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### Overview
- CEO’s Message
- About AerCap
- ESG Overview
- Our Approach to ESG
- Risk Factors
- 2019 Highlights
- Recent Update — Our Response to Covid-19

### Stakeholder Engagement
- Board Practices
- Alignment with Shareholders
- Compliance
- Rigorous Internal Audit Procedures
- Information Security
- Risk Management – Business Continuity Plan
- Privacy and Data Protection
- Supply Chain Management

### Material Issues and Our Approach
- Understanding Aviation’s Environmental Impact
- Progressively Modernizing Our Fleet
- Business Travel
- Efficient Operations
- Optimal Asset Management
- Reduce, Recycle and Responsible Waste Management

### World Class Governance
- Board Practices
- Alignment with Shareholders
- Compliance
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- Risk Management – Business Continuity Plan
- Privacy and Data Protection
- Supply Chain Management

### Care for Our Environment
- Understanding Aviation’s Environmental Impact
- Progressively Modernizing Our Fleet
- Business Travel
- Efficient Operations
- Optimal Asset Management
- Reduce, Recycle and Responsible Waste Management

### Corporate Citizenship
- Human Rights and Community Relations
- Non-Discrimination and Diversity
- Employee Retention and Attraction
- Continuous Development
- Health and Safety
- Giving to Our Communities
CEO’s Message

AerCap is the global leader in aircraft leasing and aviation finance. We are committed to growing our business responsibly and sustainably, by progressively modernizing our fleet and adding only the most fuel-efficient new technology aircraft. Through a consistent portfolio management strategy, regular stakeholder engagement and world class governance, our company is well-positioned for sustainable success.

On the environmental side, whilst aviation contributes only 2% of global carbon emissions today, we must not be complacent about the future. Our team works with manufacturers, suppliers and airlines around the world to ensure AerCap plays an important role in the positive development of the industry through this transition. Although a zero-carbon solution is not available yet, there are lower intensity options which reduce carbon emissions by 16-25% versus their predecessors. AerCap’s fleet strategy is committed to purchasing only next generation, fuel-efficient aircraft that generate significant fuel-savings and lower our customers’ carbon footprint. Our fleet today comprises 58% new technology aircraft, up from 6% in 2014, and by 2021, we expect to reach approximately two-thirds.

In addition, we have taken numerous other steps to mitigate our impact on the environment, which we highlight later in this report. Whilst these steps may make only a small impact individually, as a collective they can be a powerful force for good.

At AerCap, we are proud of the social contributions we make, extending beyond our own business. Air travel encourages social mobility and enables our airline customers to connect communities and nations across the globe. We have ~200 customers across ~80 countries, and generate approximately 58% of our 2019 lease revenue from emerging market countries. These customers and our fleet allow millions of people to fly for the first time every year. We support the next generation of industry professionals through educational initiatives, including sponsorship of an MSc in Aviation Finance in Dublin, as well as partnering with the ISTAT Foundation.

We pride ourselves on robust corporate governance. Our board members come from diverse geographic and professional backgrounds, and each member has extensive experience in fields like financial services, aviation and legal practice. In 2019, we welcomed two new board members who bring experience in corporate governance, engineering and social responsibility.

We would like to take this opportunity to thank all our stakeholders for their contributions and support in helping us shape the industry and create sustainable values for all.

1. Weighted average age based on NBV of the owned fleet as of and December 31, 2019; June 30, 2014; December 31, 2019, respectively. New technology includes A320NEO Family, A350, B737MAX, B787 and E190/195-E2.
2. Emerging markets as defined in our 20-F.
About AerCap

Global Leader in Aviation
We are the largest owner of commercial aircraft in the world with $47 billion of assets.1

Global Reach
As the largest aircraft lessor in the world, we lease aircraft to ~200 customers in ~80 countries.

Active Aircraft Trader
We have significantly reduced our environmental exposure in the past five years by selling more than 450 aircraft with an average age of ~15 years.

Attractive Order Book
A further $16 billion will be invested exclusively in ~340 new technology fuel-efficient aircraft.1

1. As of March 31, 2020.
AerCap is committed to operating its business responsibly and sustainably

Reporting Period
- This report covers the 2019 financial year from January 1, 2019 to December 31, 2019. Certain disclosures in relation to our Board have been updated as per their respective footnotes.

Reporting Scope
- Information in this report covers AerCap Holdings N.V. and all of our consolidated subsidiaries (as defined in Exhibit 8.1 in 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
- **For Investors**
  Joseph McGinley
  Head of Investor Relations
  +353 1 418 0428
  jmcginley@aercap.com

- **For Media**
  Gillian Culhane
  VP, Corporate Communications
  +353 1 636 0945
  gculhane@aercap.com
## Our Approach to ESG Risk Factors

### Our actions can have a profound impact on various parts of society

#### Limited Physical Risk but Growing Transition Risk

**Physical Risk**
- The risk of a physical threat to our business
- Due to the mobile nature of our assets and our ability to work effectively from various locations, we consider these risks to be limited

**Transition Risk**
- The risk that customer preferences or regulation changes lead to airlines favoring newer aircraft types
- Environmental regulations and the general public’s increasing interest in cleaner travel methods will likely lead to airlines favoring aircraft with lower emissions. This may affect lease rates on our current technology aircraft
- The transition into a lower-carbon economy and changing regulations may impact future demand, and therefore the residual value of our fleet

### Our Actions

- Set a clear target for fleet transformation
- Purchase the most in-demand new technology aircraft
- Actively sell older current technology aircraft to de-risk our portfolio and reduce the overall emission impact of our fleet
- Introduce new technology aircraft to a growing base of customers
- Support customers’ initiatives to transform to a lower-carbon economy
- Actively communicate our ESG strategies to stakeholders
- Business Continuity Plan in place to minimize impact of any physical threat to our operations

