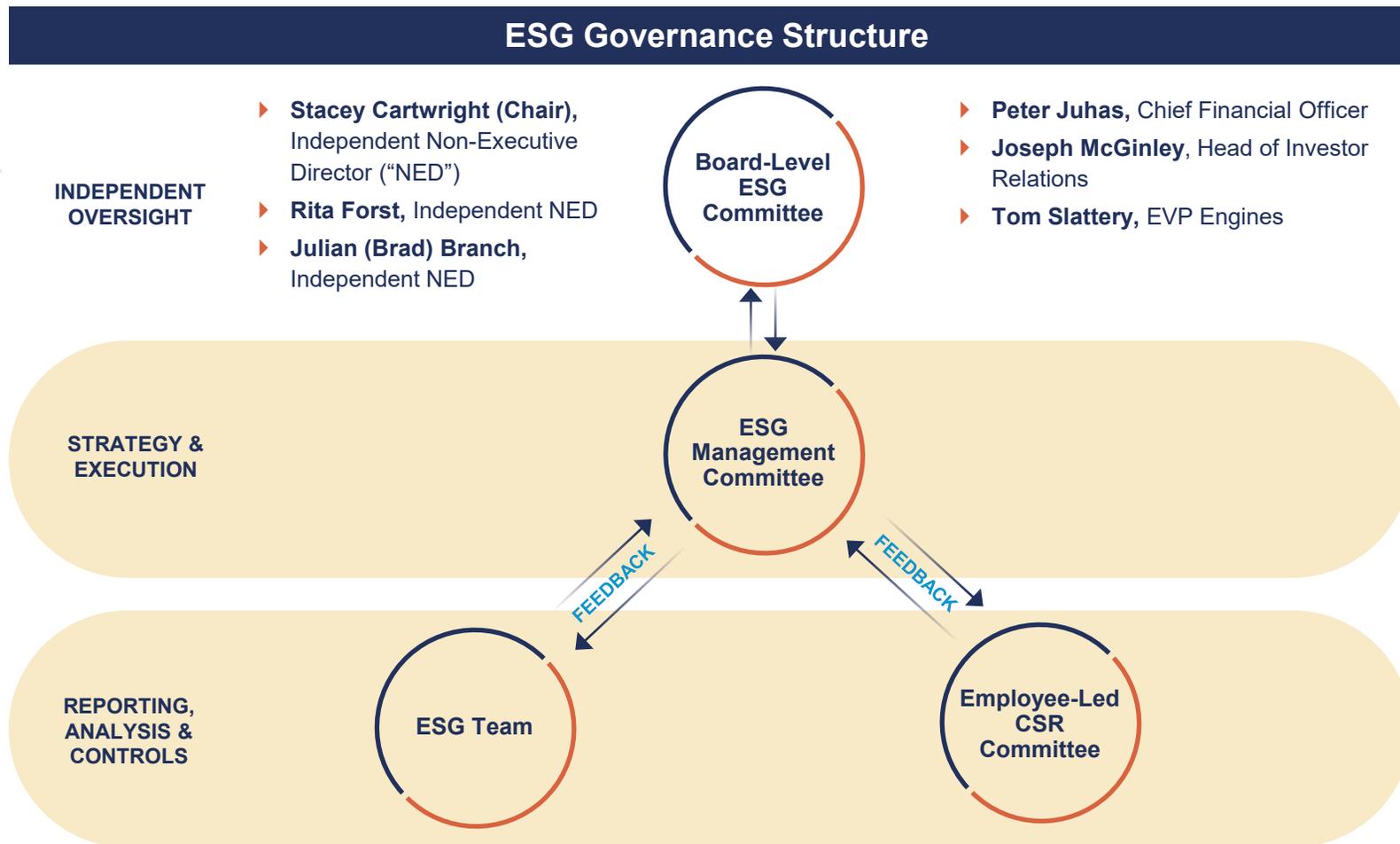


Enhanced ESG Structure Established in 2021

In 2021, AerCap saw an opportunity to further enhance its ESG governance structure internally

AerCap ESG Committee

- ▶ In December 2021, a board-level ESG Committee was formed
- ▶ It aims to enhance AerCap’s governance of ESG-related risks and opportunities and reflects AerCap’s aspiration to be a leader in this space
- ▶ The Committee comprises three non-executive independent directors and members of the AerCap senior leadership team
- ▶ These individuals have relevant experience in areas such as governance, sustainability, energy efficiency, charitable outreach, financial reporting, and reputational risk management
- ▶ We believe this is a best-in-class approach, and one that will provide dedicated oversight to ESG issues at the highest level



Board Independence, Diversity and ESG Responsibility

AerCap's directors are from diverse professional backgrounds and combine a broad spectrum of experience and expertise with a reputation for integrity

The Board of Directors of AerCap consists of ten directors, nine of whom are non-executive directors.¹ We follow the definition of “independent” according to the Dutch Corporate Governance Code and our Board has been majority-independent since our IPO in 2006

With diversity in mind, we carefully identify our non-executive directors based upon their combined experience and expertise. The directors are appointed at the Annual General Meeting of the shareholders by a majority vote. Each director serves up to four years in a term. We believe this strikes the right balance of Board stability while allowing for the regular introduction of fresh perspectives. We are committed to advancing female representation on our Board and at the end of 2021, we were pleased to have reached 30% female representation

AerCap's Board has direct influence on all significant issues facing the company, such as material transactions, funding and risk management, either via Board meetings, resolutions or through Board Committees. On ESG issues, a new board-level ESG Committee was established in December 2021 to assist the Board in defining and regularly reviewing the Company's strategy relating to ESG matters and in setting relevant goals, guidelines and KPIs

Under the Board's guidance, management has actively implemented our fleet strategy and has significantly reduced our overall carbon footprint. The extent of our fleet transformation has been one of our key competitive advantages. The positive impact of our proactive approach extends into a wide range of ESG issues. This also translates positively into management assessment metrics and earnings per share (“EPS”) growth targets, aligning management with shareholder interests and ESG factors



1. As of December 31, 2021.

Please note: Mr Jean Raby was appointed to the AerCap Board of Directors on May 12, 2022.

Board Assessment and Profile

AerCap's Board comprises an international group of directors with a wide range of experience

Board Assessment

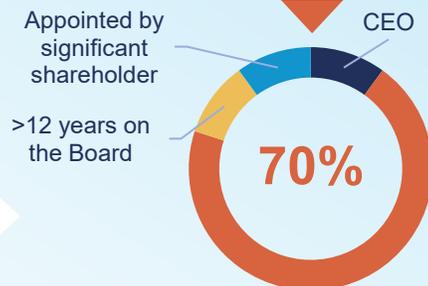
In 2021, the non-executive directors of the Board performed a self-assessment of the Board's performance. This included an assessment of how well the Board, its committees and its individual members functioned. The non-executive directors concluded that the Board, its committees and its individual members functioned and continue to function satisfactorily

Possible improvement opportunities were documented and will be monitored through to implementation. The Board maintains an induction program for new non-executive directors with the purpose of familiarizing them with AerCap's business, values, governance and compliance

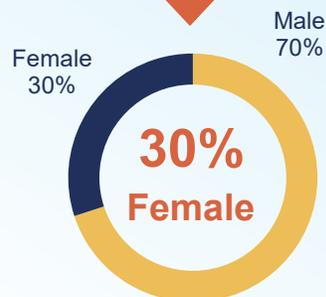
The Board has developed a profile for its non-executive directors which is made available on the Company's website:
<https://www.aercap.com/about/our-team/#Board-of-Directors>

Board Profile¹

Independent Directors



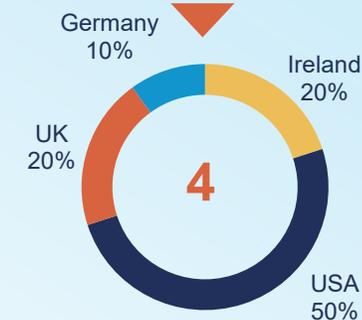
Gender Diversity



Average Non-Executive Director Tenure



Nationalities



1. As of December 31, 2021.

Please note: Mr Jean Raby was appointed to the AerCap Board of Directors on May 12, 2022.

Board of Directors¹



 **Paul Dacier**

**Non-Executive Chairman, AerCap
General Counsel, Indigo Agriculture and Non-Executive Director of Progress Software Inc.**

Over 30 years of corporate law experience and 10 years on aircraft leasing boards



 **Aengus Kelly**

CEO, AerCap

Over 20 years of aviation leasing and financing experience, including eleven years as CEO of AerCap



 **Julian (Brad) Branch**

Former Senior Advisor in the Office of the CEO, Deloitte Touche Tohmatsu Ltd

Significant global financial services and audit experience over a 40-year career in accounting practice, including a sector focus on air transportation



 **Stacey Cartwright**

Non-Executive Director of Savills PLC, Genpact and Majid al Futtaim LEC. Chair of the Board of Ovo Energy.

Extensive executive management and financial experience across retail, media and healthcare industries



 **Rita Forst**

Non-Executive Director of Westport Fuel Systems Inc. Serves on the supervisory board of Norma Group SE and ElringKlinger AG

Over 35 years of experience in automotive and engineering industries



 **Richard (Michael) Gradon**

Former Group Commercial & Legal Director, The Peninsular & Oriental Steam Navigation Company (P&O)

Significant legal and corporate governance experience, with over 10 years on aircraft leasing boards



 **James (Jim) Lawrence**

Former Chairman & CEO, Rothschild North America, former CFO and Executive Director of Unilever and former CFO of Northwest Airlines

Major corporate and board experience, including in the aviation industry. Significant background in M&A and investment banking



 **Michael Walsh**

Former Chief Legal Officer, Bord Gáis Éireann and former General Counsel of GPA Group plc

Over 30 years' experience as a non-executive director, senior executive and commercial lawyer in the aircraft leasing and financing industry



 **Robert Warden**

Global Head of Private Equity, Cerberus Capital Management

Over 25 years of financial services and private equity experience



 **Jennifer VanBelle**

Senior Vice President, GE Capital CEO and Treasurer of GE and GE Capital

Extensive capital markets and risk management experience

1. As of December 31, 2021.

Please note: Mr Jean Raby was appointed to the AerCap Board of Directors on May 12, 2022.

Board Experience

Our majority-independent Board has significant experience with industrial operations and financial services and a wide array of ESG issues

		Dacier	Kelly	Branch	Cartwright	Forst	Gradon	Lawrence	Walsh	Warden	VanBelle ²
	Nationality										
AerCap Board Record	Independent	●		●	●	●	●	●	●		
	Years on the Board ¹	11	10	3	2	2	11	4	4	15	<1
	Board meeting attendance in 2021	100%	100%	100%	100%	100%	100%	95%	100%	95%	-
Board & Management	Total Public Boards ³ (incl. AerCap)	2	1	1	3	4	1	3	1	1	0
	Public Company CEO/CFO		●		●			●			
Industry & Finance	Aerospace/Transportation Industry		●	●		●		●	●		
	Financial Services		●	●				●		●	●
	M&A/Accounting	●	●	●	●			●		●	●
ESG	Governance/Legal	●					●	●	●		●
	Risk/Information Technology	●		●				●			●
	Social/Not-for-Profit			●	●		●	●			

1. As of December 31, 2021.

2. Appointed to the Board on November 1, 2021.

3. Public company defined as a company whose stock is publicly listed.

Please note: Mr Jean Raby was appointed to the AerCap Board of Directors on May 12, 2022.

2021 Board Committees

Six committees have been established to assist the Board of Directors in accordance with our Articles of Association and Board rules

	Group Executive Committee ("GEC")	Financial Expert	Industry Expert	Governance Expert
GEC		✓	✓	✓
	Group Portfolio and Investment Committee			
GPIC		✓	✓	✓
	Group Treasury and Accounting Committee			
GTAC		✓	✓	✓
	Audit Committee			
AC		✓	✓	✓
	Nomination and Compensation Committee			
NCC		✓	✓	✓
	ESG Committee¹			
ESG		✓	✓	✓

1. The ESG Committee was established in December 2021.

Tick indicates that at least one member of the Committee is an expert in this field.

Alignment with Shareholders

The interests of our directors and officers are well-aligned with those of our shareholders through our Articles of Association and our business practices

Annual General Meeting (“AGM”) of Shareholders



PROXY VOTING

One month+ for shareholders to review proxy materials and vote through proxy



AGM PARTICIPATION

All registered shareholders are able to attend the AGM



RESOLUTION PROPOSAL

Amendment of Articles and other resolutions can be proposed to shareholders and need to be passed by an absolute majority

- ▶ AerCap’s share capital consists only of ordinary shares
- ▶ Each ordinary share represents the right to cast one vote at any general meeting of shareholders
- ▶ GEC members are required to own ordinary shares of AerCap having a value equal to at least five times their annual base salary (ten times in the case of the CEO), with a grace period after appointment to allow build-up
- ▶ GEC members are required to hold, post-vesting, 25% of the net shares (50% for our CEO) (after satisfaction of any exercise price or tax withholding obligations) delivered to them, for so long as such members remain employed by the company
- ▶ Equity grants are subject to challenging performance targets and vesting periods (generally 3-5 years)
- ▶ Equity awards vest on a single date (“cliff vesting”)

1. Representation refers to voting representation.

Remuneration Determination

Challenging remuneration packages designed to align management with shareholders



Remuneration packages of our officers and employees are designed to align their compensation with the long-term interests of our shareholders. Features of these packages include, but are not limited to, challenging performance targets, long vesting periods and cliff vesting

The compensation package of our CEO, consisting of base salary, annual bonus, annual stock bonus and a long-term equity incentive award, along with other benefits, is determined by the Board of Directors, upon recommendation of the Nomination and Compensation Committee, in accordance with the remuneration policy approved by the Annual General Meeting of Shareholders

Equity incentive plans for our directors are approved by the Annual General Meeting of Shareholders

Compliance

At AerCap, we hold our employees to the highest ethical and professional standards. Employee behaviour is governed by the AerCap Code of Conduct, which outlines operational standards and general principles of ethical behaviour applicable to all AerCap employees, wherever they are in the world



Due Diligence



Anti-Money Laundering and Counter-Terrorism



Screening and Ongoing Monitoring



Economic Sanctions and Export Controls



Compliance Review of Vendors



We have zero tolerance for any ethical violations. Reports of suspicious activities can be made anonymously and will be thoroughly investigated. Disciplinary actions are taken according to set policy and serious offenses, if warranted, will be reported to relevant enforcement authorities without delay

Data Protection / GDPR



Antitrust Compliance



Insider Dealing



Whistle-Blower Policy



Disclosure of Lobbying Activity



Compliance (cont'd)

Anti-Corruption and Fraud

- ▶ AerCap's Fraud Policy defines the behaviours that are considered to be fraudulent
- ▶ AerCap's Anti-Bribery Policy clearly defines anti-bribery measures
- ▶ AerCap's over riding principle is bribery is always prohibited
- ▶ Policies familiarize employees with the increasingly strict legal environment and associated reputational risks
- ▶ Use of FCPA Map and Corruption Perception Index
- ▶ Guidelines on improper payments
- ▶ No false / fictitious book entries
- ▶ No secret / unrecorded funds
- ▶ Clear procedural guidelines and anti-bribery clauses in contracts and clear documentation trails
- ▶ Guidelines and compliance approval procedures for appropriate business gifts, travel, customer entertainment, and corporate hospitality events / sponsorships / donations
- ▶ Corporate political contributions, facilitation payments and cash gifts are prohibited
- ▶ Guidelines on accepting gifts are clearly laid out



Compliance (cont'd)

DUE DILIGENCE

A Know Your Customer (“KYC”) review is performed on new customers and a targeted KYC review of existing customers is performed using a risk-based approach.

We cross-reference a global screening system, E2Open, on a restricted party list.

Potential red flag events are highlighted with clear lines for compliance escalation.



ANTI-MONEY LAUNDERING AND COUNTER-TERRORISM FINANCING

AerCap does not allow any form of money laundering or terrorism financing.

Controls are in place to prevent and detect money laundering and terrorism financing, including stringent KYC reviews. No cash is accepted, and compliance approval is needed for charitable donations, etc.

Additional KYC checks are performed on politically exposed persons (“PEPs”).

Employees are provided with examples of red flags during their compliance training.

Relevant AerCap entities have registered with the Central Bank of Ireland for Anti-Money Laundering purposes, underpinning the group’s commitment to following best practices in this area.



SCREENING AND ONGOING MONITORING

AerCap Compliance evaluates potential matches in the E2Open screening system and records decisions with a description of the analysis.

No transaction can be executed without the approval of AerCap Compliance.

The ongoing monitoring process includes systematic overnight screening in the E2Open Screening System of existing customers, trade partners and vendors to allow all existing business parties to be screened again against changes and updates to restricted party lists.



Compliance (cont'd)

ECONOMIC SANCTIONS AND EXPORT CONTROLS

AerCap identifies Prohibited Countries and Prohibited Persons and does not do business with either.

AerCap complies with export controls, including licensing requirements and sectorial sanctions.

Economic sanctions and export controls compliance clauses are included in our contracts with customers.



COMPLIANCE REVIEW OF VENDORS

AerCap performs reviews of all vendors prior to engaging them and conducts ongoing monitoring of existing vendors.