### Our Progress So Far

- No current technology aircraft order since 2011
- In 2019, we purchased 65 fuel-efficient new technology aircraft and sold 88 current technology aircraft with an average age of 15 years
- 58% of our fleet is comprised of new technology aircraft, the highest percentage of any major lessor.¹ We are on track to achieve a fleet of approximately two-thirds new technology aircraft by 2021
- ~50 airline customers now lease new technology aircraft from AerCap¹
- No major disruption event in 2019

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¹. As of December 31, 2019.
Our Approach to ESG Risk Factors (cont’d)

Our commitment to social responsibilities cover our staff and the communities where we operate

**Internal and External Social Factor Monitoring**

**Internal**
- Our business relies heavily on human capital. Our ability to attract and retain the best talent in the industry directly impacts our long-term success.
- Our stance and actions, either as a company or by our employees individually, directly convey our values.

**Downstream**
- Increased public scrutiny over social aspects of air travel may impair our customer’s ability to operate at full capacity and efficiency, and affect their ability to meet lease obligations.

**Upstream**
- Social issues adversely affecting our suppliers (e.g., Original Equipment Manufacturers, “OEMs”)’ ability to meet their delivery obligations may impact our financial performance and pose potential reputational risks.

**Our Actions**
- Provide industry-leading employee welfare packages that cover both physical and mental health.
- Proactively introduced employee equity plans and profit-sharing schemes.
- Promote our charity work to actively convey our values.
- Compliance clauses in customer and supplier contracts.
- Work with our customers to improve mobility in their home market.
- Partner with our local communities, airline customers and OEMs on charitable initiatives and events.

**Our Progress So Far**
- Comprehensive medical/dental coverage for our employees.
- 2nd year of AerCap Employee Share Scheme and recently introduced Approved Profit Sharing Scheme in Ireland.
- Lease ~ 500 aircraft to ~100 airlines in emerging markets (emerging markets generated 58% of our lease revenue in 2019).
- Support educational initiatives and a wide range of charitable actions.
Our world-class board is a key competitive advantage for AerCap

Our Approach to ESG Risk Factors (cont’d)

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/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 material financial and reputational damage to the company

Our Actions

- We lead by example and communicate our financial goals and non-financial values through cooperation with our customers and suppliers
- We strictly follow local and international laws and regulations
- A globally diverse board with a wide array of expertise adds value
- Asset management 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
- No compliance breaches or major lawsuits in 2019
- No major employee, company or customer data privacy breaches in 2019

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2019 Highlights

In 2019, ESG-related topics became a more prominent part of Board-level discussions

- **NEW TECHNOLOGY AND FUEL EFFICIENT 58%**
  - Invested $4.7 billion

- **INCREASED BOARD DIVERSITY**
  - Female Directors increased to 20%

- **CSR PROGRAM**
  - 4th year supporting UCD’s MSc in Aviation Finance program

- **PRUDENT CUSTODIAN OF CAPITAL**
  - Returned $607 million to our shareholders

- **~200 CUSTOMERS IN ~80 COUNTRIES**
  - 58% of our lease revenue were generated in emerging markets

- **LEED PLATINUM AND REDUCTION OF SINGLE-USE PLASTICS**
  - Reduced single-use plastics in our HQ in Dublin

**OUR CAPITAL MARKETS DAY INCLUDED A FORMAL ESG DISCUSSION WITH OUR STAKEHOLDERS FOR THE FIRST TIME**
Recent Update – Our Response to Covid-19

We have taken timely actions to navigate through this unprecedented time

**Employee Health and Safety**
- Provided employees with timely health and hygiene advice
- Supporting employees physically and mentally
- Substantial investment in office infrastructure to safeguard employee health and safety
- Return to Work Induction Program

**Flexible Working and IT Readiness**
- Addressed individuals’ needs by allowing flexible working arrangements
- Equipped employees with hardware and software to support working from home
- Cyber awareness campaigns to highlight risks (e.g., increased phishing activities)

**Support Customers Globally**
- Supported our airline customers’ operations and liquidity through this challenging time
- Sourced and donated critical supplies of Personal Protective Equipment (“PPE”) to customers during the early stage of the pandemic
- Addressed individuals’ needs by allowing flexible working arrangements

**Investor Engagement**
- Conducted 200+ calls in March, April and May to update investors on latest company and industry developments
- Boosted liquidity and solidified our balance sheet to shield the company from short-term challenges and capture long-term opportunities

**Care for Our Local Communities**
- Sourced vital PPE and donated almost $500,000 to health services and charities
- Raised funds for local charities who had funding impacted by Covid-19
- Supported mental health research to help frontline healthcare workers and young people

**Connect with Supply Chain**
- Worked with our supply chain partners to ensure timely delivery or transition of aircraft
- Rescheduled forward aircraft orders to ease pressure on our supply chain

More details of our actions will be available in our 2021 ESG Report or by request through contacts on Page 4.
Stakeholder Engagement
## Stakeholder Engagement