AerCap screens new vendors using the E2Open screening system.

Approval of new vendors is required prior to entering into any transaction.

Existing vendors are subject to a systematic overnight screening routine to ensure ongoing compliance with economic sanctions and export controls.



ANTITRUST COMPLIANCE

Employees are required to be aware of antitrust rules and potential limitations of their acts in the marketplace.

Employees are governed under AerCap's Antitrust Policy, which is made available to all employees.

Clear compliance guidance on the type of interactions, conduct and agreements that may raise antitrust concerns is provided.

Active compliance channels for consultation and reporting in case of doubt or questions.



Compliance (cont'd)

INSIDER DEALING

Applies to all AerCap directors, employees and individuals who are subject to the influence or control of an AerCap director or employee.

Clearly defined applicable periods (during and post-employment).

Clearly listed prohibited trading activities.

All permissible trading activities are subject to open window periods and individual compliance clearance.

Annual reporting required through an internal system.



WHISTLE-BLOWER POLICY

Separate formal whistle-blower policies for both financial and non-financial matters.

Detailed and defined scope, breaches and reporting procedures.

Anonymous reporting can be made via an independently operated toll-free hotline that is available 24 hours a day.

Reported issues are fully investigated, escalated (if applicable), and recorded.

Any employee who reports a concern regarding a financial or non-financial breach which they reasonably believe to be true, will be given protection for such reporting and we provide all necessary protections in line with EU regulations.

No tolerance for any form of threat, retaliation or other action against a whistle-blower.



DISCLOSURE OF LOBBYING ACTIVITY

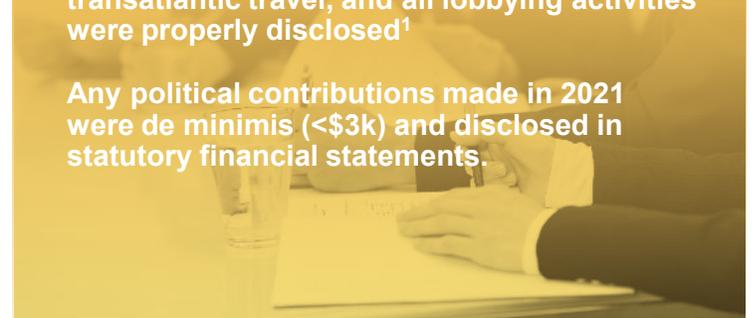
AerCap is required by the Irish Regulation of Lobbying Act 2015 to disclose any lobbying activity with Designated Public Officials ("DPOs").

Prior approval is required for any intended communication with a DPO that potentially constitutes lobbying activity.

AerCap Compliance will disclose the key parameters of communication in the central Irish lobbying register.

In 2021, AerCap conducted lobbying activity related to the general aviation industry in response to COVID-19 and the reopening of transatlantic travel, and all lobbying activities were properly disclosed¹

Any political contributions made in 2021 were de minimis (<\$3k) and disclosed in statutory financial statements.



1. <https://www.lobbying.ie/return/66037/aercap-holdings-nv>

Compliance Training and Review



All employees are required to complete annual online compliance training courses which are customized to their line of business. Topics are broken down into sessions and employees are required to successfully finish a quiz after each session

Compliance Training Courses include:

- ▶ Protection of Personal Data Course
- ▶ Select Compliance Topics Courses, including:
 - ▶ Anti-Money Laundering (“AML”) / Counter Terrorist Financing
 - ▶ Economic Sanctions and Export Control Regulations
 - ▶ Antitrust Compliance
 - ▶ U.S. Anti-Boycott Regulations
 - ▶ Disclosure of Lobbying Activity
- ▶ Anti-Bribery
- ▶ Insider Trading and Market Abuse Regulations
- ▶ Code of Conduct for the Use of IT Course
- ▶ IT Security and Cybercrime Policy Course
- ▶ Cash Manager Limited MiFID & AML Training



Compliance is factored into employee reviews and promotion considerations



100%
of relevant employees
completed training



0 INCIDENTS
There were no identified
compliance breaches or violations
in 2021

Transparent Tax Policies

AerCap is committed to operating in an honest and transparent manner

- ▶ AerCap is a Dutch incorporated company which is tax-resident in Ireland
- ▶ Our subsidiaries are subject to taxation in a number of jurisdictions, principally in Ireland and in the United States
- ▶ AerCap is committed to effective tax risk management. Our tax affairs are managed in line with the highest standards of corporate governance
- ▶ In accordance with the AerCap Code of Conduct we are committed to managing our tax policy with integrity and in an honest and responsible manner
- ▶ AerCap understands the importance of communication with tax authorities. We maintain an open and honest relationship with tax authorities. In addition, we place a strong emphasis on transparency, working with integrity and maintaining a collaborative and professional relationship with tax authorities



Transparent Tax Policies (cont'd)

Due to the global nature of AerCap's operations, we are cognisant of potential risks that could arise

- ▶ The AerCap Tax Department consists of professionals who collectively have the appropriate level of knowledge and skills to manage AerCap's tax affairs and monitor tax risks across the business
- ▶ Professional advice is obtained from suitably qualified external advisers where the treatment of specific items is uncertain or complex. The policy prescribes compliance with all relevant laws, rules, regulations, and reporting and disclosure requirements in a manner that aligns with our tax policies
- ▶ AerCap is not prescriptive in terms of levels of acceptable risk. However, in accordance with our Governance framework and approach to risk management, AerCap's level of acceptable risk is assessed by the Board based on the specific facts and circumstances
- ▶ Due to the cross-border nature of our business, we are cognisant of potential risks which could arise. Therefore, the AerCap Tax Department assists each entity within the AerCap group to actively identify, monitor and manage tax risks on an ongoing basis
- ▶ AerCap does not interpret tax laws in a manner that we believe is contrary to their intention and we do not undertake tax planning which is unrelated to commercial transactions

Rigorous Internal Audit Procedures

AerCap's Internal Audit aims to provide assurance over risk management, controls and compliance



Information Security Governance

AerCap Information Security Policies and Procedures cover all staff in order to protect AerCap IT assets and sensitive AerCap information

Information Security

- ▶ AerCap devotes substantial resources to safeguard our information security
- ▶ Information security policies, as well as acceptable use policies, are internally available to all employees



Information Security Governance



Jorg Koletzki, Chief Information Officer
 Significant experience in managing complex system implementations on a global scale, transforming IT functions and running high-quality teams

Information Security System and Processes

AerCap has robust infrastructure in place to protect our IT systems



**Business Continuity
and Disaster
Recovery
Plans**



**Regular Tests for
Disaster Recovery
and Business
Continuity**



**Audited Externally
through Reputable
Global
Companies**



**24/7/365 Security
Operation Center
Processes
Aligned to NIST**



**Code of Conduct
on the Use of
AerCap
Infrastructure**



**IT Security and
Cybercrime
Policy**



**Regular
Vulnerability and
Penetration
Testing**



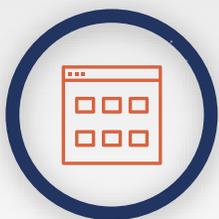
**Best-of-Breed,
Leading (Gartner)
Security Systems
and Technology**

Information Security Training and Awareness

Continuous Employee Training and Education

- ▶ Employees and contractors are required to complete an annual Policies and Procedures certification which includes, the policy on cyber security
- ▶ Briefings are held at all major locations annually, in person or virtually
- ▶ Issue alerts and notifications regularly and on demand if required
- ▶ Cyber Security awareness training covers areas such as:

Personal Digital Footprint



Privacy Settings



Phishing



Home and Work



Cyber Awareness Training

- ▶ To step up efforts to keep our organization and people safe and secure from cyber attacks, we continued our partnership with NINJIO in 2021 to further enhance our cyber awareness training
- ▶ The training includes entertaining and educational animated episodes divided into 4 core modules:

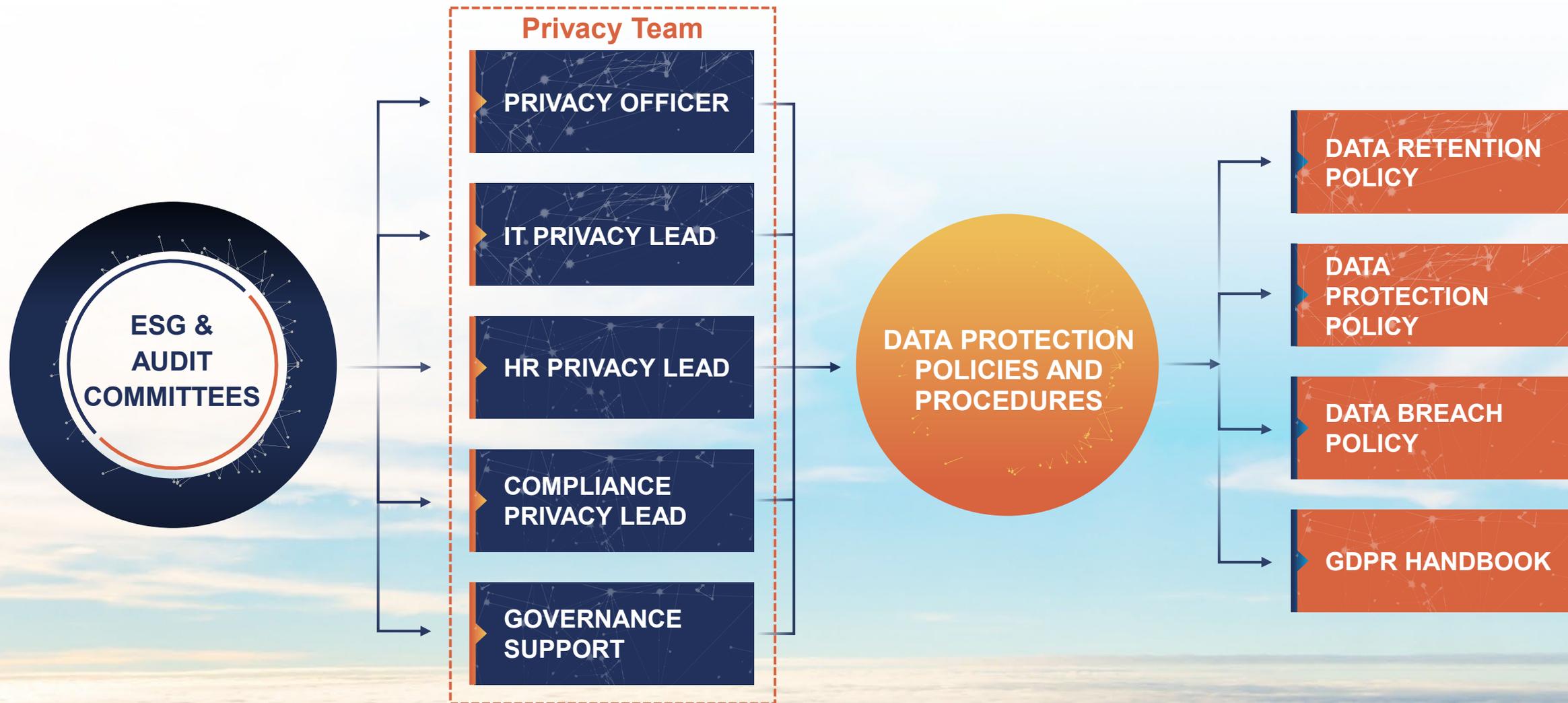


Employees and Contractors Information Security Annual Certification



Enhanced Cyber Awareness Training Completion

Privacy Governance Structure



Privacy Policies

- ▶ **GDPR took effect on May 25, 2018. It covers all organizations involved in the processing of personal data of EU Citizens, emphasizing transparency, security and accountability. AerCap applies GDPR requirements globally through uniform procedures**
- ▶ **The responsibility is on all AerCap employees to protect and use personal data appropriately. AerCap employees enjoy the enhanced protection of their personal data in accordance with GDPR**

GDPR Implementation at AerCap

**ENHANCED
DATA SECURITY**

**NO SIGNIFICANT
PERSONAL DATA
BREACHES**

**ENHANCED DATA
PROTECTION TRAINING**

**NO REPORTING
TO DATA
COMMISSIONER
REQUIRED**

**HUNDREDS OF
MALWARE AND
PHISHING ATTEMPTS
CAUGHT BY IT EACH
MONTH**

**NO BREACHES
NOTIFIED BY
SUPPLIERS IN 2021**

Privacy Procedures

Internal Procedures

Files and Emails

- ▶ Use password protection to secure files and emails with personal data
- ▶ Where possible, use links to shared folders and documents containing personal data rather than sending attachments
- ▶ Reduce the use of hardcopies of personal data
- ▶ Retain personal data in line with the personal data retention schedule
- ▶ Carry out a cleanse of personal data files and emails (both sent and deleted folders) on a regular basis

Processes

- ▶ Use safeguarded and controlled central repositories to store personal data
- ▶ Projects or changes deemed to impact the transfer or processing of personal data must undergo a data protection impact assessment

THE PRIVACY LEADS
AND THE PRIVACY
OFFICER CONDUCT
AN ANNUAL
REFRESH OF THE
PERSONAL DATA
REGISTER

External Procedures

- ▶ Third parties processing personal data on behalf of AerCap must be GDPR-compliant
- ▶ Privacy communications and disclaimers are in place and regularly updated
- ▶ Existing third party processors are reviewed as part of the GDPR readiness project
- ▶ Privacy Lead or Privacy Officer oversees new third party processors
- ▶ Website policy updated and in place
- ▶ Secure links with encryption with key data processors
- ▶ Password protection to secure files and emails with personal data

Customer Privacy and Data Subject Request Rights

Information Notices

- ▶ AerCap must provide clear information notices to ensure transparency of processing

Subject Access, Rectification and Portability

- ▶ AerCap must, on request, confirm if it possesses an individual's personal data, and if so, provide a copy of the data it possesses
- ▶ Individuals can require AerCap to rectify inaccuracies in personal data
- ▶ Individuals have the right to personal data portability, to the extent applicable

Right to Erasure

- ▶ Individuals can require data to be erased when there is a problem with the underlying legality of the processing or where they withdraw consent
- ▶ AerCap is required to notify others who are processing that data with details of the request

Regular Privacy Training

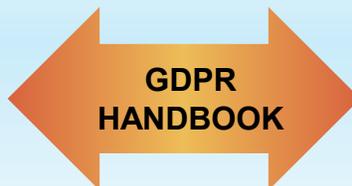
Policies and Procedures

Protection of Personal Data Policy

Personal Data Retention Policy

Personal Data Breach Reporting Policy

Annual privacy training and GDPR seminars



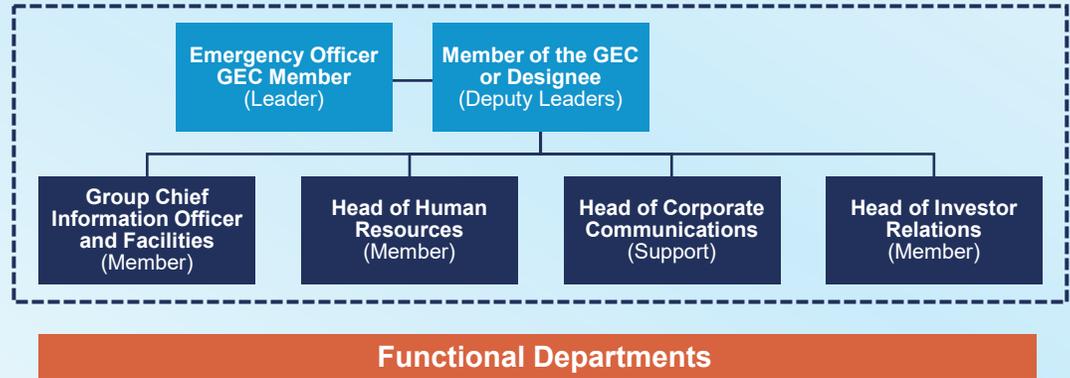
- ▶ The GDPR Handbook is a reference guide with detailed information and procedures in relation to the protection of personal data
- ▶ Applicable to the Privacy Leads and the Privacy Officer; available on request to all employees
- ▶ It also contains information on data quality, the personal data register, data protection impact analyses and definitions relevant to the GDPR

Risk Management – Business Continuity Plan

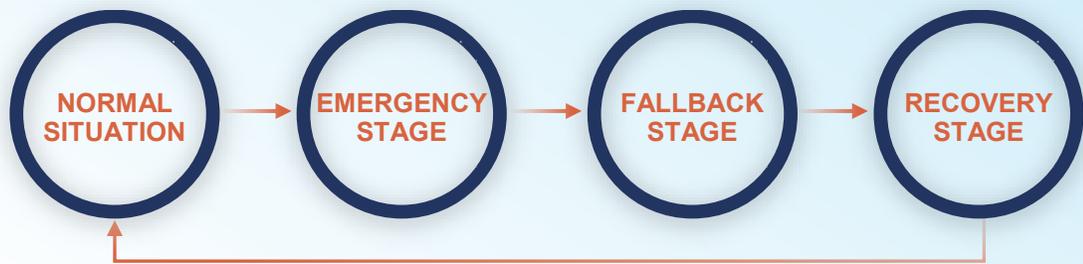
- ▶ AerCap’s Business Continuity Plan deals with eight major business disruption events. It involves multiple levels of management and departments
- ▶ The plan is available internally to all employees
- ▶ We also use scenario analyses to prepare employees with structured responses upon occurrence of these unlikely events



Emergency Response Management Team



Business Continuity Stages



0
Other than COVID-19, there were no major business disruption events in 2021

Supply Chain Management

We have a global supplier network that supports the long-term development of the company. We work closely with our suppliers, set governance and performance standards that they are required to meet, and convey our values through our supply chain



Critical suppliers include Airbus, Boeing, Embraer and the engine and helicopter OEMs



Compliance review of suppliers, including initial KYC check and continuous monitoring



Strict anti-bribery and insider-trading policies covering all suppliers



Contractually require suppliers to meet certain standards and monitor supplier compliance through multiple channels

Critical Suppliers – OEMs

AerCap's vast experience, scale and deep relationship with the OEMs enhance supplier risk management

- ▶ The volume of market intelligence gathered in any 12-month window gives us unparalleled insight to make better decisions which translates into enhanced order book selection
- ▶ AerCap prides itself on making disciplined capital allocation decisions and this discipline begins with the order book
- ▶ Our scale allows us to manage our order book to provide unique solutions to complex problems and we have a large enough backlog to meet requirements of both new and existing customers
- ▶ Our order book consists of over 450 new technology aircraft; the most in demand aircraft in the world
- ▶ At AerCap, we set ourselves the highest standards for ethical, social, and environmental responsibility and we expect a similar standard from our suppliers

New Order Considerations

Any decision to order aircraft from the OEMs must be carefully balanced between risk and reward and AerCap has unrivalled ordering experience, having ordered and taken delivery of more aircraft than any other lessor in the industry

▶ Aircraft OEMs

>1,500 orders¹

#1 Largest Lessor Customer

>1,600 orders¹

#1 Largest Customer

>100 orders¹

Launch Customer for E2 program

▶ Engine OEMs

1. Includes all current and historical orders by AerCap, ILFC and GECAS.



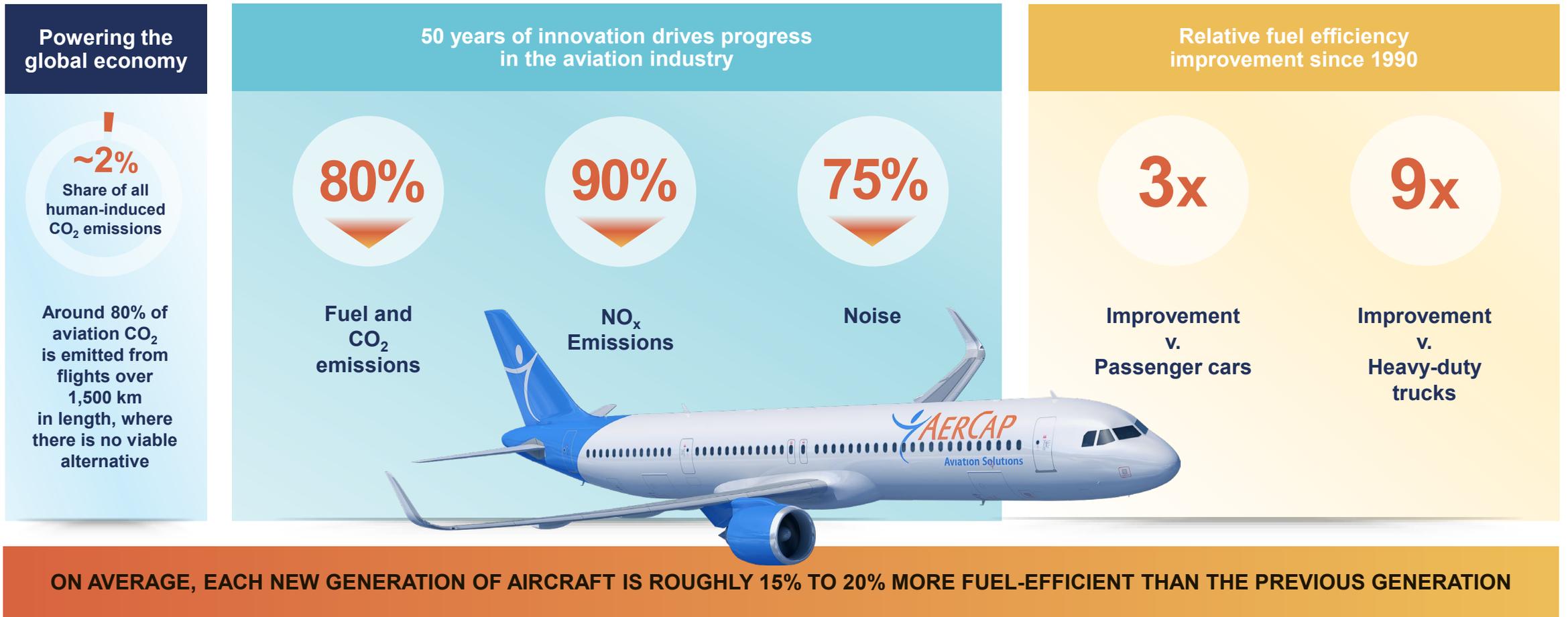
Care for Our Environment

AERCAP

Global Leader in Aviation

Understanding Aviation's Environmental Impact

The aviation industry has played an important role in connecting the world with improving efficiency

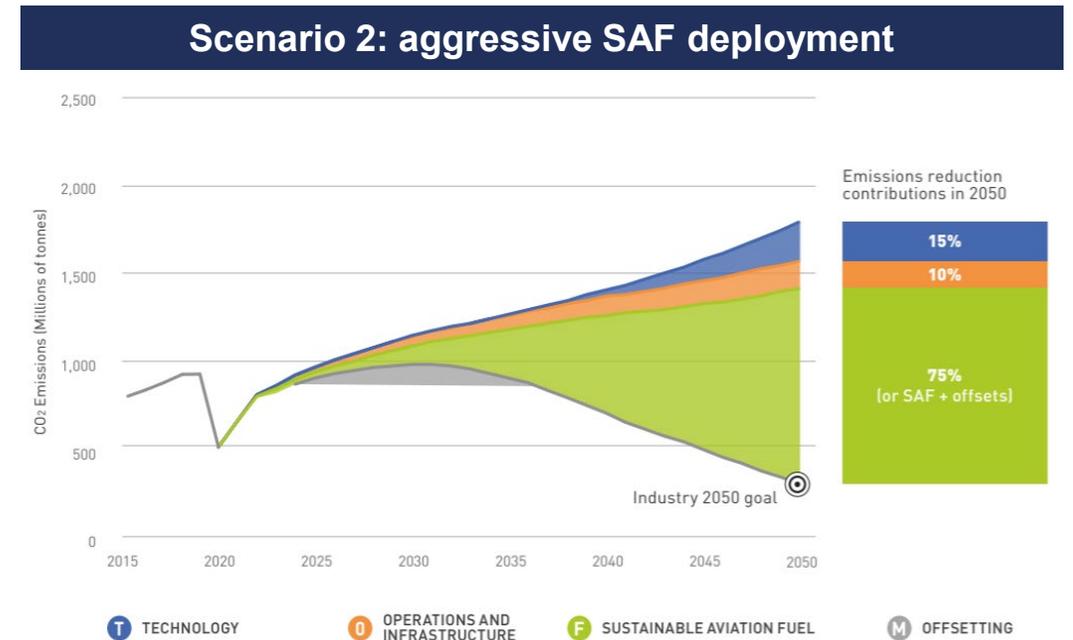


Source: Airbus, ATAG and IATA.

The Industry's Vision for 2050

In October 2021, IATA approved a resolution for the global air transport industry to achieve net zero carbon emissions by 2050 – the key question is: how will the industry get there?

- ▶ Net Zero is an ambitious but necessary goal for the aviation industry; as an industry we need to be part of the solution to climate change. Net Zero will not be achieved unless every player does its part; change must be the sum of collective effort
- ▶ There have been various scenarios suggested by industry bodies in relation to the path to Net Zero by 2050
- ▶ ATAG's Waypoint 2050 Report outlines 4 possible scenarios. We have outlined "Scenario 2: aggressive sustainable fuel deployment" here, which shows one potential roadmap to 2050, though it requires a significant improvement in the availability of Sustainable Aviation Fuel ("SAF")
- ▶ Market-based measures such as carbon offsets will also be needed to close the emissions gap to Net Zero, though the amount required will depend on the success of other efforts



This scenario assumes a 3.0% CAGR for traffic growth from 2019-2050¹

Source: ATAG and IATA.

1. CAGR = Compound Annual Growth Rate.

Sustainable Aviation Fuel

SAF is a key pillar in the decarbonization of aviation, but it relies on production ramping up dramatically

- ▶ Emerging technologies such as hydrogen powered aircraft and eVTOLS may play some role in the decarbonization of the industry, but the long lead times needed to develop airworthy and viable solutions make a near-term impact on the emissions of the aviation industry unlikely
- ▶ AerCap believes that the most immediate way to make an impact and reduce the industry's carbon emissions today is to transition to new technology aircraft, coupled with the more widespread adoption of SAF
- ▶ SAF is a “drop-in” fuel that can be used in existing engines, currently up to a 50% limit, without the need for major overhauls or changes
- ▶ Depending on how it is made, SAF can reduce carbon emissions over the lifecycle of the fuel by up to 80% compared to the traditional jet fuel it replaces

Challenges



Lack of production



Cost (~2-8x more expensive)



Availability of feedstocks



Lack of government support and regulatory incentives



Engine investment to allow for >50% SAF usage

- ▶ It is estimated that SAF production needs to increase from ~100 million liters today to ~450 billion liters in 2050. IATA estimates that the investment required will be between \$1 trillion and \$1.4 trillion between now and 2050
- ▶ An increasing number of energy companies and airlines are making commitments to increase the production and use of SAF in their operations
- ▶ How will the industry get there?
 - ▶ Airlines: Investigate SAF opportunities through partnerships with other stakeholders, such as fuel suppliers and aircraft/engine manufacturers. Begin SAF-enabled test flights, set targets for SAF usage and outline plans to meet these targets
 - ▶ Governments: Clear policy support and incentives for SAF need to come into force, ideally by 2025, to provide certainty to the sector, to help catalyze further investment in new production facilities
 - ▶ Research Institutions: Continue to develop new pathways and partnerships to support new technologies for SAF production
 - ▶ Energy Industry: Bring all this together to ensure SAF's competitiveness with conventional fuel

Source: Airbus, ATAG, IATA and Climate Action 100+.

Our Fleet Transformation

FLEET TRANSFORMATION

Lead the industry in the transition to a lower carbon economy

We address ESG risks as part of our overall risk framework at AerCap. The transition to a lower-carbon economy provides dual benefits of caring for the planet and increasing efficiency for our customers. These factors support long-term focused, sustainable growth

OUR OWN OPERATIONS

Reduce our carbon footprint and waste through reducing, reusing, recycling and renewing at our global offices

Progressively Modernizing Our Fleet

Significant Fuel Efficiency Gains with Noise and Pollution Reductions

	Aircraft		Fuel Consumption		Nitrogen Oxides (NO _x emissions)		Noise
	Airbus A350-900	25% lower fuel burn per seat	Up to 23% margin to CAEP/8	Up to 24.8 EPNdB noise margin to ICAO Chapter 4			
	Airbus A330neo	25% lower fuel burn per seat	Up to 20% below CAEP/8	Up to 18.8 EPNdB noise margin to ICAO Chapter 4			
	Boeing 787	31% lower fuel burn per seat	36% margin to CAEP/8	>17.1 EPNdB noise margin to ICAO Chapter 4			
	Airbus A321neo	22% lower fuel burn per seat	Up to 11% below CAEP/8 (CFM Engine) Up to 49% below CAEP/8 (PW Engine)	Up to 17.9 EPNdM noise margin to ICAO Chapter 4			
	Boeing 737 MAX	21% lower fuel burn per seat	17% margin to CAEP/8	>13.2 EPNdB noise margin to ICAO Chapter 4			
	Airbus A320neo	20% lower fuel burn per seat	Up to 43% below CAEP/8 (CFM Engine) Up to 49% below CAEP/8 (PW Engine)	Up to 21.4 EPNdM noise margin to ICAO Chapter 4			
	Airbus A220-300	25% lower fuel burn per seat	Up to 38% below CAEP/8	Up to 17.4 EPNdM noise margin to ICAO Chapter 4			
	Embraer 195-E2	25% lower fuel burn per seat	40% margin to CAEP/8	Up to 18.9EPNdM noise margin to ICAO Chapter 4			

Comps: Boeing 787 vs. Boeing 767-300ER; Airbus A350-900 vs. B777-200ER; Boeing 737-9 MAX vs. Boeing 737-900ER; Airbus A330-900neo vs. Airbus A330 (NOx and Noise) and B767-300ER (Fuel Burn); Airbus A321neo vs. Airbus A321ceo; Airbus A320neo vs. Airbus A320ceo; A220-300 vs. Embraer 195-E1 and Airbus A319ceo; Embraer 195-E2 vs. Embraer 195-E1.

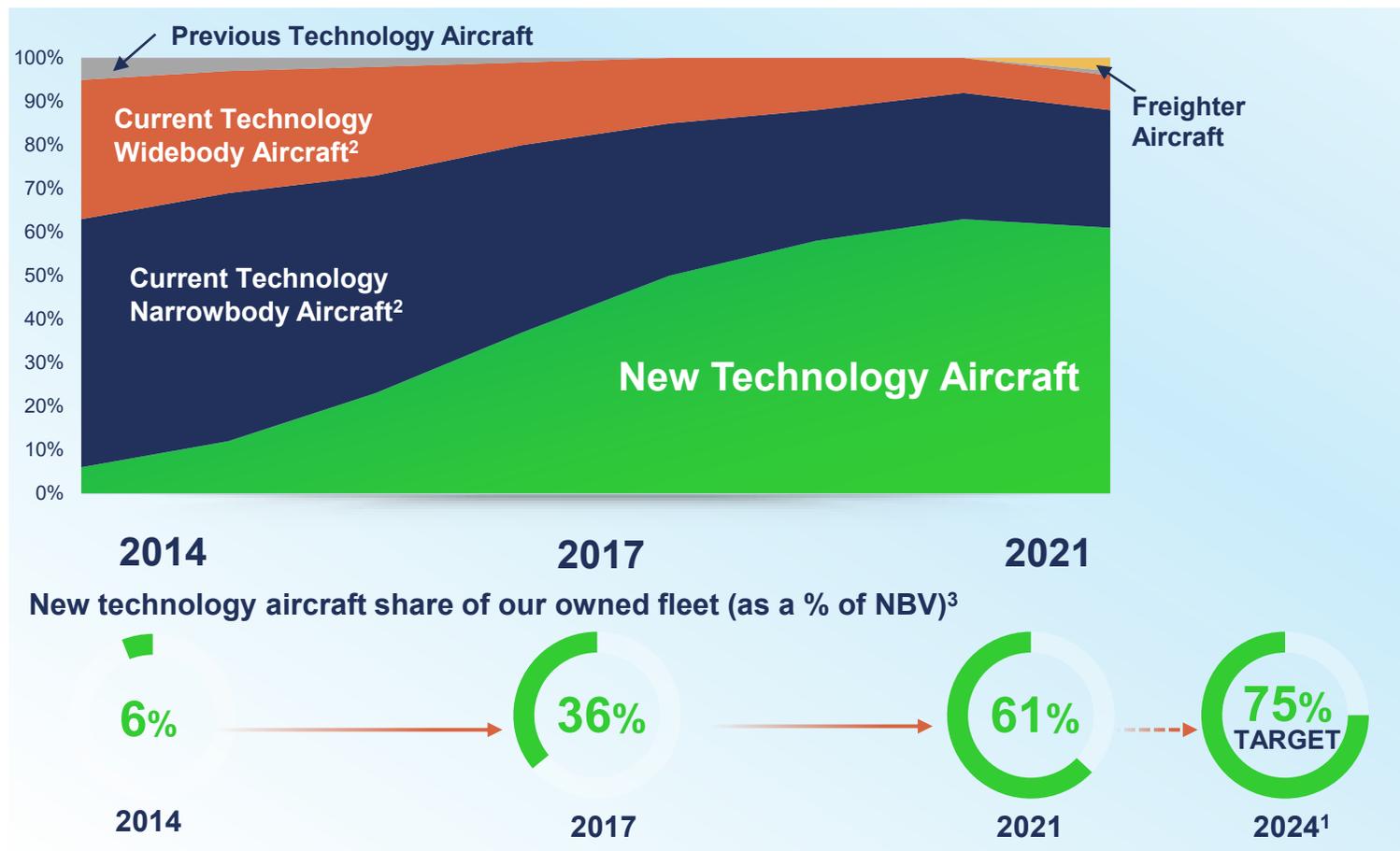
Source: Airbus, Boeing, Embraer.

EPNdB = Effective Perceived Noise Decibel.

CAEP = Committee on Aviation Environmental Protection (a technical committee of the ICAO Council).