### Stakeholders

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Engagement</th>
<th>Examples in 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Investors</strong></td>
<td>Quarterly earning calls and regular calls/meetings to update investors on AerCap’s financial and operating performance</td>
<td>We hosted our Capital Markets Day in November to update investors on industry trends, our business progress and our financial updates. We also highlighted our approach to ESG issues</td>
</tr>
<tr>
<td></td>
<td>One-on-one meetings with investors, group meetings and investor conferences</td>
<td>Senior executives have participated in thorough discussions with investors at non-deal roadshows and investor conferences and have presented at a number of industry conferences</td>
</tr>
<tr>
<td></td>
<td>ESG issues actively discussed with investors and ESG report publicly available on the Investor Relations section of our website</td>
<td>Hosted numerous non-deal roadshows, participated in ~20 industry conferences and conducted over 500 meetings/calls</td>
</tr>
<tr>
<td></td>
<td>Continuous investor communications through Investor Relations team</td>
<td>Wide range of corporate governance issues discussed and voted on during AGM</td>
</tr>
<tr>
<td><strong>Government and Regulators</strong></td>
<td>Participated in industry conferences to discuss regulatory matters affecting aircraft leasing and the air transportation sector</td>
<td>Our financial reports are publicly available</td>
</tr>
<tr>
<td></td>
<td>Accounting and financial reporting in compliance with Sarbanes–Oxley (“SOX”) requirements</td>
<td>We are a member of the Aviation Working Group, advancing international aviation financing and leasing</td>
</tr>
<tr>
<td></td>
<td>SEC disclosures</td>
<td>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 had no lobbying activities in Ireland in 2019</td>
</tr>
<tr>
<td></td>
<td>Report lobbying activities in accordance with local laws and regulations</td>
<td></td>
</tr>
<tr>
<td><strong>Customers</strong></td>
<td>Enable airlines to grow in a cost-effective, flexible and sustainable way</td>
<td>We are the largest lessor in the world with $47 billion in total assets (as of March 5, 2020)</td>
</tr>
<tr>
<td></td>
<td>Lease new generation, fuel-efficient aircraft and work with airlines to transition into a lower carbon economy</td>
<td>We serve ~200 airline customers in ~80 countries</td>
</tr>
<tr>
<td></td>
<td>Celebrate landmark events with our customers</td>
<td>The delivery of EGYPTAIR’s 5th 787 was the longest delivery flight using sustainable aviation fuel</td>
</tr>
<tr>
<td></td>
<td></td>
<td>We delivered the world’s first Embraer E195-E2 aircraft to Azul. The aircraft is 24% more fuel efficient than the current E195-E1</td>
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## Stakeholder Engagement (cont’d)

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<tr>
<th>Stakeholders</th>
<th>Engagement</th>
<th>Examples in 2019</th>
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<tr>
<td><strong>OEMs and Other Suppliers</strong></td>
<td>‣ Dedicated and experienced OEM Relations team&lt;br&gt; ‣ ESG factors incorporated in our supply chain management</td>
<td>‣ We work closely with the OEMs and delivered 65 new-generation fuel-efficient aircraft (100% of our deliveries) in 2019&lt;br&gt; ‣ We consider ESG factors in our service partner selection processes (such as single-use plastic in catering services)</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td>‣ Company-wide employee portal and email communications&lt;br&gt; ‣ One-on-one employee meetings and interaction with senior executives&lt;br&gt; ‣ Regular business updates to staff throughout the year&lt;br&gt; ‣ Employee health and wellness initiatives&lt;br&gt; ‣ Employee training and continuous development programs</td>
<td>‣ Quarterly Town Hall hosted by senior executives communicating financial results and issues impacting AerCap while directly addressing any employees’ questions&lt;br&gt; ‣ Over 50% of our employees engaged in some form of learning and development initiatives in 2019&lt;br&gt; ‣ We continue to provide comprehensive benefit programs to all employees, supplemented by on-site health and wellness initiatives throughout the year</td>
</tr>
<tr>
<td><strong>Lenders</strong></td>
<td>‣ Maintained strong relationships with diverse funding partners globally&lt;br&gt; ‣ Communicate our ESG progress to our funding partners</td>
<td>‣ Maintained lending relationships with more than 120 financial institutions spread across North America, EMEA and Asia-Pacific&lt;br&gt; ‣ Hosted a Bankers’ Day in April with over 100 attendees&lt;br&gt; ‣ Conducted more than 300 meetings with lenders in 2019</td>
</tr>
<tr>
<td><strong>Community Leaders and NGOs</strong></td>
<td>‣ Support a range of charities each year in our communities&lt;br&gt; ‣ Social Responsibility Program in place that encourages employees to engage with their local communities and AerCap provides matching funds to help those initiatives&lt;br&gt; ‣ Support education initiatives to nurture the next generation of talent for the industry</td>
<td>‣ Ran ~50 charitable initiatives, supporting causes in health, welfare, culture, etc.&lt;br&gt; ‣ 15-year partnership with Orbis. Initiatives include Flying Hospital for sight-saving works in southern Ethiopia&lt;br&gt; ‣ Partnered with local communities in projects including the National Concert Hall’s outreach program to the benefit of communities and institutions across Ireland&lt;br&gt; ‣ 4th year of our sponsorship of University College Dublin (“UCD”) Michael Smurfit Graduate Business School’s MSc in Aviation Finance Program&lt;br&gt; ‣ Partner with the ISTAT Foundation to help young people from diverse backgrounds develop careers in aviation</td>
</tr>
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</table>
Material Issues and Our Approach
Material Issues and Our Approach

The determination of material 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.
## Material Issues and Our Approach (cont’d)

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>AerCap Material Issues</th>
<th>Boundary</th>
<th>Our Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance and Conduct</td>
<td>Business Ethics</td>
<td>AerCap, Government and Regulators</td>
<td>Code of Conduct applicable to employees globally covering matters of governance, risk management, social responsibility, etc.</td>
</tr>
<tr>
<td></td>
<td>Transparency</td>
<td>AerCap, Regulators and Shareholders</td>
<td>Timely disclosure of all matters material to the business according to SEC rules and other applicable laws and regulations</td>
</tr>
<tr>
<td></td>
<td>Shareholder Interests</td>
<td>AerCap and Shareholders</td>
<td>Shareholder resources portal investors.aercap.com/shareholder-resources/ Single share class with equal voting rights</td>
</tr>
<tr>
<td></td>
<td>Compliance and Litigation</td>
<td>AerCap, Government and Regulators</td>
<td>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</td>
</tr>
<tr>
<td></td>
<td>Information Security</td>
<td>AerCap, Customers and Other Suppliers</td>
<td>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</td>
</tr>
<tr>
<td>Business Strategies</td>
<td>Asset Quality and Residual Value Protection</td>
<td>AerCap and Shareholders</td>
<td>Purchase attractive, in-demand aircraft Conservative 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</td>
</tr>
<tr>
<td></td>
<td>Liquidity and Funding</td>
<td>AerCap and Lenders</td>
<td>Maintain strong relationships with more than 120 geographically-diverse lenders Diverse source of funding Liquidity coverage target 1.2x for next-12-months’ uses of cash</td>
</tr>
</tbody>
</table>
# Material Issues and Our Approach (cont’d)