Our Fleet Transformation Target 2024

Our ambitious target is for new technology aircraft to comprise 75% of our fleet by 2024¹



Fleet Transformation Update

The purchase of new technology, fuel-efficient aircraft is a core element of our fleet strategy

Since 2014, AerCap has purchased over \$40 billion of new technology aircraft using the “leading edge” approach in our strategic fleet transformation plan⁴

In 2021, we introduced a new ambitious target of transitioning our fleet to 75% new technology aircraft by the end of 2024³

The acquisition of the GECAS portfolio in November 2021 has made that target more challenging, but we are fully committed to meeting this ambitious goal

Our investment in new technology aircraft will continue to drive CO₂ emission reductions and cost savings in our customers’ fleets

1. As a % of Net Book Value (NBV) of the owned fleet.

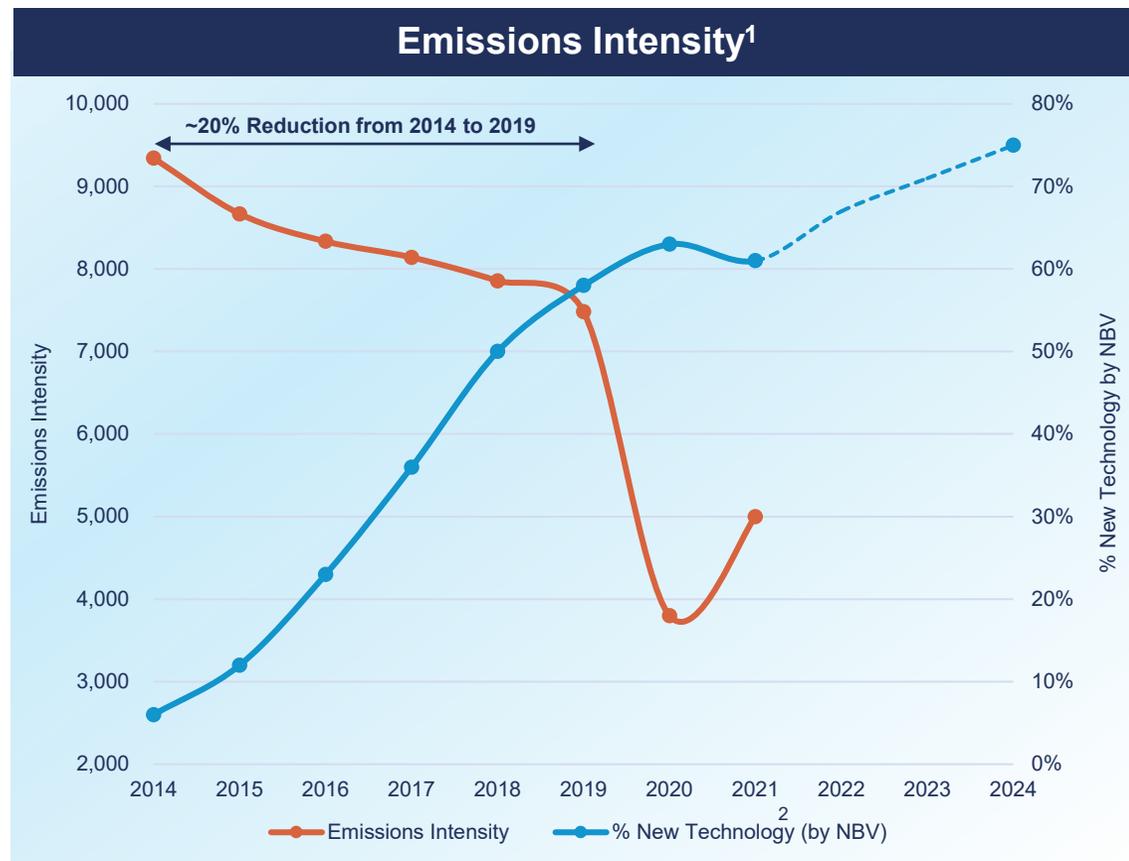
2. Current technology narrowbody includes A320 Family, 737NG, Embraer E170/175, ATR and De Havilland Canada DHC-8-400; Current technology widebody includes Boeing 777, Airbus A330; Previous technology aircraft includes Boeing 757, Boeing 767.

3. As of June 30, 2014; December 31, 2017; December 31, 2021, respectively, including net investment in finance and sales-type leases.

4. Includes legacy GECAS investment in new technology aircraft since 2015.

Fleet Emissions Reduction

We have made significant progress in reducing our Scope 3 GHG emissions (downstream leased assets) in the past seven years, as we invested in the most fuel-efficient new technology aircraft



Fleet Investment and Customer Support

- ▶ While we own our aircraft, we do not operate them. However, as the world's largest lessor, we feel a strong sense of responsibility to lead the industry towards a lower-carbon economy. Since 2014, we have invested over \$40 billion in purchasing and delivering new technology aircraft to our customers³
- ▶ This investment materially enhances the fuel efficiency of our customers' fleets reducing Scope 1 emissions for them, and Scope 3 emissions for AerCap. In addition, these aircraft also significantly reduce noise and air pollution.
- ▶ We have also supported the use of SAF in various flights; for example using SAF on a delivery flight for a brand new Airbus A320neo in December 2021
- ▶ As our strategic fleet transformation continues and we invest further in new technology fuel efficient aircraft, we should see further positive impacts

1. Intensity calculated as CO₂ emissions in ton/\$ million Total Lease Revenue.

2. 2021 emissions include the impact of the GECAS acquisition which closed on November 1, 2021.

3. Includes legacy GECAS investment in new technology aircraft since 2015.

Please note: 2020 and 2021 CO₂ emissions were impacted by the COVID-19 pandemic and the travel restrictions that were in place.

New AerCap Businesses

As we move forward as one company, it is important to highlight the ESG efforts of our new businesses



AerCap Helicopters

- ▶ Diversified revenues away from Oil & Gas and towards Search & Rescue and Emergency Response
- ▶ The team at Milestone is pushing for innovative solutions. In March 2022, Milestone, in partnership with Sikorsky, completed its first SAF-powered flight when a new S-92 helicopter was flown into HAI Heli Expo in Dallas



AerCap Engines

- ▶ Our spare engine leasing business has invested heavily in new technology engines, which have significantly lower emissions. The portfolio investment is weighted towards new technology
- ▶ In addition, the engine leasing business is deeply engaged in supporting the engine OEMs in the introduction of new technologies



AerCap Materials

- ▶ Our Materials business has a dedicated dismantlement facility which is ISO and AFRA-certified
- ▶ Correct and safe dismantling of an aircraft ensures that rotatable and repairable parts are reused and that the expendable parts of an aircraft are properly recycled and returned to the supply chain as raw materials, contributing significantly to the circular economy



AerCap Cargo

- ▶ The conversion of a passenger aircraft to a cargo aircraft extends the useful life of the aircraft to ~35 years
- ▶ Dedicated cargo aircraft tend to have lower utilisation than passenger aircraft, thus reducing the volume of emissions being produced by that converted aircraft during its life

The Circular Economy and Aviation

The aircraft end-of-life process must be managed correctly in order to both extend the useful life of rotatable parts and to protect the environment through proper recycling and waste disposal

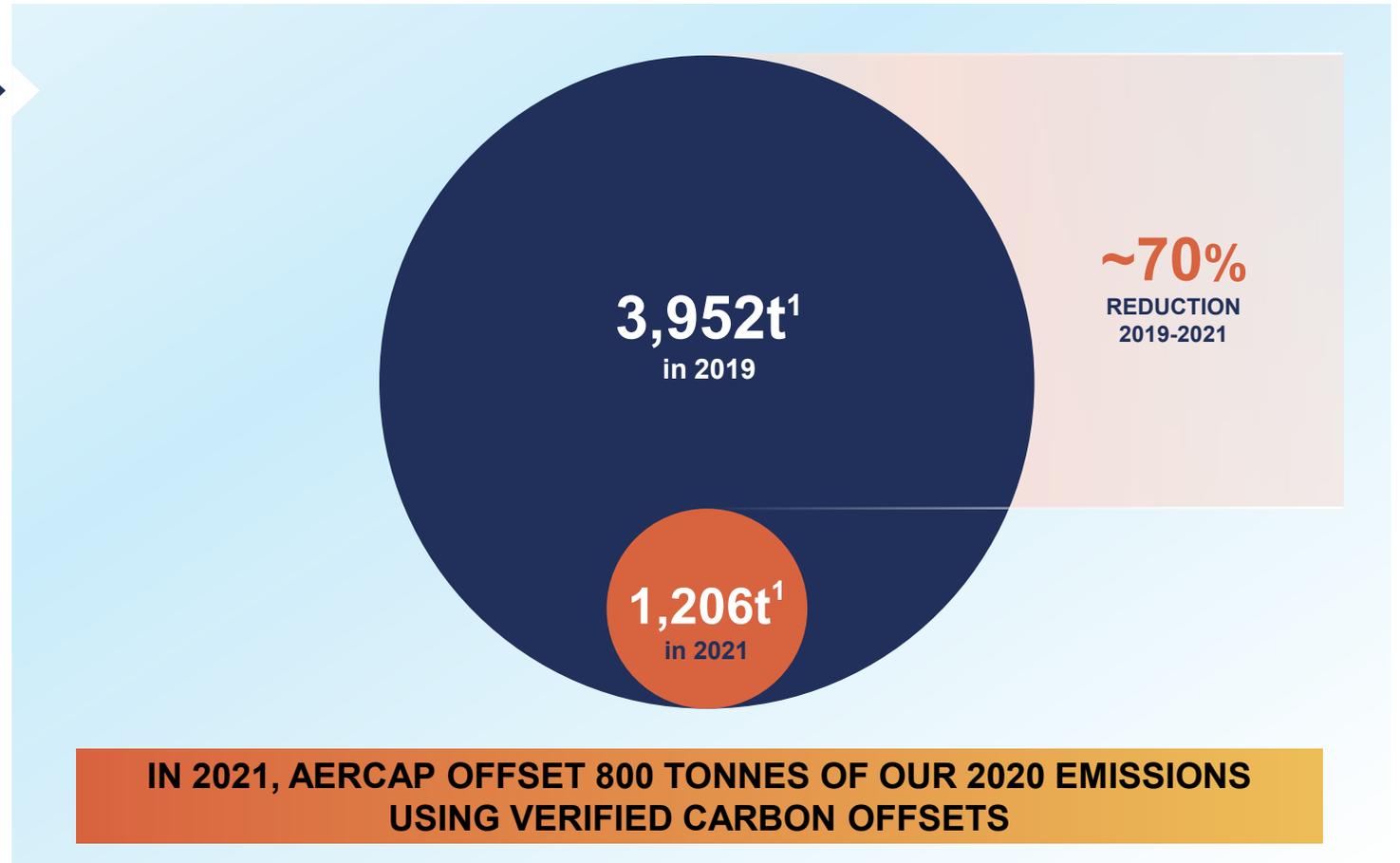
- ▶ AerCap Materials, one of our new business lines, has over 20 years experience in aircraft dismantling and its facility is ISO and AFRA-certified, ensuring that aircraft are retired with adherence to strict environmental and safety protocols
- ▶ According to ICAO, 85-90% of an aircraft is typically re-used or recycled
- ▶ ICAO estimates that 40-50% of an aircraft is returned to the parts distribution pipeline and used again in aircraft maintenance. Most of the remaining materials are recycled and returned to the supply chain as raw materials
- ▶ Proper disassembly of an aircraft in accredited facilities:
 - ▶ Ensures the correct separation of different structural materials, which allows them to be recycled
 - ▶ Prevents hazardous materials from entering the environment
- ▶ Usually less than 10% of an aircraft is treated as waste, notably carbon-fibre materials and materials that are embedded with flame retardants
- ▶ Expert knowledge is required to identify the parts of the aircraft that can be reused or recycled and how much residual value can be recovered; this delivers both economic and environmental benefits
- ▶ AerCap is now more involved in the whole life of our assets, taking delivery of brand new aircraft from the OEMs and remaining involved until that aircraft is disassembled and its parts returned into the supply chain to be used once again



Business Travel

Following the removal of certain travel restrictions, AerCap's business travel increased in 2021 relative to 2020, but remained well below 2019 levels as COVID-19 continued to disrupt air travel

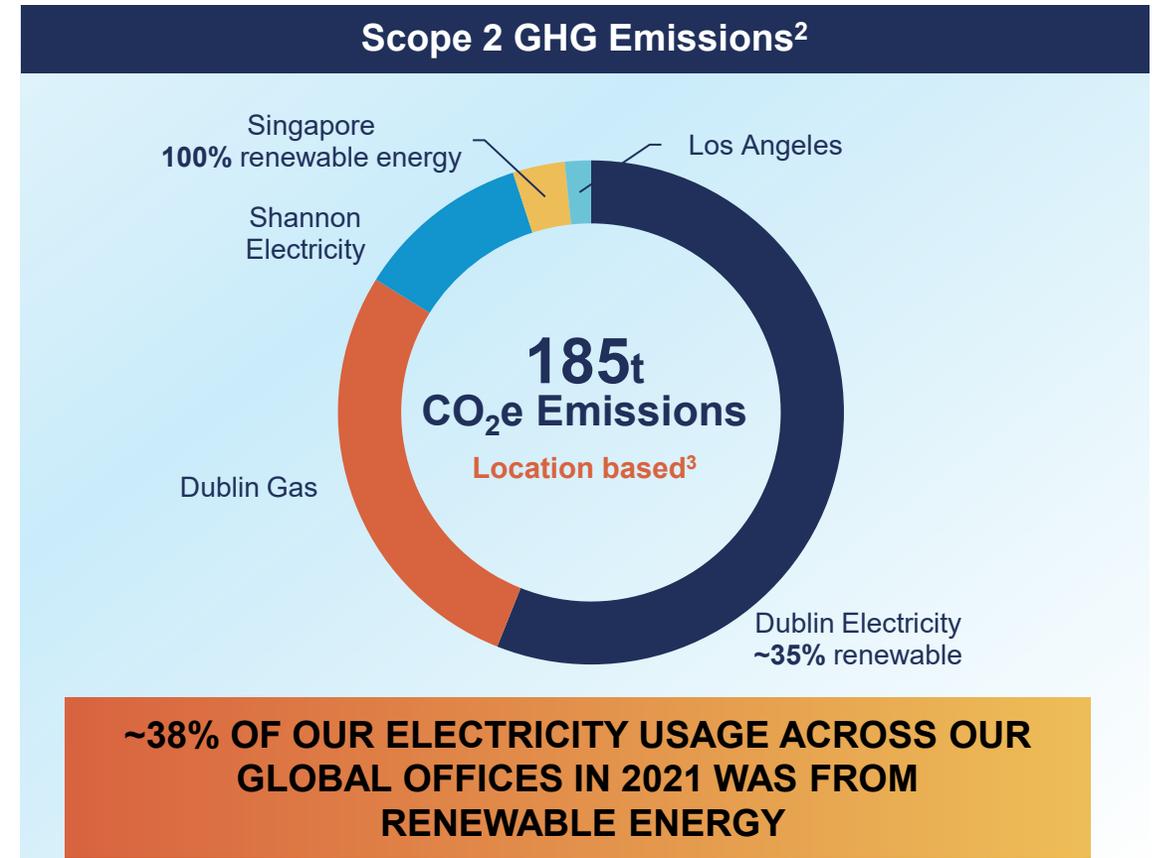
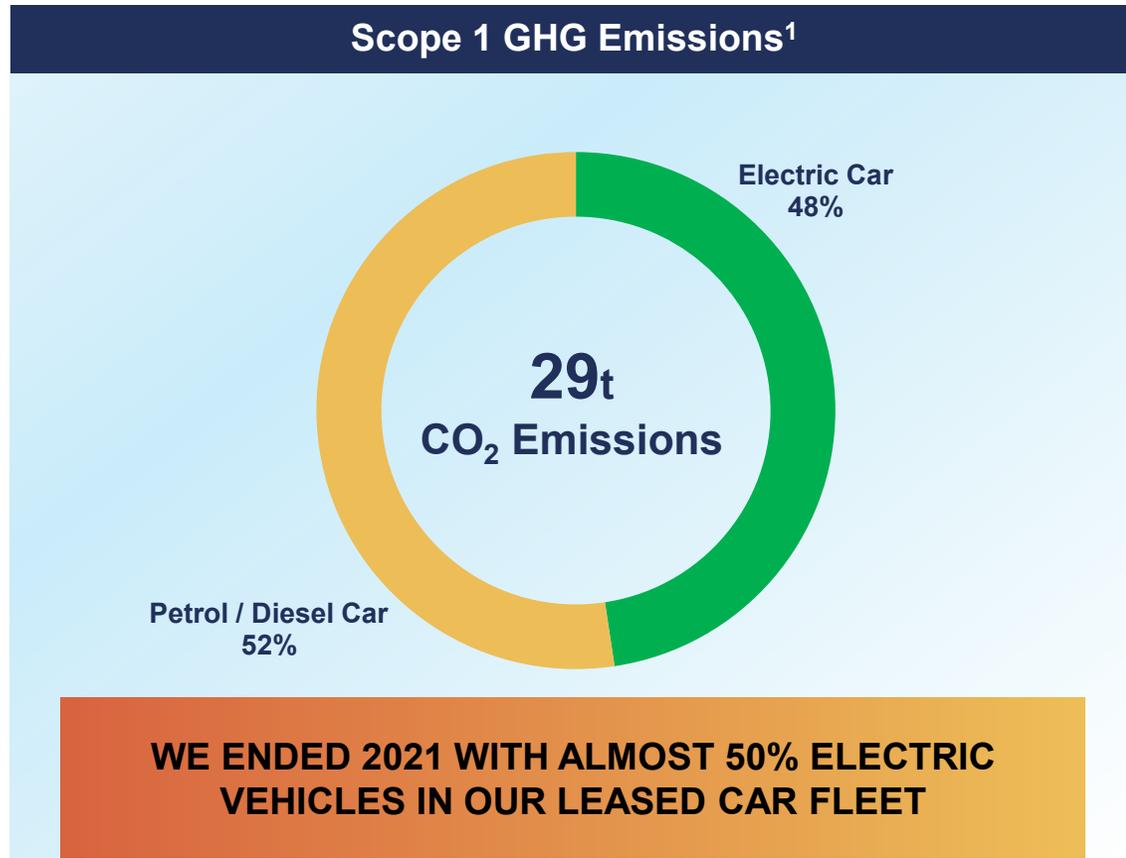
- ▶ Apart from downstream leased assets, business travel is also recognized as a significant source of Scope 3 GHG emissions
- ▶ The global nature of our business and the location of our offices (i.e., no alternative other than flying to travel internationally) mean some business travel is critical to our business
- ▶ By working with our travel partners, we aim to optimize each trip and minimise our impact on the environment
- ▶ Although 2021 saw an easing of certain travel restrictions, a significant amount of business continued to be conducted virtually, creating another year of unusually low emissions



1. Based on DEFRA Conversion Factors 2019 (without radiative force); CO₂e includes CO₂, CH₄ and N₂O. Data for November and December 2021 is for the combined entity as it was not possible to separate legacy AerCap and GECAS.

Efficient AerCap Office Operations

We increased the number of electric car charging units in our Dublin carpark by 50% in 2021 and we continue to explore the increased use of renewable energy through our electricity providers



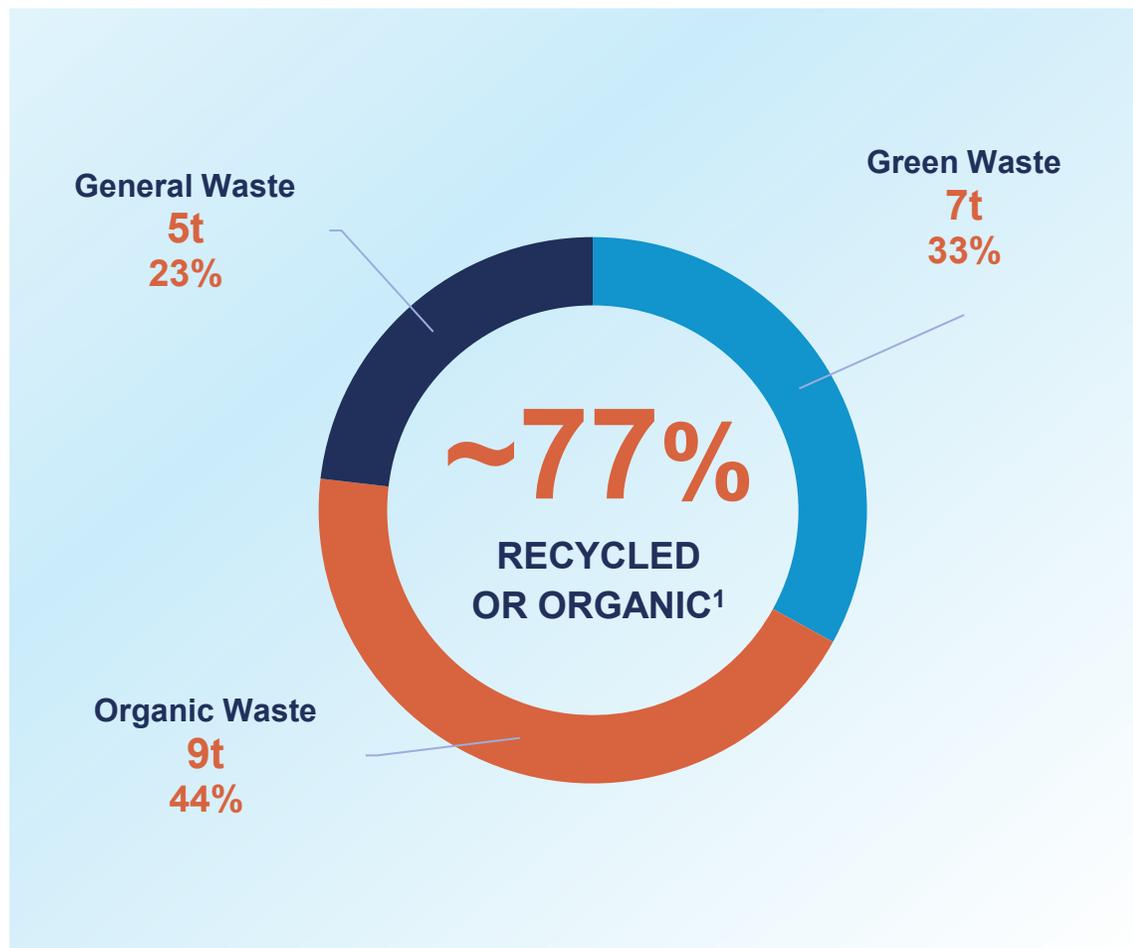
1. Legacy AerCap leased cars only; GECAS leased employee cars not included for November and December 2021.

2. Legacy AerCap buildings only; energy usage from GECAS buildings for November and December 2021 not included.

3. Based on DEFRA calculations (UK Government GHG Conversion Factors for Company Reporting, updated for the year 2021), including CO₂, CH₄, N₂O.

Responsible Waste Management

We work with our partners to dispose of office waste responsibly



Our waste management partner follows a “zero to landfill” policy for our Dublin HQ

▶ **General Waste**

General waste is sent to the “Waste to Energy Plant” where it is converted into energy

▶ **Recycling/Cardboard**

Fully processed, recycled and shipped to mills and recycling plants

▶ **Glass**

Collected and processed by our partner in a world-class facility where glass is turned into glass cullet and eventually recycled into glass bottles

▶ **Food Waste**

Fully composted at an enhanced anaerobic digestive facility, trapping the methane produced to create electricity, making it the greenest practice available

▶ **Hazardous Waste**

We have battery collection boxes on each floor in our Dublin headquarters. Since introduction in 2017, we have collected thousands of batteries to be recycled by WEEE Ireland

1. Data for AerCap's Dublin headquarters for the year ended December 31, 2021.

Reduce and Recycle

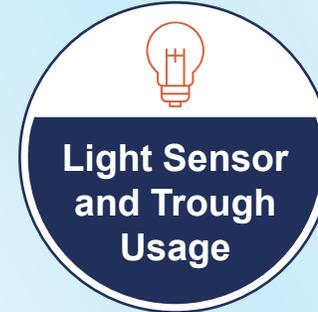
We have introduced a number of local initiatives to reduce our impact on the environment



- ▶ All food containers used in catering at our Dublin HQ are either compostable or recyclable
- ▶ We continue our commitment to eliminate single-use plastics across our global offices
- ▶ All drinking water now comes directly from filtered taps



- ▶ Our Ireland-based employees can opt into a scheme to purchase bicycles for their commute in a tax-efficient way
- ▶ We provide numerous bicycle racks and showers to facilitate employees cycling to work, with excellent take-up



- ▶ Our headquarters building AerCap House is fitted with 100% LED lighting
- ▶ All lighting and air-conditioning / heating works via motion sensors, enabling the building to run at 70% of capacity during business hours
- ▶ AerCap House only runs at 5% of electricity capacity at nights and on weekends



- ▶ Preference for service providers who do not use single-use plastics
- ▶ Centralized supply chain used by our Dublin office catering partner to significantly reduce its carbon footprint
- ▶ Locally-sourced and healthy catering is provided to employees in our Dublin HQ and Shannon office

Partnerships to Offset Our Carbon Footprint

Investing in clean technology and supporting solar power in China and forest protection in Brazil

- ▶ Carbon offsetting is based on the principle of a global balance: that for the climate it is irrelevant where in the world emissions are generated or where they are saved
- ▶ As a result, it is possible to offset unavoidable emissions that occur in one location by taking additional climate protection measures in another
- ▶ First Climate's projects help AerCap to do this
- ▶ While focusing on reducing greenhouse gas emissions, the projects also generate multiple co-benefits that are supportive of the United Nations' Sustainable Development Goals



First Climate



- ▶ AerCap believes that reducing emissions is the most effective climate solution; however, there are some emissions which are unavoidable and are a cost of doing business effectively
- ▶ In 2021, AerCap chose to support two projects to offset these unavoidable emissions from our global office operations (Scope 2) and employee business travel (Scope 3)
- ▶ The first is based in the Qinghai Province of China. The project involves the installation of solar cell modules, providing 63GWh of clean electricity to the Chinese Power Grid each year, enough to power ~47,000 households annually
- ▶ The second project is based in Brazil and is focused on forest protection through on-the-ground patrolling, strategic physical occupation of territory, improvement of forest management practices and encouraging sustainable use of forest products

Progress to Date

- ▶ In 2021, we offset 800 tonnes of CO₂e emissions that were generated in 2020; this represented approximately 40% of the Scope 2 and Scope 3 business travel emissions
- ▶ In early 2022, the ESG Committee approved a new target of 100% carbon offsetting of these emission categories by 2024
- ▶ The path to 100% will be an increase of 20% each year, starting at 60% in 2022
- ▶ All projects are certified to rigorous standards, to ensure that the carbon credits are real, measurable, permanent and third party verified

Carbon Emissions Disclosures

Summary of AerCap's Emissions

Emissions (tCO ₂ e)	2015	2016	2017	2018	2019	2020 ⁶	2021
Scope 1¹							
Leased Car Fleet	-	-	-	-	-	34	29
Total Scope 1 Emissions	-	-	-	-	-	34	29
Scope 2^{1,2}							
Purchased Electricity	-	-	-	-	-	-	114
Purchased Gas	-	-	-	-	-	-	71
Total Scope 2 Emissions	-	-	-	-	342	317	185
Scope 3³							
Business Travel ⁴	-	-	-	4,767	3,952	1,126	1,206
Downstream Leased Assets (Owned Aircraft) ⁵	43,300,000	40,600,000	38,400,000	35,600,000	35,000,000	16,400,000	22,100,000
<i>Emissions Intensity</i>	<i>8,668</i>	<i>8,334</i>	<i>8,140</i>	<i>7,856</i>	<i>7,482</i>	<i>3,798</i>	<i>4,998</i>
Total Scope 3 Emissions	43,300,000	40,600,000	38,400,000	35,604,767	35,003,952	16,401,126	22,101,206

1. Scope 1 and 2 Emissions are for legacy AerCap only. Collection of Scope 1 and 2 emissions began in 2020 and 2019 respectively.

2. Location based, based on DEFRA calculations (UK Government GHG Conversion Factors for Company Reporting, updated for the year 2021), including CO₂, CH₄, N₂O.

3. Scope 3 Emissions are for the combined entity and include the impact of the GECAS acquisition from November 1, 2021.

4. Based on DEFRA Conversion Factors 2019 (without radiative force); CO₂e includes CO₂, CH₄ and N₂O.

5. Source: IBA Carbon Emissions Calculator. (rounded to the nearest 100,000)

6. Restated 2020 Scope 1 Emissions figure – incorrect calculation used in prior report.



Corporate Citizenship

AERCAP

Global Leader in Aviation

Corporate Citizenship

At AerCap, we aim to grow not only sustainably, but also responsibly. This extends to the recognition of the principles of human rights, our practice of attracting and retaining the best talent in the industry, our engagement with the societies in which we live and work, and our care for the health and safety of our employees, customers and suppliers

Human Rights and Community Relations



Non-Discrimination and Diversity



Employee Retention and Attraction



Employee Welfare



Continuous Development



Health and Safety



Understanding Aviation's Contribution to Society

It is important to acknowledge the positive impact that the aviation sector has on global economic and social development

- Only global rapid transportation network** (Icon: Airplane over a globe)
- Facilitates sustainable economic growth, particularly in developing countries** (Icon: Bar chart with an upward arrow)
- Development of social and economic networks** (Icon: Network of nodes and lines)
- Facilitates world trade by increasing access to international markets** (Icon: Two hands shaking over a globe)
- Deployment of essential services and humanitarian aid during emergencies** (Icon: Medical cross)
- Enriches quality of life through cultural awareness and diversity** (Icon: Globe surrounded by people icons)

UN's Sustainable Development Goals Supported by Aviation

- 8 DECENT WORK AND ECONOMIC GROWTH**
Global air transport supported 87.7 million jobs and \$3.5 trillion in global economic activity prior to COVID-19
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**
In 2018, nearly \$51.4 billion was invested in airport infrastructure, mostly in North America, Asia-Pacific, and Europe
- 11 SUSTAINABLE CITIES AND COMMUNITIES**
21,187 unique city-to-city routes are served by the world's airlines, connecting urban centers and rural communities
- 13 CLIMATE ACTION**
The average flight today produces 54% less CO₂ than the same flight would have in 1990, thanks to new technology and improved efficiency

Source: ICAO – Aviation Benefits Report 2019.
ATAG – Aviation Beyond Borders 2020.

Aviation's Contribution to Society (cont'd)

The aviation industry supports economic activity and connectivity; We felt the absence of this connection in 2020 and 2021 as a result of COVID-19 and we look forward to bringing people together once again



1. As of August 2020.

Source: ICAO – Aviation Benefits Report 2019.

ATAG – Aviation Beyond Borders 2020.

Human Rights and Community Relations

We recognize the fundamental principles of human rights, as outlined in the UNs' Universal Declaration of Human Rights

Develop Emerging Markets and Encourage Social Mobility

~54%

**REVENUE FROM
EMERGING
MARKETS¹**

Social Mobility

AerCap provides a global network of approximately 300 customers in over 80 countries with comprehensive fleet solutions.

Our aircraft business is focused on the provision of operating leases for new and used commercial aircraft from our existing fleet and order book of Boeing, Airbus and Embraer aircraft.

The key benefit of an operating lease is that it enables airlines to grow their fleet in a cost-effective way, giving them the flexibility to adjust their fleet in response to changing market conditions without the need to make substantial capital investment for aircraft acquisition

AerCap contributes to the growth, affordability and accessibility of air travel by enabling our airline customers to connect communities around the globe

Zero tolerance of human rights violations, including modern day slavery, child labor and human trafficking, is built into AerCap's compliance philosophy. Due to the nature of our industry, we have very low exposure to human rights violations and we monitor any potential risks in our own operations and throughout our supply chain

1. Calculated as a % of AerCap's 2021 lease revenue.

Supporting Local Community and Education

Support Local Employment

- ▶ **Headquartered in Dublin, AerCap supports the local and EU labour market by employing the majority of our workforce from the European Union**
- ▶ **We are fortunate to be based in the center of the aircraft leasing industry and benefit from having a large, attractive pool of experienced talent available to us**
- ▶ **We also support local employment across our offices globally and we seek to have a diversified workforce**

Education

AerCap is committed to supporting the next generation of industry professionals through educational programs. These programs provide a pipeline of indigenous talent that supports the future growth and development of our industry

AerCap is a sponsor of the prestigious MSc in Aviation Finance program at University College Dublin (“UCD”) Michael Smurfit Graduate Business School. In addition to the sponsorship, this program involves lectures by some of our key employees and internships provided by the company to a number of students from the program, giving graduates the opportunity to gain valuable experience in a range of disciplines

In August 2021, AerCap launched a 4-year scholarship program, providing 10 scholarships to students of the Faculty of Engineering at the International School of Engineering at Chulalongkorn University, Thailand’s number one ranked university and a world-class leader in aerospace engineering education. In addition to the scholarships, AerCap will provide a range of tailored support to students, including guest lectures, workshops, and summer internships



UCD Michael Smurfit
Graduate Business School



Chula
Chulalongkorn University

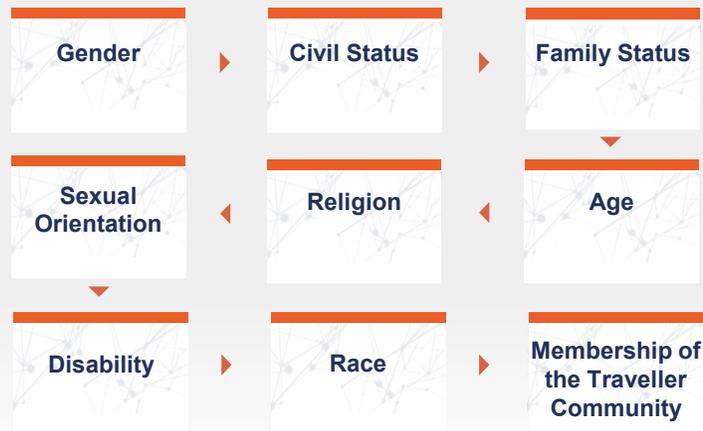
CHULA ENGINEERING
Foundation toward Innovation