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>AerCap Material Issues</th>
<th>Boundary</th>
<th>Our Approach</th>
</tr>
</thead>
</table>
| Customer Relationships and Engagement | AerCap and Customers                   | ▶ Dedicated leasing executives and technical teams  
▶ Communicate our values and ethics through customer interaction |
| Risk Management - Customers | AerCap and Customers                   | ▶ Bespoke credit rating system monitoring risk exposure to all customers  
▶ Credit losses historically average 1% of lease revenue  
▶ Robust legal framework and strong track record of safeguarding assets |
| Customer Privacy    | AerCap and Customers                   | ▶ Compliance with GDPR with a dedicated email address for queries  
▶ Mandatory GDPR training for all employees |
| Scope 3 GHG Emissions | AerCap, OEM and Customers               | ▶ 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               | ▶ Our fleet is comprised of 58% new technology aircraft (up from 6% in 2014), reducing carbon emissions by as much as 25% compared to previous generation aircraft¹ |
| Waste Management and Recycling | AerCap                            | ▶ 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           | ▶ Our Dublin headquarters is LEED Platinum certified  
▶ Installed electric car charging points in our car parks  
▶ Ireland-based employees can opt into the “Cycle to Work” scheme  
▶ Evaluating ways to reduce our Scope 2 and Scope 3 GHG Emissions |

¹. As of December 31, 2019.
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<th>AerCap Material Issues</th>
<th>Boundary</th>
<th>Our Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supply Chain</td>
<td>Supply Chain Compliance</td>
<td>AerCap, OEMs and Other Suppliers</td>
<td>▶ Work closely with our suppliers and set governance and performance standards that they are required to meet&lt;br&gt;▶ Monitor our OEM partners and other suppliers’ track record on governance, compliance, health and safety and product quality</td>
</tr>
<tr>
<td></td>
<td>Supplier Relationships</td>
<td>AerCap, OEMs and Other Suppliers</td>
<td>▶ A global supplier network that supports the long-term development of the company&lt;br&gt;▶ Convey our values through our supply chain</td>
</tr>
<tr>
<td>Social Citizenship</td>
<td>Human Rights and Community Relations</td>
<td>AerCap and Community Leaders</td>
<td>▶ Contribute to the growth, affordability and accessibility of air travel by enabling our airline customers to connect communities and nations across the globe&lt;br&gt;▶ Strong presence in emerging markets&lt;br&gt;▶ Respect for human rights built into our compliance philosophy</td>
</tr>
<tr>
<td></td>
<td>Community Engagement and Support</td>
<td>AerCap, Employees and Community Leaders</td>
<td>▶ Support multiple educational efforts to nurture the next generation of diverse talent&lt;br&gt;▶ Encourage employees to support local and national organizations that strengthen their communities</td>
</tr>
<tr>
<td></td>
<td>Charitable Actions</td>
<td>AerCap and Community Leaders</td>
<td>▶ Support a range of charities each year in the communities in which we operate&lt;br&gt;▶ Match the funds raised by AerCap employee efforts for the benefit of local projects</td>
</tr>
<tr>
<td></td>
<td>Political Influence</td>
<td>AerCap, Government and Regulators</td>
<td>▶ Comply with Irish Regulation of Lobbying legislation and file lobbying returns every four months (nil return in 2019)</td>
</tr>
</tbody>
</table>
### Material Issues and Our Approach (cont’d)

<table>
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<tr>
<th>Dimensions</th>
<th>AerCap Material Issues</th>
<th>Boundary</th>
<th>Our Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>Labor Practices</td>
<td>AerCap, Employees, OEMs and Other Suppliers</td>
<td>▸ Comply with local regulations and international standards on equal opportunity employment</td>
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<td></td>
<td></td>
<td></td>
<td>▸ Operate primarily in countries where rights to freedom of association are guaranteed by law</td>
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<td></td>
<td>Safe and Healthy Work Environment</td>
<td>AerCap, Employees, OEMs and Other Suppliers</td>
<td>▸ Comprehensive employee wellness programs, including health benefits and a variety of health and wellness initiatives throughout the year</td>
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<td></td>
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<td></td>
<td>▸ Mental health programs to further support employees and their families</td>
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<td></td>
<td>▸ Monitor health and safety in both our own operations and our supply chain</td>
</tr>
<tr>
<td></td>
<td>Employee Engagement</td>
<td>AerCap and Employees</td>
<td>▸ Employee online portal for timely communications</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>▸ We engage with employees through departmental meetings and one-on-one discussions to provide regular feedback</td>
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<td></td>
<td></td>
<td></td>
<td>▸ We host quarterly town hall meetings where senior executives update employees on the latest company developments and directly address employee questions</td>
</tr>
<tr>
<td></td>
<td>Employee Remuneration and Incentives</td>
<td>AerCap and Employees</td>
<td>▸ Attract and retain employees through competitive remuneration packages, including our equity incentive plans</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>▸ All employees of AerCap have the opportunity to become a shareholder in the company</td>
</tr>
<tr>
<td></td>
<td>Employee Continuous Development</td>
<td>AerCap and Employees</td>
<td>▸ Employee training programs for professional development – including further education programs, on-site development, and on-line learning portals</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>▸ Participate in industry conferences to develop up-to-date understanding of the industry and participants</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td>▸ Partner with OEMs in our supply chain to provide further employee training</td>
</tr>
</tbody>
</table>
World Class Governance
At AerCap, we pride ourselves on our world class governance. This includes an independent and diversified Board, highly professional standards of conduct for our employees, prudent supply chain monitoring and quality risk management.