Non-Discrimination

We expect everyone at AerCap to work together with respect and dignity

Non-Discrimination Policies

- ▶ We align our non-discrimination policies with local laws in the locations where we operate
- ▶ For example, the Irish Employment Equality Acts 1998–2015 define discrimination as treating one person in a less favorable way than another person based on any of the following 9 grounds:¹



Recruitment

- ▶ We recruit, employ, and promote employees on the basis of qualifications and performance
- ▶ AerCap is an Equal Opportunities Employer and is committed to treating all applicants equally irrespective of race, religion, gender, marital status, family/civil status, sexual orientation, age, disability or any other characteristic protected by applicable laws and regulations
- ▶ Bias training is made available to hiring managers to support the fair treatment of all candidates during the recruitment process

Respect and Dignity at Work

- ▶ AerCap is committed to maintaining a productive working environment in which all employees are treated with mutual dignity and respect
- ▶ All employees have the right to work in an environment that is free from sexual harassment, harassment and bullying
- ▶ Our policies apply to employees both in the workplace and at work-associated events such as meetings, conferences and social events, whether on AerCap premises or off-site
- ▶ AerCap is committed to creating an environment where employees feel comfortable discussing any complaints
- ▶ A prompt and thorough investigation of all complaints will be undertaken, and appropriate disciplinary action taken

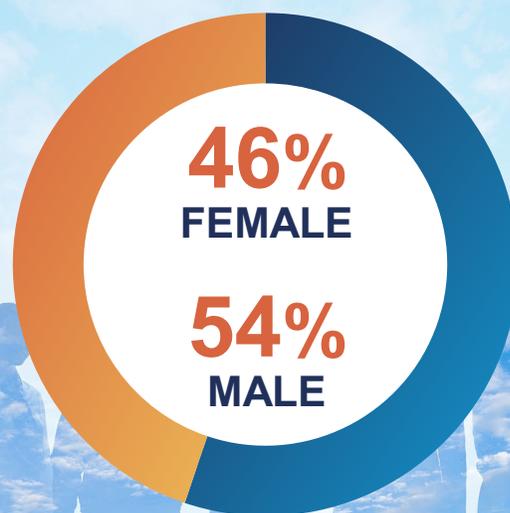
1. Source: https://www.citizensinformation.ie/en/employment/equality_in_work/equality_in_the_workplace.html

Diversity, Opportunity, and Inclusion

Our diverse work force is a key competitive advantage

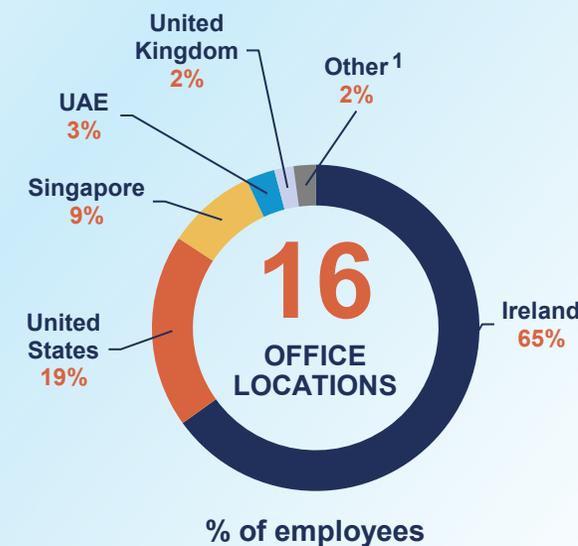
Our Diversity Approach

- ▶ We see great value in the diversity of cultural, social and educational backgrounds as we serve customers in over 80 countries across the world
- ▶ We are immensely proud of our diverse work force, at a company wide-level



Global Reach

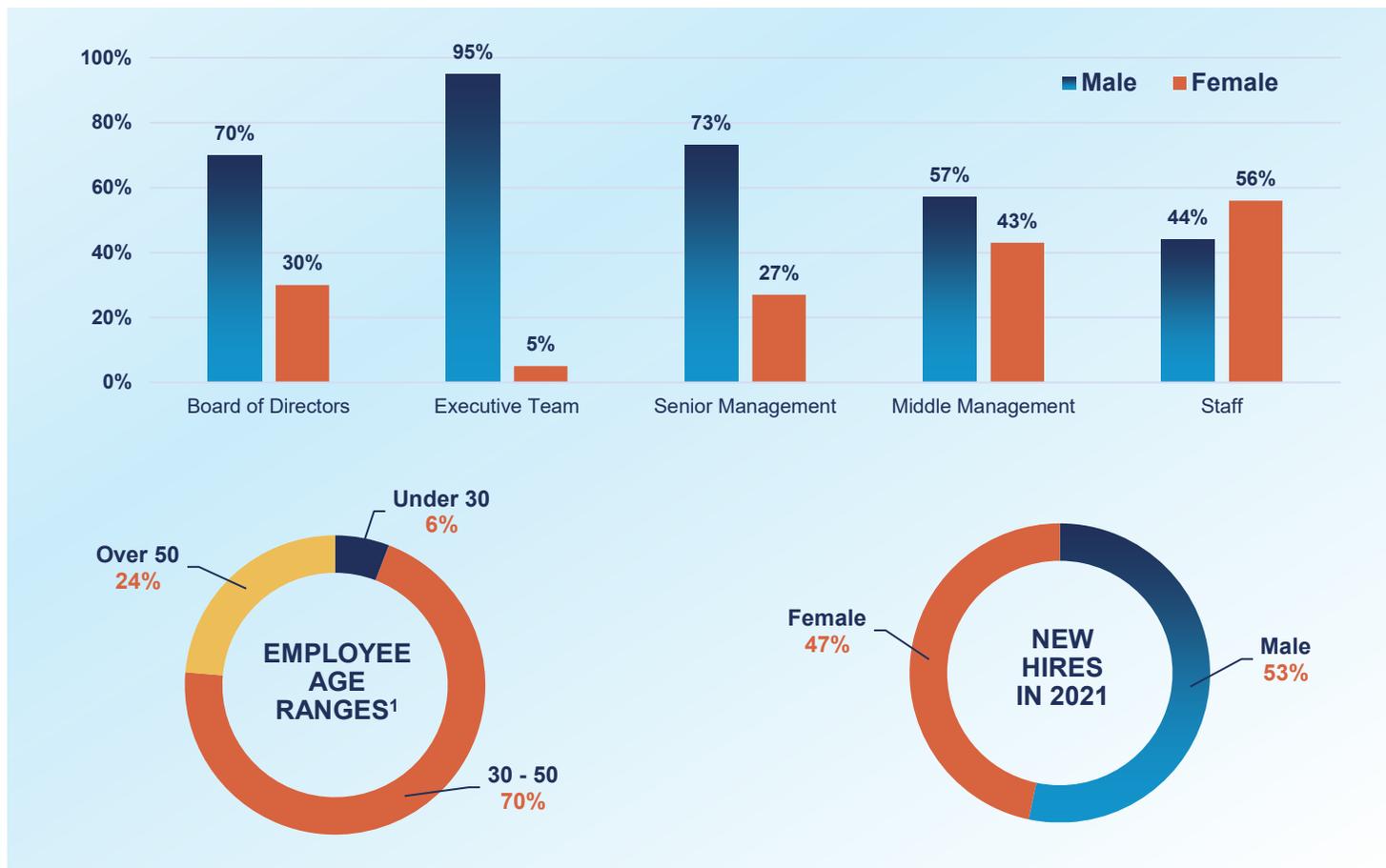
- ▶ Our offices are spread across the world, just like our customers, and having a diverse and localized work force enables us to better serve and understand their needs



1. Other office locations include China, Netherlands, France, and Italy.
Please note: All data is as of December 31, 2021, unless otherwise specified.

Diverse Work Force

We are pleased with how the diversity of the Board has increased and we continue to support a more even gender balance across the various levels at AerCap



Please note: All data is as of December 31, 2021 unless otherwise specified.
 1. As of March 2021.

Supporting Gender Diversity

- ▶ AerCap has been a long-term supporter of the Advancing Women in Aviation initiatives
- ▶ We have partnered with industry initiatives to further advance gender diversity and gender equality. In January 2021, we sponsored a virtual AWAR event which coincided with the virtual Airline Economics conference



Employee Retention and Attraction

At AerCap, we believe our staff are one of the most important assets of the company

We actively seek to hire and retain the best talent in the industry and remunerate our employees with some of the most attractive packages in the industry. This includes not only competitive salaries and benefits, but also performance-based bonuses and employee share schemes

We strive to listen to our employee's feedback and create a positive culture and workplace environment



- ▶ We pay our employees competitive remuneration packages and benefits
- ▶ We have created a flat non-hierarchical structure that facilitates two-way communication and feedback
- ▶ We conduct regular performance reviews with all employees
- ▶ Employee turnover was low at ~7% in 2021^{1,2}



- ▶ We seek to attract the best in the industry for the long-term growth of the company
- ▶ New employees are given a tailored induction program upon joining
- ▶ Continuous learning and development programs are offered throughout the year



- ▶ We encourage our employees to recognize the best talent in the industry and we reward those employees who act as brand ambassadors for the company

1. Turnover refers to voluntary turnover which is defined as the proportion of employees who choose to leave an organization over a set period expressed as a % of the total employees.

2. Ibec Employee Turnover Report 2021, for companies of 250+ employees the average turnover was 7.95% in 2020.

Planning for Our Employees' Future



Equity Incentive Plans

- ▶ First introduced in 2006 and subsequently renewed in 2012 and 2014, the AerCap Equity Plans are intended to incentivize superior performance over a prolonged period of time
- ▶ Equity awards under the equity incentive plan are determined by the Nomination and Compensation Committee in line with remuneration policies approved by AGM
- ▶ Equity awards usually vest after 3 to 5 years to align employee interests with those of shareholders



Employee Share Grants

- ▶ Since 2018, all AerCap employees have had the opportunity to become shareholders of AerCap
- ▶ Share grants are subject to permanent / continuous employment to reward employees' long-term commitment to the company



Retirement Savings Plan

- ▶ AerCap offers our employees retirement savings plans to help them invest in their future
- ▶ Retirement savings plans are based on the best international practices
- ▶ AerCap contributes to each employee's 401(k)/pension plan

Embracing the New “Normal” in the Workplace



AerCap also has to adapt, and we want to embrace this new way of working and make AerCap the preferred employer in the aircraft leasing industry. As such we have introduced a number of flexible working initiatives globally



Flexible working is the way forward and the last two years have shown us that when you have the right employees, productivity continues regardless of their physical location. AerCap is delighted to be able to offer this flexibility to its employees

AerCap acknowledges how difficult the last 2 years have been for employees; how well they adapted to a new way of working and the sacrifices they made to ensure the company was able to continue to achieve great things throughout the COVID-19 pandemic



Flexible Working Policy

Option to work from home every Friday

For a period of 20 days a year, AerCap employees can work from any location in the world



Continuous Development

We invest heavily in our people and provide opportunities for employees to move within the organization



Continuous Development Programs

We support a variety of continuous development programs (“CDP”) both internally and externally, including:

- ▶ Aviation Finance Programs
- ▶ Coaching Programs
- ▶ Change Management Programs
- ▶ Other courses specific to functions or departments



Industry Insights and Trainings

We work with our OEM partners to provide employees with the latest knowledge of the products that we offer

In 2021, this included:

- ▶ Market updates from Boeing and Airbus
- ▶ Presentations on the latest sustainability initiatives of the OEMs



Knowledge Sharing Sessions

Departments also host company-wide knowledge sharing sessions as part of continuous education program for our employees

Although these in-person events were curtailed due to COVID-19, we look forward to reintroducing these sessions in 2022

\$686

AVERAGE
TRAINING PER
EMPLOYEE
IN 2021

85

PROFESSIONAL
MEMBERSHIPS
SUPPORTED

Employee Well-Being Initiatives



SOCIAL CLUBS

- ▶ Tag Rugby
- ▶ Football
- ▶ Cycling
- ▶ Book Club (*continued virtually in 2021*)
- ▶ Golf Society

- ▶ As a result of the COVID-19 pandemic, many of our regular in-person Employee Well-Being Initiatives were forced to be put on hold as employees followed government health and safety advice and continued to work from home
- ▶ In Spring 2021, in conjunction with our health insurance partner VHI, AerCap ran a number of virtual wellness initiatives:
 - ▶ Goal Setting Workshop
 - ▶ Build Your Resilience Workshop
 - ▶ Nutrition for Stress
 - ▶ Yoga Classes
 - ▶ HIIT Classes
 - ▶ Financial Wellbeing Seminar
- ▶ We look forward to resuming our in-person wellness initiatives and social clubs in 2022, reconnecting with one another and continuing to support both the mental and physical health of our employees



Physical and Mental Health Supports



- ▶ All employees are offered a comprehensive medical and dental insurance policy for themselves and eligible dependents
- ▶ Optional flu shots for our employees are available through our health insurance partner
- ▶ On-site health assessment clinics are run in most office locations on an annual basis



- ▶ With our health insurance partner, we provide our employees with 24/7 access to mental health counselling
- ▶ We work with local charities such as Pieta House in Dublin to raise awareness of mental health issues in our communities and the workplace
- ▶ Flexible working has been shown to improve employee mental health and we are delighted to be able to support our employees in this way



- ▶ We provide on-site complimentary lunch catering to all employees in our Dublin and Shannon offices, with vegetarian options available
- ▶ Fruit is available in all offices, to encourage healthy snacking habits
- ▶ There are on-site gyms in our offices in Dublin and Shannon
- ▶ Our CSR initiatives are often focused on encouraging employees to have an active and healthy lifestyle

CSR @ AERCAP

At AerCap, engaging with the communities in which we live and work brings employees together to help make a difference and inspire positive change

Employee-Led CSR Committee

- ▶ The AerCap Corporate Social Responsibility (“CSR”) Committee was established in 2017 to oversee the selection of charities and the implementation of fundraising initiatives across the organization
- ▶ The Committee is led by employees and has representatives from the Dublin and Shannon offices (~65% of total employees), as well as representatives in each of the larger overseas offices coordinating local initiatives
- ▶ At the beginning of each calendar year, AerCap employees vote for four charitable and social themes, from a shortlist selected by the Committee
- ▶ Throughout the year, the Committee is responsible for reviewing and evaluating requests for support for charitable and community-related initiatives, as well as social and diversity & inclusion initiatives, that are aligned with these chosen themes
- ▶ In addition to this, the Committee can nominate charity partners that would benefit from longer-term partnerships with AerCap, rather than one-time donations
- ▶ In 2021, we had ongoing partnerships with Leinster Hockey, the Royal Irish Academy of Music and the National Concert Hall in Dublin. In addition, we established several new exciting partnerships that will run through 2022

CSR Initiative in Focus



- ▶ To celebrate Pride Month and embrace wider diversity in our workplace, AerCap partnered with The Community Foundation for Ireland to contribute towards The Dublin Pride Fund
- ▶ For 21 years, The Community Foundation for Ireland has been an ally of the LGBTQ+ community and with the help of its donors has put in place vital health and well-being supports, combated discrimination, and advocated for reforms which have strengthened the rights of LGBTQ+ people in our society
- ▶ The Dublin Pride Fund will provide support to members of the LGBTQ+ community who are vulnerable, isolated or facing health and wellbeing challenges as the country emerges from COVID-19 restrictions

New Community Partnerships

AerCap was delighted to partner with several new organizations in our global communities in 2021

Museum of Literature Ireland (MoLI)



- ▶ In May 2021, AerCap was pleased to announce its collaboration with the Museum of Literature Ireland, in launching *MoLI in the Classroom*, a free-to-access, interactive online workshop for primary school students delivered in-class to schools across Ireland
- ▶ The workshops have been designed to support the arts educational strands within the primary curriculum and have been developed with different learning styles in mind. Students explore and share language while having fun learning and playing with words and stories, igniting their own creativity in the process
- ▶ Since May 2021, the program has reached over 2,100 students from 59 schools. Over 16% of these schools are identified as DEIS schools¹

1. Delivering Equality of Opportunity in Schools (DEIS), the Action Plan for Educational Inclusion, was launched by the Irish Department of Education and Skills in May 2005. The plan focuses on addressing the educational needs of children and young people from disadvantaged communities, from pre-school through second-level education.

Concern Worldwide



- ▶ In 2021, AerCap began a 2-year partnership with Concern Worldwide, supporting its CHANGE programme in the Amhara region of Ethiopia. This initiative aims to support marginalized girls aged 15-19 in achieving better literacy, numeracy and livelihood skills
- ▶ Upon completion of the programme, girls are supported through a transition pathway where they join a self-help group. Here, they receive technical and vocational training to equip themselves with the skills to develop their own livelihoods
- ▶ Equipping girls with the skills they need to establish their own livelihoods is a proven way of reducing inequality and increasing their economic and social standing in their community

Orbis Run 20 / 20 Challenge

In 2021, AerCap employees once again took part in the Orbis Run 20/20 Challenge, with AerCap donating €200 for each staff member who took part in the event



- ▶ In February 2021, 63 participants ran, jogged or walked for at least 20 minutes for 20 days in support of Orbis
- ▶ AerCap, together with our staff, raised €26,000 for Orbis' sight-saving work in Ethiopia



Giving to Our Communities

In 2021, AerCap together with our employees, donated over \$550,000 to charitable causes and partnerships



Captain AER - Our ESG Mascot

Following a hugely successful competition, 'Captain AER' was selected as AerCap's ESG Mascot and was brought to life in 2021, attending a number of our charitable and employee events



AerCap Town Hall with Peter Juhas



- ▶ AerCap employees were introduced to Captain AER at the Virtual 2Q21 Town Hall, where AerCap CFO Peter Juhas gave an update on the Company's ESG efforts and employees were given the opportunity to ask questions and provide feedback

AerCap Leinster Hockey Junior Age Clinic



- ▶ Captain AER was on hand at the AerCap Leinster Hockey Junior Age Clinic to launch Leinster Hockey's new AerCap-branded shirts, which will be worn by U16 and U18 boys and girls at training and interprovincial matches. The shirts are made from ethically sustainable materials using recycled polyester



AERCAP

Health and Safety

The well-being of our employees is inextricably linked to the business and financial success of AerCap

Safe Workplace

- ▶ The AerCap House Safety Statement governs workplace safety practices in our Head Office in Dublin. This statement is approved by our CEO and is updated regularly. It includes:
 - ▶ Health and safety responsibility
 - ▶ Hazard identification and risk assessment
 - ▶ Emergency response
 - ▶ Worker exposure
 - ▶ Contractor obligations
 - ▶ Safe systems and training
 - ▶ Similar policies are implemented in all of our other offices globally

0
TRIR¹ / LTFR²

**There were no fatalities
and no workplace injuries
at AerCap in 2021**

Safe Products

- ▶ We deliver to customers only certified aircraft that meet strict regulatory standards
- ▶ Our customers are contractually required to operate and maintain our assets according to the law and regulations of FAA, EASA or competent equivalent local authority
- ▶ We have regular oversight of the operating and maintenance records of customers
- ▶ We also monitor the health and safety conditions of our suppliers

Although we do not have any manufacturing activities or provide any maintenance services, we are obliged to obey all local health and safety laws and regulations. Partners in our supply chain are also required to comply with relevant health and safety laws and regulations

1. TRIR is the Total Recordable Injury Rate and is defined by OSHA as 'Number of Incidents x 200,000 / Total Number of Hours Worked in a Year.

2. LTFR is the Lost-Time Injury Frequency Rate and is defined as the number of lost time injuries that occurred during the reporting period per 1 million man hours worked.



Reporting Approach

Evaluation of Our Approach



A significant assessment is used to identify and evaluate the most important sustainability issues for AerCap and the wider global community in which we operate

This is a constantly evolving analysis that changes and is updated through regular engagement with our stakeholders

STAKEHOLDER FEEDBACK

We received feedback from our stakeholders on the 2021 ESG Report and our sustainability efforts. This feedback allowed us to modify and update this report to include disclosures related to additional concerns and perspectives and also formed part of our internal strategy discussions. Feedback is delivered more effectively to various levels of AerCap as a result of our enhanced internal governance structure

INTERNAL AUDIT

Internal Audit assesses and evaluates the effectiveness of our risk management, control and governance processes. They report their conclusions and opinions to the Board's ESG and Audit Committees and senior management. With the establishment of the ESG Committee, the internal governance of ESG-related issues has been further enhanced

ESG RATINGS

We recognize that a company's sustainability performance is becoming an increasingly important component in stakeholder decision making. Financial market participants draw on various sources of sustainability information including external rating agencies to evaluate a company's ESG practices. Improvement in our ESG ratings is another way we can assess our approach and progress towards a more sustainable future. We were delighted to be upgraded by MSCI in December 2021

INDUSTRY EXPERTS

We speak regularly to sustainability experts and seek their views on our approach to ESG and significant issues. We will continue to engage with the sustainability community to ensure our approach remains relevant and in line with best practices in the industry

Stakeholder Engagement

Stakeholders	Engagement	Examples in 2021
Investors	<ul style="list-style-type: none"> ▶ Quarterly earnings calls and regular calls/meetings to update investors on AerCap's financial and operating performance ▶ One-on-one meetings with investors, group meetings and investor conferences ▶ ESG issues actively discussed with investors and ESG report publicly available on the Investor Relations section of our website ▶ Continuous investor communications through Investor Relations team and Senior Management 	<ul style="list-style-type: none"> ▶ In light of the COVID-19 pandemic, our investor engagement was conducted virtually for most of 2021, but when restrictions allowed we travelled to meet investors at in-person conferences ▶ Video conferencing enabled us to stay in close contact with our shareholders and we conducted approximately 500 meetings and calls throughout the year, allowing for meaningful and thorough discussions ▶ Senior executives participated in several non-deal virtual roadshows and industry conferences ▶ We continue to see increased ESG-related engagement from investors ▶ Wide range of corporate governance issues discussed and voted on during AGM
Government and Regulators	<ul style="list-style-type: none"> ▶ Participated in industry conferences to discuss regulatory matters affecting aircraft leasing and the air transportation sector ▶ Accounting and financial reporting in compliance with Sarbanes–Oxley ("SOX") requirements ▶ SEC disclosures ▶ Report lobbying activities in accordance with local laws and regulations 	<ul style="list-style-type: none"> ▶ Our financial reports are publicly available ▶ We are a member of the Aviation Working Group, advancing international aviation financing and leasing ▶ We report our lobbying activities to the Irish Register of Lobbying every four months, declaring whether any lobbying activity was conducted and, if so, disclose the specific lobbying activity ▶ We made de minimis political contributions in 2021
Customers	<ul style="list-style-type: none"> ▶ Enable airlines to grow in a cost-effective, flexible and sustainable way ▶ Lease new generation, fuel-efficient aircraft and work with airlines to transition into a lower carbon economy ▶ Celebrate landmark events with our customers 	<ul style="list-style-type: none"> ▶ We are the largest lessor in the world with ~\$75 billion in total assets (as of December 31, 2021) ▶ We serve ~300 airline customers in over 80 countries ▶ AerCap leases new technology aircraft to ~75 customers

Stakeholder Engagement (cont'd)

Stakeholders	Engagement	Examples in 2021
OEMs and Other Suppliers	<ul style="list-style-type: none"> ▶ Dedicated and experienced OEM Relations team ▶ ESG factors incorporated in our supply chain management 	<ul style="list-style-type: none"> ▶ We work closely with the OEMs and delivered 45 new technology fuel-efficient aircraft in 2021 (100% of our deliveries) ▶ We consider ESG factors in our service partner selection processes (such as single-use plastic in catering services)
Employees	<ul style="list-style-type: none"> ▶ Company-wide employee portal and email communications ▶ One-on-one employee meetings and interaction with senior executives ▶ Regular business updates to staff throughout the year ▶ Employee health and wellness initiatives ▶ Employee training and continuous development programs 	<ul style="list-style-type: none"> ▶ Quarterly Town Hall hosted by senior executives communicating financial results and issues impacting AerCap while directly addressing any employees' questions ▶ Every year, our employees engage in learning and development and AerCap supports them on their continuing professional qualifications ▶ We continue to provide comprehensive benefit programs to all employees, supplemented by on-site health and wellness initiatives throughout the year
Lenders	<ul style="list-style-type: none"> ▶ Maintain strong relationships with diverse funding partners globally ▶ Communicate our ESG progress to our funding partners ▶ Receive industry insights from our lenders regarding sustainable and/or green financing options 	<ul style="list-style-type: none"> ▶ Maintained lending relationships with more than 110 financial institutions in North America, EMEA and Asia Pacific ▶ Conducted thousands of calls as well as meetings with lenders in 2021 ▶ 20+ formal ESG updates provided by key banks in 2021. ESG was an agenda item in the majority of the discussions with lenders in 2021
Community Leaders and NGOs	<ul style="list-style-type: none"> ▶ Support a range of charities each year in our communities ▶ Social Responsibility Program in place that encourages employees to engage with their local communities and AerCap provides matching funds to help those initiatives ▶ Support education initiatives to nurture the next generation of talent for the industry 	<ul style="list-style-type: none"> ▶ Ran a large number of charitable initiatives in our global offices, supporting causes in health, welfare and culture. Partnered with local communities in projects to the benefit of communities across Ireland ▶ 17-year partnership with Orbis, whose initiatives include the Flying Hospital for sight-saving works in southern Ethiopia ▶ 2021 was the 6th year of our sponsorship of University College Dublin ("UCD") Michael Smurfit Graduate Business School's MSc in Aviation Finance Program ▶ Began a scholarship program with Thailand's Chulalongkorn University, Faculty of Engineering, a world-class leader in aerospace engineering education

Significant Issues and Our Approach

The determination of significant issues is based on year-round discussions with our stakeholders



1. Scope 3 GHG Emissions are indirect emissions from sources not directly controlled by AerCap.

Significant Issues and Our Approach (cont'd)

Dimensions	AerCap Significant Issues	Boundary	Our Approach
Governance and Conduct	Business Ethics	AerCap, Government and Regulators	<ul style="list-style-type: none"> ▶ Code of Conduct applicable to employees globally covering matters of governance, risk management, social responsibility, etc.
	Transparency	AerCap, Regulators and Shareholders	<ul style="list-style-type: none"> ▶ Timely disclosure of all matters significant to the business according to SEC rules and other applicable laws and regulations
	Shareholder Interests	AerCap and Shareholders	<ul style="list-style-type: none"> ▶ Shareholder resources portal investors.aercap.com/shareholder-resources ▶ Single share class with equal voting rights
	Compliance and Litigation	AerCap, Government and Regulators	<ul style="list-style-type: none"> ▶ Comprehensive compliance policies and procedures covering all aspects of our business. Employees are required to participate in compliance training annually ▶ All material litigation is disclosed in our SEC filings
	Information Security	AerCap, Customers and Other Suppliers	<ul style="list-style-type: none"> ▶ All employees are required to participate in mandatory training annually; information security policy available internally ▶ Clear line of escalation on any IT system issues ▶ Information security infrastructure audited externally through reputable global companies
Business Strategies	Asset Quality and Residual Value Protection	AerCap and Shareholders	<ul style="list-style-type: none"> ▶ Purchase attractive, in-demand, new technology aircraft ▶ Prudent depreciation policies and stringent revaluation process ▶ Active trading of aircraft to de-risk our balance sheet ▶ Consider how evolving ESG factors affect residual value risks of our fleet
	Liquidity and Funding	AerCap and Lenders	<ul style="list-style-type: none"> ▶ Maintain strong relationships with more than 110 geographically-diverse lenders ▶ Diverse sources of funding ▶ Liquidity coverage target 1.5x for next-12-months' committed uses

Significant Issues and Our Approach (cont'd)

Dimensions	AerCap Significant Issues	Boundary	Our Approach
Customer	Customer Relationships and Engagement	AerCap and Customers	<ul style="list-style-type: none"> ▶ Dedicated leasing executives and technical teams ▶ Communicate our values and ethics through customer interaction
	Risk Management - Customers	AerCap and Customers	<ul style="list-style-type: none"> ▶ Bespoke credit rating system monitoring risk exposure to all customers ▶ Robust legal framework and strong track record of safeguarding assets
	Customer Privacy	AerCap and Customers	<ul style="list-style-type: none"> ▶ Compliance with GDPR with a dedicated email address for queries ▶ Mandatory GDPR training for all employees
Environment	Scope 3 GHG Emissions	AerCap, OEM and Customers	<ul style="list-style-type: none"> ▶ Work with OEMs and our customers to deliver next generation, fuel-efficient aircraft that reduce CO₂ and other greenhouse gas emissions
	Air Quality	AerCap, OEM and Customers	<ul style="list-style-type: none"> ▶ Our fleet is comprised of ~61% new technology aircraft (up from 6% in 2014), reducing carbon emissions by as much as 25% compared to previous generation aircraft¹ ▶ We have set an ambitious target of ~75% new technology aircraft by 2024²
	Waste Management and Recycling	AerCap and Other Suppliers	<ul style="list-style-type: none"> ▶ Initiatives to reduce single-use plastic in our offices globally ▶ Work with our waste management partner that offers a “zero to landfill” policy for our Dublin HQ ▶ Responsible hazardous waste management including battery collection boxes
	Operational Efficiency	AerCap and Other Suppliers	<ul style="list-style-type: none"> ▶ Our Dublin headquarters is LEED Platinum certified ▶ At the end of 2021 ~48% of our leased car fleet were electric cars and we have increased the number of charging points available in our Dublin HQ carpark³ ▶ ~38% of electricity used in our global offices is now from renewable energy ▶ Continue to evaluate ways to reduce our Scope 2 and Scope 3 GHG emissions

1. As a % of Net Book Value (NBV) of the owned fleet as of December 31, 2021.

2. As a % of Net Book Value (NBV) of the owned fleet.

3. Legacy AerCap car fleet only, does not include GECAS cars on lease.

Significant Issues and Our Approach (cont'd)

Dimensions	AerCap Significant Issues	Boundary	Our Approach
Supply Chain	Supply Chain Compliance	AerCap, OEMs and Other Suppliers	<ul style="list-style-type: none"> ▶ Work closely with our suppliers and set governance and performance standards that they are required to meet ▶ Monitor our OEM partners and other suppliers' track record on governance, compliance, health and safety and product quality
	Supplier Relationships	AerCap, OEMs and Other Suppliers	<ul style="list-style-type: none"> ▶ Maintain a global supplier network that supports the long-term development of the company ▶ Convey our values through our supply chain
Social Citizenship	Human Rights and Community Relations	AerCap and Community Leaders	<ul style="list-style-type: none"> ▶ Contribute to the growth, affordability and accessibility of air travel by enabling our airline customers to connect communities and nations across the globe ▶ Strong presence in emerging markets ▶ Respect for human rights built into our compliance philosophy
	Community Engagement and Support	AerCap, Employees and Community Leaders	<ul style="list-style-type: none"> ▶ Support multiple educational efforts to nurture the next generation of diverse talent ▶ Encourage employees to support local and national organizations that strengthen their communities
	Charitable Actions	AerCap and Community Leaders	<ul style="list-style-type: none"> ▶ Support a range of charities each year in the communities in which we operate ▶ Match the funds raised by AerCap employee efforts for the benefit of local projects
	Political Influence	AerCap, Government and Regulators	<ul style="list-style-type: none"> ▶ Comply with Irish Regulation of Lobbying legislation and file lobbying returns every four months ▶ Made de minimis political contributions in 2021 (<\$3k)

Significant Issues and Our Approach (cont'd)

Dimensions	AerCap Significant Issues	Boundary	Our Approach
Employees	Labor Practices	AerCap, Employees, OEMs and Other Suppliers	<ul style="list-style-type: none"> ▶ Comply with local regulations and international standards on equal opportunity employment ▶ Operate primarily in countries where rights to freedom of association are guaranteed by law
	Safe and Healthy Work Environment	AerCap, Employees, OEMs and Other Suppliers	<ul style="list-style-type: none"> ▶ Comprehensive employee wellness programs, including health benefits and a variety of health and wellness initiatives throughout the year ▶ Mental health programs to further support employees and their families ▶ Monitor health and safety in both our own operations and our supply chain
	Employee Engagement	AerCap and Employees	<ul style="list-style-type: none"> ▶ Employee online portal for timely communications ▶ We engage with employees through departmental meetings and one-to-one discussions to provide regular feedback on goals and performance. ▶ We host quarterly Town Hall meetings where management update employees on the latest company developments and directly address employee questions
	Employee Remuneration and Incentives	AerCap and Employees	<ul style="list-style-type: none"> ▶ Attract and retain employees through competitive remuneration packages, including our equity incentive plans ▶ All employees of AerCap have the opportunity to become a shareholder in the company
	Employee Continuous Development	AerCap and Employees	<ul style="list-style-type: none"> ▶ Employee training programs for professional development – including further education programs, on-site development, and on-line learning portals ▶ Participate in industry conferences to develop up-to-date understanding of the industry and participants ▶ Partner with OEMs in our supply chain to provide further employee training



GRI Content Index

AERCAP

Global Leader in Aviation

GRI Content Index

**This report has been prepared in accordance with the GRI Standards: Core option
Disclosures corresponding to certain GRI Standards can be found in the index below**

GRI Standard	Disclosures	Topics	Reference or Answer
Organizational Profile			
GRI 102: General Disclosures 2016	▶ 102-1	Name of the organization	AerCap Holdings N.V.
	▶ 102-2	Activities, brands, products, and services	P3. About AerCap. See additional details on our company website: https://www.aercap.com/about/who-we-are/
	▶ 102-3	Location of headquarters	Dublin, Ireland
	▶ 102-4	Location of operations	Dublin, Shannon, United States, Singapore. Other locations can be found on the company website here: https://www.aercap.com/contact/
	▶ 102-5	Ownership and legal form	AerCap Holdings N.V. is a Dutch incorporated company which is centrally managed and controlled from Ireland. Our ordinary shares are listed on the New York Stock Exchange
	▶ 102-6	Markets served	P3. About AerCap. 2021 20F F-59, 21. Geographic information. 2021 20-F P30. Principal markets and customers
	▶ 102-7	Scale of the organization	2021 20-F P50. Comparative results of operations / 2021 20-F P74. Employees
	▶ 102-8	Information on employees and other workers	2021 20-F P74. Employees P66 and P67. Diversity, Equity, and Inclusion / Diverse Work Force Total Number of Employees: 736 Permanent: 736 (AerCap only reports permanent headcount) Full Time: 730 Part Time: 6 No assumptions made in gathering this data and no significant variation in the figures provided.