We comply with NYSE corporate governance standards as a foreign private issuer and with the Dutch Corporate Governance Code.
AerCap’s Board of 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 currently consists of nine directors, eight of whom are non-executive.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 select 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 introduction of regular fresh perspectives.

AerCap’s Board has direct influence on all material issues facing the company such as significant transactions, funding and risk management either via Board meetings/resolutions or through Board committees. On ESG issues, the AerCap Board exerts oversight and delegates implementation of these ESG strategies to our Group Executive Committee.

The extent of our fleet transformation has been one of our key competitive advantages over the past 5 years. The positive impact of our proactive approach extends into a wide range of environmental, social and governance issues.

Under the Board’s guidance, management has actively implemented our fleet strategy and has significantly reduced our overall carbon footprint. This also translates positively into management assessment metrics and earnings-per-share (“EPS”) growth target, aligning management with shareholder interests and ESG factors.

¹. As of June 30, 2020.
AerCap’s Board is comprised of an international group of directors with experience in management, law, finance, governance, aviation and other areas of expertise (including ESG)

**Board Assessment**

In 2019, 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 Profile**

<table>
<thead>
<tr>
<th>Independent Directors</th>
<th>Nationalities</th>
<th>&lt;= 9 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO 78%</td>
<td>Germany 11%</td>
<td>&gt; 9 years 33%</td>
</tr>
<tr>
<td></td>
<td>Ireland 22%</td>
<td>4-9 years 11%</td>
</tr>
<tr>
<td>4</td>
<td>USA 45%</td>
<td>&lt;= 9 years</td>
</tr>
<tr>
<td>67%</td>
<td>UK 22%</td>
<td></td>
</tr>
</tbody>
</table>

Board of Directors

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 nine 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, member of Directors of Genpact and Senior Independent Director of the Football Association Ltd
Extensive executive management and financial experience across retail, media and healthcare industries

Rita Forst
Non-Executive Director of Norma Group SE and ElringKlinger AG
Over 35 years’ experience in automotive and engineering industries

Richard (Michael) Gradon
Former Legal Dept. Group Head, 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 Gais Eireann 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

As of June 30, 2020.
## Board Experience

Our majority-independent Board has significant experience with industrial operations and financial services and a wide array of environmental, social and governance issues.

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Dacier</th>
<th>Kelly</th>
<th>Branch</th>
<th>Cartwright</th>
<th>Forst</th>
<th>Gradon</th>
<th>Lawrence</th>
<th>Walsh</th>
<th>Warden</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AerCap Board Record</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Independent</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Years on the Board</td>
<td>10</td>
<td>9</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>10</td>
<td>3</td>
<td>3</td>
<td>13</td>
</tr>
<tr>
<td>Board meeting attendance in 2019</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>89%</td>
<td>100%</td>
<td>89%</td>
</tr>
<tr>
<td><strong>Board/Management</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Public Boards (incl. AerCap)</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Public Company CEO/CFO</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Industry/Finance</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aerospace/Transportation Industry</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Financial Services</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Governance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Governance/Legal</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M&amp;A/Accounting</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk/Information Technology</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Social</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social/Not-for-profit</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As of June 30, 2020.
1. Since appointment to the Board.

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Board Committees

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

<table>
<thead>
<tr>
<th>Committee</th>
<th>Financial Expert</th>
<th>Industry Expert</th>
<th>Governance Expert</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Executive Committee (GEC)</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Group Portfolio and Investment Committee (GPIC)</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Group Treasury and Accounting Committee (GTAC)</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Audit Committee (AC)</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Nomination and Compensation Committee (NCC)</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

As of June 30, 2020.
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.

- AerCap’s share capital consists only of ordinary shares.
- Each ordinary share represents the right to cast one vote at our 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).
- 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”).

Annual General Meeting of Shareholders

- PROXY VOTING
  - One month+ for shareholders to review proxy materials and vote through proxy.

- AGM PARTICIPATION
  - All registered shareholders are facilitated to attend the AGM.

- RESOLUTION PROPOSAL
  - Amendment of articles and other resolutions can be proposed to shareholders’ meeting and need to be passed by an absolute majority.

~77% Represented at 2020 AGM
Remuneration Determination

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 Chief Executive Officer, 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 General Meeting of Shareholders.

Equity incentive plans for our directors are approved by the 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.

Due Diligence

Anti-Money Laundering and Counter-Terrorism

Screening and Ongoing Monitoring

Economic Sanctions and Export Controls

Compliance Review of Vendors

Data Protection/GDPR

Antitrust Compliance

Insider Dealing

Whistle-Blower Policy

Disclosure of Lobbying Activity

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.
Compliance (cont’d)

Anti-Corruption and Fraud

- AerCap’s fraud policy defines the behaviours that are considered to be fraudulent
- Clearly defines anti-bribery measures
- Overriding principle: bribery is always prohibited
- Policies familiarize employees with the increasingly strict legal environment and associated reputational risk
- Use of FCPA Map and Corruption Perception Index
- Guidelines on improper payments
- No false/fictitious book entries
- No secret/unrecorded funds
- Clear procedural guidelines, anti-bribery clauses in contracts and clear documentation trail
- 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
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, Amber Road, on restricted party list.

**RED FLAGS**

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 on politically exposed persons (“PEPs”) are conducted. Employees are provided with examples of red flags during their compliance training.