GRI Content Index (cont'd)

GRI Standard	Disclosures	Topics	Reference or Answer
Organizational Profile (cont'd)			
GRI 102: General Disclosures 2016	▶ 102-9	Supply chain	P41-42. Supply Chain Management / Critical Suppliers - OEMs P83-84. Stakeholder Engagement. Our suppliers include: OEMs – Airbus, Boeing, Embraer, Engine OEMs, Helicopter OEMs Aircraft specification providers and maintenance service providers Catering and other management service providers
	▶ 102-10	Significant changes to the organization and its supply chain	As a result of the GECAS acquisition we acquired a number of new business lines (described on P51.) which broadened our supply chain to include the helicopter manufacturers as well as other suppliers related to the Materials and Cargo businesses. No other changes in the reporting period.
	▶ 102-11	Precautionary Principle or approach	P7-9. Our Approach to ESG Risk Factors
	▶ 102-12	External initiatives	AerCap supports and endorses First Climate, Orbis, Leinster Hockey Association, Royal Irish Academy of Music, the UN's Universal Declaration of Human Rights, MSc in Aviation Finance program at University College Dublin, the International School of Engineering at Chulalongkorn University, Advancing Women in Aviation Roundtable, the Museum of Literature Ireland, Concern Worldwide, the Community Foundation for Ireland, as well as various other smaller charitable initiatives. Please also see: 2021 20-F P34. Sustainability and community
	▶ 102-13	Membership of associations	AerCap is a member of The Ireland-US Council, Aircraft Leasing Ireland (ALI), American Chamber of Commerce, Irish Chamber of Commerce (Singapore), Limerick Chamber of Commerce, IATA, ALTA, CAPA and the Aviation Working Group.
Strategy			
GRI 102: General Disclosures 2016	▶ 102-14	Statement from senior decision-maker	P2. CEO's Message
	▶ 102-15	Key impacts, risks, and opportunities	P7-9. Our Approach to ESG Risk Factors; P83-84. Stakeholder Engagement; P85-89. Significant Issues and Our Approach

GRI Content Index (cont'd)

GRI Standard	Disclosures	Topics	Reference or Answer
Ethics and Integrity			
GRI 102: General Disclosures 2016	▶ 102-16	Values, principles, standards, and norms of behavior	Code of Conduct (https://www.aercap.com/media/2654/code-of-conduct.pdf) Finance Code of Conduct (https://www.aercap.com/media/2655/finance-code-of-conduct.pdf)
	▶ 102-17	Mechanisms for advice and concerns about ethics	Whistle blower procedures (https://www.aercap.com/investors/corporate-governance/#Whistle-blower-procedures)
Governance			
GRI 102: General Disclosures 2016	▶ 102-18	Governance structure	Corporate Governance: https://www.aercap.com/investors/corporate-governance 2021 20-F P70-73. Board Practices
	▶ 102-19	Delegating authority	P4. ESG Overview – ESG Governance Structure. P16. Improved ESG Structure Established in 2021 2021 20-F P73. ESG Committee
	▶ 102-20	Executive-level responsibility for economic, environmental, and social topics	P4. ESG Overview – ESG Governance Structure P16. Improved ESG Structure Established in 2021 P17. Board Independence, Diversity and ESG Responsibility 2021 20-F P73. ESG Committee. 2021 20-F P34. Sustainability and community
	▶ 102-21	Consulting stakeholders on economic, environmental, and social topics	P16. Improved ESG Structure Established in 2021 P83-84. Stakeholder Engagement
	▶ 102-22	Composition of the highest governance body and its committees	P19. Board of Directors; P20. Board Experience; P21. 2021 Board Committees 2021 20-F P70-73. Board Practices
	▶ 102-23	Chair of the highest governance body	Mr. Paul Dacier
	▶ 102-24	Nominating and selecting the highest governance body	P17. Board Independence, Diversity and ESG Responsibility 2021 20-F P72. Nomination and Compensation Committee
	▶ 102-25	Conflicts of interest	AerCap Insider Trading Rules (https://www.aercap.com/investors/corporate-governance/#Insider-trading-rules)

GRI Content Index (cont'd)

GRI Standard	Disclosures	Topics	Reference or Answer
Governance (cont'd)			
GRI 102: General Disclosures 2016	▶ 102-26	Role of highest governance body in setting purpose, values, and strategy	P17. Board Independence, Diversity and ESG Responsibility 2021 20-F P70. Board Practices, General
	▶ 102-28	Evaluating the highest governance body's performance	P18. Board Assessment and Profile
	▶ 102-29	Identifying and managing economic, environmental, and social impacts	2021 20-F P34. Sustainability and community P83-84. Stakeholder Engagement P17. Board Independence, Diversity and ESG Responsibility
	▶ 102-33	Communicating critical concerns	P4. ESG Overview – ESG Governance Structure
	▶ 102-35	Remuneration policies	P23. Remuneration Determination 2021 20-F P66-69. Compensation, and 2021 20-F P73. Share ownership
	▶ 102-36	Process for determining remuneration	P23. Remuneration Determination 20-F P72. Nomination and Compensation Committee
	▶ 102-37	Stakeholders' involvement in remuneration	P23. Remuneration Determination
Stakeholder Engagement			
GRI 102: General Disclosures 2016	▶ 102-40	List of stakeholder groups	P83-84 Stakeholder Engagement
	▶ 102-41	Collective bargaining agreements	P89. Significant Issues and Our Approach – Employees – Labor Practices 2021 20-F P74. Employees, <i>"None of our employees are covered by a collective bargaining agreement"</i>
	▶ 102-42	Identifying and selecting stakeholders	We view stakeholders as those who directly or indirectly impact or are impacted by our strategies, business operations and financial decisions. Stakeholders are identified throughout our value chain. We aim to engage with our stakeholders to discuss and address their concerns so as to grow our business responsibly and sustainably
	▶ 102-43	Approach to stakeholder engagement	P83-84 Stakeholder Engagement
	▶ 102-44	Key topics and concerns raised	P83-84 Stakeholder Engagement

GRI Content Index (cont'd)

GRI Standard	Disclosures	Topics	Reference or Answer
Reporting Practice			
GRI 102: General Disclosures 2016	▶ 102-45	Entities included in the consolidated financial statements	P4. ESG Overview
	▶ 102-46	Defining report content and topic Boundaries	P83-84 Stakeholder Engagement P85-89. Significant Issues and Our Approach
	▶ 102-47	List of material topics	P85-89. Significant Issues and Our Approach
	▶ 102-48	Restatements of information	P54. Efficient AerCap Office Operations – restatement of Scope 1 GHG Emissions for 2020 due to incorrect methodology used in the prior report. Nothing else in this reporting period.
	▶ 102-49	Changes in reporting	No significant changes from the previous reporting period
	▶ 102-50	Reporting period	Annually. This report covers January 1, 2021 to December 31, 2021, unless otherwise noted
	▶ 102-51	Date of most recent report	May 2021
	▶ 102-52	Reporting cycle	P4. ESG Overview
	▶ 102-53	Contact point for questions regarding the report	P4. ESG Overview
	▶ 102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option
▶ 102-55	GRI content index	P90-99. GRI Content Index	
▶ 102-56	External assurance	We did not seek external assurance for this report. The report has been reviewed and approved by the Board-level ESG Committee, as well as Compliance and Internal Audit.	
Please note that only items that were selected as significant issues for AerCap have been included in the following disclosures:			
Management Approach			
GRI 103: Management Approach 2016	▶ 103-1	Explanation of the material topic and its Boundary	P85-89. Significant Issues and Our Approach
	▶ 103-2	The management approach and its components	P85-89. Significant Issues and Our Approach
	▶ 103-3	Evaluation of the management approach	P82. Evaluation of Our Approach; P85-89. Significant Issues and Our Approach
Economic Performance			
GRI 201: Economic Performance 2016	▶ 201-1	Direct economic value generated and distributed	2021 20-F F-7. AerCap N.V. and Subsidiaries, Consolidated Income Statements
	▶ 201-2	Financial implications and other risks and opportunities due to climate change	P7-9. Our Approach to ESG Risk Factors

GRI Content Index (cont'd)

GRI Standard	Disclosures	Topics	Reference or Answer
Indirect Economic Impacts			
GRI 203: Indirect Economic Impacts 2016	▶ 203-2	Significant indirect economic impacts	P44. Understanding Aviation's Environmental Impact P61-62. Understanding Aviation's Contribution to Society P63. Human Rights and Community Relations
Procurement Practices			
GRI 204: Procurement Practices 2016	▶ 204-1	Proportion of spending on local suppliers	100% local suppliers in catering and office services in Dublin and Shannon
Anti-corruption			
GRI 205: Anti-corruption 2016	▶ 205-1	Operations assessed for risks related to corruption	P7-9. Our Approach to ESG Risk Factors P24-29. Compliance P63. Human Rights and Community Relations
	▶ 205-2	Communication and training about anti-corruption policies and procedures	P29. Compliance Training and Review AerCap Code of Conduct, available here: https://www.aercap.com/media/2654/code-of-conduct.pdf
Anti-corruption (cont'd)			
GRI 205: Anti-corruption 2016	▶ 205-3	Confirmed incidents of corruption and actions taken	No incidents in 2021
Anti-competitive Behavior			
GRI 206: Anti-competitive Behavior 2016	▶ 206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	None in 2021
Energy			
GRI 302: Energy 2016	▶ 302-1	Energy consumption within the organization	Electricity – ~862,000 kWh; Gas – ~335,000 kWh – Legacy AerCap buildings only Renewable accounted for approx. 38% of the electricity usage P54. Efficient AerCap Office Operations
	▶ 302-4	Reduction of energy consumption	P54. Efficient AerCap Office Operations; P53. Business Travel
	▶ 302-5	Reductions in energy requirements of products and services	P48-50: Fleet Transformation

GRI Content Index (cont'd)

GRI Standard	Disclosures	Topics	Reference or Answer
Emissions			
GRI 305: Emission 2016	▶ 305-1	Direct (Scope 1) GHG emissions	P54. Efficient AerCap Office Operations; P58. Carbon Emissions Disclosures
	▶ 305-2	Energy indirect (Scope 2) GHG emissions	P54. Efficient AerCap Office Operations; P58. Carbon Emissions Disclosures
	▶ 305-3	Other indirect (Scope 3) GHG emissions	P50. Fleet Emissions Reduction; P53: Business Travel; P58. Carbon Emissions Disclosures
	▶ 305-4	GHG emissions intensity	Scope 1: <0.007t CO ₂ e/\$ million (Total Lease Revenue) Scope 2: <0.058t CO ₂ e/\$ million (Total Lease Revenue, location based) Scope 3: 4,998t CO ₂ /\$ million (Total Lease Revenue)
	▶ 305-5	Reduction of GHG emissions	P49-50: Fleet Transformation; P53: Business Travel; P58. Carbon Emissions Disclosures
Environmental Compliance			
GRI 307: Environmental Compliance 2016	▶ 307-1	Non-compliance with environmental laws and regulations	None in 2021
Supplier Environmental Assessment			
GRI 308: Supplier Environmental Assessment 2016	▶ 308-1	New suppliers that were screened using environmental criteria	P56. Reduce and Recycle – Environmental Factors in Supplier Selection
	▶ 308-2	Negative environmental impacts in the supply chain and actions taken	No negative environmental impacts discovered
Employment			
GRI 403: Occupational Health and Safety 2016	▶ 403-1	Occupational health and safety management system	P80. Health and Safety – Safe Workplace
	▶ 403-6	Promotion of worker health	P11. COVID-19 and AerCap; P70. Embracing the New “Normal” in the Workplace; P72. Employee Well-Being Initiatives
	▶ 403-8	Workers covered by an occupational health and safety management system	All employees, including contractors working at AerCap premises
	▶ 403-9	Work-related injuries	P80. Health and Safety – no workplace injuries
	▶ 403-10	Work-related ill health	P80. Health and Safety – no workplace fatalities

GRI Content Index (cont'd)

GRI Standard	Disclosures	Topics	Reference or Answer
Training and Education			
GRI 404:	▶ 404-2	Programs for upgrading employee skills and transition assistance programs	P71. Continuous Development
Training and Education 2016	▶ 404-3	Percentage of employees receiving regular performance and career development reviews	100% P68. Employee Retention and Attraction
Diversity and Equal Opportunity			
GRI 405: Diversity and Equal Opportunity	▶ 405-1	Diversity of governance bodies and employees	2021 Dutch GAAP Annual Report P22. Board of Directors P66. Diversity, Equity, and Inclusion; P67. Diverse Workforce
Non-discrimination			
GRI 406: Non-discrimination 2016	▶ 406-1	Incidents of discrimination and corrective actions taken	None in 2021
Freedom of Association and Collective Bargaining			
GRI 407: Freedom of Association and Collective Bargaining 2016	▶ 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	None
Child Labor			
GRI 408: Child Labor 2016	▶ 408-1	Operations and suppliers at significant risk for incidents of child labor	None
Forced or Compulsory Labor			
GRI 409: Forced or Compulsory Labor 2016	▶ 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	None
Human Rights Assessment			
GRI 412: Human Rights Assessment 2016	▶ 412-1	Operations that have been subject to human rights reviews or impact assessments	None

GRI Content Index (cont'd)

GRI Standard	Disclosures	Topics	Reference or Answer
Local Communities			
GRI 413: Local Communities 2016	▶ 413-1	Operations with local community engagement, impact assessments, and development programs	P10-13. Our Response to COVID-19 P74-79. CSR @ AerCap
	▶ 413-2	Operations with significant actual and potential negative impacts on local communities	None
Supplier Social Assessment			
GRI 414: Supplier Social Assessment 2016	▶ 414-2	Negative social impacts in the supply chain and actions taken	No negative social impacts discovered
Public Policy			
GRI 415: Public Policy 2016	▶ 415-1	Political contributions	P25. Compliance – Anti-Corruption and Fraud P28. Compliance – Disclosure of Lobbying Activity
Customer Health and Safety			
GRI 416: Customer Health and Safety 2016	▶ 416-1	Assessment of the health and safety impacts of product and service categories	P80. Health and Safety
	▶ 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	None
Customer Privacy			
GRI 418: Customer Privacy 2016	▶ 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	P37. Privacy Policies – No significant personal data breaches
Socioeconomic Compliance			
GRI 419: Socioeconomic Compliance 2016	▶ 419-1	Non-compliance with laws and regulations in the social and economic area	None

Disclaimer Including Forward Looking Statements & Safe Harbor

This presentation contains certain statements, estimates and forecasts with respect to future performance and events. These statements, estimates and forecasts are “forward-looking statements”. In some cases, forward-looking statements can be identified by the use of forward-looking terminology such as “may,” “might,” “should,” “expect,” “plan,” “intend,” “will”, “aim”, “estimate,” “anticipate,” “believe,” “predict,” “potential” or “continue” or the negatives thereof or variations thereon or similar terminology. Any statements other than statements of historical fact included in this presentation are forward-looking statements and are based on various underlying assumptions and expectations and are subject to known and unknown risks, uncertainties and assumptions and may include projections of our future financial performance based on our growth strategies and anticipated trends in our business. These statements are only predictions based on our current expectations and projections about future events, including the impacts of, and associated responses to: the Ukraine Conflict, the COVID-19 pandemic; our ability to successfully integrate GECAS' operations and employees and realize anticipated synergies and cost savings; and the potential impact of the consummation of the GECAS transaction on relationships, including with employees, suppliers, customers and competitors. There are important factors that could cause our actual results, level of activity, performance or achievements to differ materially from the results, level of activity, performance or achievements expressed or implied in the forward-looking statements. As a result, we cannot assure you that the forward-looking statements included in this presentation will prove to be accurate or correct.

Further information regarding these and other risks is included in AerCap's annual report on Form 20-F and other filings with the United States Securities and Exchange Commission. In light of these risks, uncertainties and assumptions, the future performance or events described in the forward-looking statements in this presentation might not occur.

Accordingly, you should not rely upon forward-looking statements as a prediction of actual results and we do not assume any responsibility for the accuracy or completeness of any of these forward-looking statements. Except as required by applicable law, we do not undertake any obligation to, and will not, update any forward-looking statements, whether as a result of new information, future events or otherwise.

No warranty or representation is given concerning such information, which must not be taken as establishing any contractual or other commitment binding upon AerCap Holdings N.V. or any of its subsidiaries or associated companies.

The standards of measurement and performance contained in this report are developing and may be based on assumptions, estimates or information collected on a delayed or incomplete basis. The inclusion of information in this report is not an indication that we deem such information to be material or important to an understanding of our business or an investment decision with respect to our securities.

Due to rounding, numbers presented throughout this document may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.



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