**SCREENING AND ONGOING MONITORING**

AerCap Compliance evaluates potential matches in the Amber Road 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 Amber Road 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.
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 Amber Road 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/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 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
- 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
- AerCap had no lobbying activity in Ireland in 2019
Compliance Training and Review

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

Function-specific training includes courses on MIFID II, AML training, etc.

Compliance is factored into employee reviews and promotion considerations.

100% of employees completed training.

0 INCIDENTS
There were no compliance breaches or violations in 2019.
Rigorous Internal Audit Procedures

AerCap Internal Audit aims to provide assurance over risk management/controls and compliance

Key Features
- Authority and independence
  Dual reporting line to the Audit Committee and CEO
- Risk-based
  Focus on risks to AerCap achieving corporate objectives
- Strong endorsement by CEO and other GEC members
- Open and transparent interaction across business

AERCAP INTERNAL AUDIT FOLLOWS THE IIA FRAMEWORK OF PROFESSIONAL STANDARDS

Key Objectives
- Aimed at anticipating internal and external risks
- Focus on maintaining industry leading quality and governance
- Support speed of execution, not create needless barriers
- Designed to underline importance of personal responsibility

FOCUSED ON COMPLEMENTING ATTRIBUTES THAT MAKE AERCAP SUCCEED

Five-Stage Process
- Planning
- Preparation
- Field Work
- Audit Report
- Follow Up
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

- Board/Audit Committee
  - Oversees information security matters and discusses cyber security issues throughout the year

- All AerCap Employees
  - Single first point of contact

- Chief Executive Officer
- Chief Information Officer
- Cyber Security Manager
- IT Service Desk

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

Robust infrastructure

- 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 and 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 are required to complete IT and cyber security training at least once a year
- Local briefings are held in person at all major locations annually
- Cyber Security Awareness training covers area such as:
  - Personal Digital Footprint
  - Privacy Settings
  - Phishing
  - Home and Work

National Cybersecurity Awareness Month

- In October, we joined European Cyber Security Month and National Cyber Security Awareness Month in the United States to provide useful tips and resources to our employees for staying safe online
- Each week of the month featured a cybersecurity topic, covering:
  - What is social engineering?
  - Online shopping
  - Passwords
  - Securing your devices
  - Using social media and public Wi-Fi

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  - What is social engineering?
  - Online shopping
  - Passwords
  - Securing your devices
  - Using social media and public Wi-Fi
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

1. Emergency Officer (Leader)
2. Member of the GEC or Designee (Deputy Leaders)
3. Group Chief Information Officer and Facilities (Member)
4. Head of Human Resources (Member)
5. Head of Corporate Communications (Support)
6. Head of Investors Relations (Member)
7. Functional Departments
8. Business Continuity Stages

- Normal Situation
- Emergency Stage
- Fallback Stage
- Recovery Stage

There were no major business disruption events in 2019.
Privacy Governance Structure

Privacy Team
- Privacy Officer
- IT Privacy Lead
- HR Privacy Lead
- Compliance Privacy Lead
- Governance Support

DATA PROTECTION POLICIES AND PROCEDURES
- Data Retention Policy
- Data Protection Policy
- Data Breach Policy
- GDPR Handbook
Privacy Policies

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

- GDPR took effect on May 25, 2018. It covers all organisations involved in the processing of personal data of EU Citizens, emphasising 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

<table>
<thead>
<tr>
<th>ENHANCED DATA SECURITY</th>
<th>NO SIGNIFICANT PERSONAL DATA BREACHES</th>
<th>ENHANCED DATA PROTECTION TRAINING</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO REPORTING TO DATA COMMISSIONER</td>
<td>~1,000 MALWARE/PHISHING ATTEMPTS CAUGHT BY IT EACH MONTH</td>
<td>SMALL NUMBER OF INSIGNIFICANT BREACHES NOTIFIED BY SUPPLIERS</td>
</tr>
</tbody>
</table>
# Privacy Procedures

## Internal Procedures

<table>
<thead>
<tr>
<th>Files and Emails</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use password protection to secure files and emails with personal data</td>
</tr>
<tr>
<td>Use links to shared folders/documents containing personal data rather than sending attachments, where possible</td>
</tr>
<tr>
<td>Reduce the use of hardcopies of personal data</td>
</tr>
<tr>
<td>Retain personal data in line with the personal data retention schedule</td>
</tr>
<tr>
<td>Carry out a cleanse of personal data files and emails (both sent and deleted folders) on a regular basis</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use safeguarded and controlled central repositories to store personal data</td>
</tr>
<tr>
<td>Projects or changes deemed to impact the transfer or processing of personal data must undergo a data protection impact assessment</td>
</tr>
</tbody>
</table>

## External Procedures

| Third parties processing personal data on behalf of AerCap must be GDPR-compliant |
| Privacy communications and disclaimers are regularly updated and in place |
| Existing 3rd party processors reviewed as part of the GDPR readiness project |
| Privacy Lead or Privacy Officer determines next steps for new 3rd 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 |

The Privacy Leads and the Privacy Officer conduct an annual refresh of the personal data register.
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 they process an individual’s personal data, and provide a copy of the data
- Individuals can require AerCap to rectify inaccuracies in personal data
- Individuals have the right to port their personal data, 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

- 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

- Annual privacy training and GDPR seminars
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.

- 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
Care for Our Environment

We deal with 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 providing value to our customers. These factors support our long-term focused, sustainable growth.

**FLEET TRANSFORMATION**
Contribute to the transition to a lower carbon economy

**OUR OWN OPERATIONS**
Reduce our carbon footprint and waste through reducing, reusing, recycling and renewing at our offices globally
Understanding Aviation’s Environmental Impact

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

- **Powering the global economy**
  - ~2% Share of all human-induced CO₂ emissions
  - 3.6% Contribution to global GDP
  - 35% World trade shipments by value

- **Awareness and Concerted Industrial Efforts**
  - IATA has adopted a set of ambitious targets to mitigate CO₂ emissions from aviation:
    - 1.5% Average fuel efficiency improvement per year
    - Neutral A cap on net CO₂ emissions
    - 50% Net CO₂ emission reduction v. 2005 levels

- **50 years’ innovation leads progress in the aviation industry**
  - 80% Fuel and CO₂ emissions
  - 90% NOₓ Emissions
  - 75% Noise

- **Improved technology**
  - Fuel efficiency improvement since 1990
    - 3x Improvement v. Passenger cars
    - 9x Improvement v. Heavy-duty trucks

- **The four-pillar strategy to achieve these targets:**
  - Improved technology
  - More efficient operations
  - Infrastructure improvements
  - A single global market-based measure

Source: Airbus, ATAG and IATA.

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The purchase of new technology fuel-efficient aircraft is a core element of our fleet strategy. AerCap continues to progressively upgrade its fleet to new technology aircraft that reduce noise and air pollution while generating significant fuel savings. These savings contribute to the business success of our customers, while reducing the environmental impact of their operations.

<table>
<thead>
<tr>
<th>AIRCRAFT</th>
<th>FUEL CONSUMPTION</th>
<th>NITROGEN OXIDES</th>
<th>NOISE</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOEING 787</td>
<td>10-17% lower</td>
<td>45-53% below CAEP/8</td>
<td>50% smaller footprint</td>
</tr>
<tr>
<td>AIRBUS A350</td>
<td>25% lower</td>
<td>23% margin to CAEP/8</td>
<td>21 EPNdB margin to ICAO Stage 4</td>
</tr>
<tr>
<td>BOEING 737 MAX</td>
<td>8-21% lower</td>
<td>8-26% below CAEP/8</td>
<td>40% smaller footprint</td>
</tr>
<tr>
<td>AIRBUS A320neo</td>
<td>15% lower</td>
<td>56% margin to CAEP/8 (CFM Engine)</td>
<td>&gt;18.9 EPNdB margin to ICAO Stage 4</td>
</tr>
<tr>
<td>EMBRAER JETS-E2</td>
<td>17.3% lower</td>
<td>48% margin to CAEP/8</td>
<td>20 EPNdB margin to ICAO Stage 4</td>
</tr>
</tbody>
</table>

Comps: Boeing 787 vs. Boeing 787-300ER; Airbus A350 vs. previous generation; Airbus A320neo vs. Airbus A320ceo; Boeing 737 MAX vs. Boeing 737-800; Embraer E2 vs. Embraer E1. Source: Airbus, Boeing, Embraer.
Our Fleet Transformation Target 2017-2021

New technology aircraft are expected to represent approximately two-thirds of our fleet by 2021

Fleet Transformation Update

Since 2014, AerCap has purchased $23 billion of new technology aircraft as part of our strategic fleet transformation plan.

At our Investor Day in 2017, we shared this graph and set an ambitious target to transform our $40 billion aircraft fleet to approximately two-thirds new technology aircraft by the end of 2021.

We reached 58% by the end of 2019, which compares to only 12% of the global in-service fleet, and AerCap had the highest percentage new technology aircraft fleet of any major aircraft lessor or airline in the world.

We plan to invest ~$16 billion of aircraft over the following years, which will further increase our commitment to fuel-efficient aircraft in line with our strategy to help customers reduce their carbon footprint.

As of June 30, 2014; December 31, 2017; December 31, 2019; December 31, 2021, respectively. Incl. maintenance rights intangible and net investment in finance and sales-type leases. Refer to Page 76: Disclaimer Incl. Forward Looking Statements & Safe Harbor. Current Technology WB includes Boeing 777s, Airbus A330s. Out-of-Production Aircraft includes Boeing 757s, Boeing 767s, Boeing 737 classics, Bombardier CRJs, MD-11, Boeing 747s, Airbus A340s, Airbus A310s.

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Fleet Emission Reduction

We have made significant progress in reducing our Scope 3 GHG emissions (downstream leased assets) in the past five years, with further reductions expected in the future.\(^1\)

**Absolute Reduction**

<table>
<thead>
<tr>
<th>Year</th>
<th>Reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>17%</td>
</tr>
<tr>
<td>2018</td>
<td>10%</td>
</tr>
<tr>
<td>2022</td>
<td></td>
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</tbody>
</table>

**Intensity Reduction\(^2\)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>10%</td>
</tr>
<tr>
<td>2018</td>
<td></td>
</tr>
</tbody>
</table>

**Strong Partnership with Our Customers**

- As a result of our fleet investment over the past 5 years, we have achieved more than a 17% reduction in our Scope 3 GHG emissions (downstream leased assets). This will be reduced by a further 10% by 2022 based on our current estimate.

- Whilst 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 $23 billion in purchasing and delivering new technology aircraft to our customers.

- We also support our customers in achieving their ambitions to operate in an environmentally efficient manner. In July, we delivered the fuel-efficient Boeing 787 to our long-term customer EGYPTAIR, which operated the world’s longest ever Boeing 787 delivery flight using sustainable aviation fuel for the 5,925 nautical-miles (10,973 kilometres) trip.

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1. Represents ~85% of NBV of our fleet.
2. Intensity calculated as CO2e emissions in ton/$ million Lease revenue; CO2e includes CO\(_2\), CH\(_4\) and N\(_2\)O.
Business Travel

We reduced CO2e emissions from our business travel by 17% in 2019, with further reduction initiatives under study.\(^1\)

- Apart from downstream leased assets, we also recognise business travel as a material 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.
- However, by working with our travel partners, we aim to optimise each trip and minimise our impact on the environment. As a result, our overall CO2e emissions attributed to staff (including both employees and contractors travelling on business for AerCap) were reduced by 17% in 2019.\(^1\)

We reduced CO2e emissions from our business travel by 17% in 2019, with further reduction initiatives under study.\(^1\)

4,767 t CO2e in 2018

17% REDUCTION

3,952 t CO2e in 2019

WE ARE LOOKING INTO OPTIONS TO OFFSET PART OR ALL OF OUR STAFF TRAVEL IN THE NEAR FUTURE

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

At our 9 offices, measures have been introduced to use energy, water and materials more efficiently and responsibly. Our Dublin headquarters is LEED-platinum certified.

WE HAVE INSTALLED ELECTRIC CAR CHARGING POINTS IN OUR CAR PARKS AND AIM TO INCREASE % OF ELECTRIC CARS TO >25% BY THE END OF 2021

WE ARE LOOKING INTO PATHS TO REDUCE OUR SCOPE 2 GHG EMISSIONS, E.G., INCREASING THE PERCENTAGE OF RENEWABLE ENERGY

1. Based on DEFRA calculations, including CO₂, CH₄, N₂O and estimated according to Dublin + Shannon offices.
Optimal Asset Management

Aircraft leasing extends useful life of aircraft and parts

**Ahead of the Curve**

**AerCap**

<table>
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<tr>
<th>New Technology</th>
<th>Current Technology</th>
<th>Old Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>58%</td>
<td>42%</td>
<td>8%</td>
</tr>
</tbody>
</table>

- **Global In-Service Passenger Fleet (Units)**
  - New Technology: 12%
  - Current Technology: 80%
  - Old Technology: 8%

- **Owned Fleet (NBV)**
  - AerCap: 58%
  - Current Technology: 80%
  - Old Technology: 8%

**Widely Recycled Assets**

- **UP TO 85% OF AN AIRCRAFT IS RECYCLED**

- The global platform of AerCap enables us to transition used aircraft between our ~200 customers across ~80 jurisdictions to optimize the use of aircraft

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1. Source: Global In-Service Passenger Fleet according to Cirium Fleets Analyzer as of January 2020; AerCap owned fleet as of December 31, 2019.
2. Source: Airbus.
Reduce and Recycle

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

- **Elimination of Single-Use Plastics**
  - In August 2019, we started eliminating single-use plastics in our HQ in Dublin
  - All drinking water now comes directly from filtered taps
  - Similar initiatives are in place around our offices globally

- **Cycle to Work Scheme**
  - Our Ireland-based employees can opt into a scheme to purchase bicycles for their commute
  - We provide numerous bicycle racks/showers to facilitate employees cycling to work, with excellent take-up

- **Light Sensor and Trough Usage**
  - Our headquarters building, AerCap House is fitted with 100% LED lighting
  - All lighting and aircon/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 weekends

- **Environmental Factors in Supplier Selection**
  - 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
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**
  It is planned that general waste is sent to the newly opened “Waste to Energy Plant” where it will be transferred 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 hundreds of batteries to be recycled by WEEE Ireland

**AS PART OF OUR DRIVE TO REDUCE WASTE AND RECYCLE, WE STARTED TRACKING OUR DUBLIN HQ’S DATA IN AUGUST**

2020

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 that we work and live in and our care for the health and safety of our employees, customers and suppliers.
We recognize the fundamental principles of human rights, as outlined in the United Nations’ Universal Declaration of Human Rights

Develop Emerging Markets and Encourage Social Mobility

AerCap provides a global network of approximately 200 customers in approximately 80 countries with comprehensive fleet solutions. Our core 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 and nations across the globe.

Due to the nature of our industry, we have very low exposure to human rights violations. Despite this, zero tolerance of human rights violations, including modern day slavery, child labor and human trafficking is built into our compliance philosophy. We also monitor any potential risks both in our operations and through our supply chain.
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 also support local employment across our offices globally.
- At the same time, we also seek to have a diversified workforce (more details on Page 59).

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, along with other major aircraft leasing companies, 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 are 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.

AerCap is proud to support the ISTAT Foundation. The program helps young people develop careers in aviation by offering scholarships to college-level students who are academically qualified and in need of financial support. In addition, the funding goes towards education, grants and humanitarian programs of the ISTAT Foundation.
Non-Discrimination and Diversity

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 we operate. For example, the Irish Employment Equality Acts 1998–2015 defines discrimination as treating one person in a less favorable way than another person based on any of the following 9 grounds:\(^1\)
  
  - Gender
  - Civil Status
  - Family Status
  - Sexual Orientation
  - Religion
  - Race
  - Disability
  - Age
  - Membership of the Traveller Community

### Our Diversity Approach

- We see great value in the diversity of cultural, social and educational backgrounds as we serve customers from around 80 different countries
- We are immensely proud of our diverse work force:

  26 NATIONALITIES

### Supporting Women in Aviation

- AerCap has been a long-term supporter of the Women in Aviation initiatives
- We have partnered with industry initiatives to further advance gender diversity and gender equality. In January 2019, we sponsored the AWAR roundtable lunch in Dublin during the aviation conference week
- We also provide excellent maternity healthcare and maternity leave to our employees

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\(^1\)Source: [https://www.citizensinformation.ie/en/employment/equality_in_work/equality_in_the_workplace.html](https://www.citizensinformation.ie/en/employment/equality_in_work/equality_in_the_workplace.html).
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.

**TALENT ATTRACTION**
- 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

**TALENT RETENTION**
- We pay our employees competitive remuneration packages and benefits
- We have created a flat non-hierarchical structure that facilitates two-way communication
- Career progression and learning and development are a key focus in talent retention

**EMPLOYEE REFERRAL SCHEME**
- 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
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 promote 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.
Continuous Development

We invest heavily in our people and provide opportunity for employees to move within the organisation

LEADING FOR HIGH IMPACT AND RESULTS

- Partner with UCD Michael Smurfit Graduate Business School
- Senior leadership development programs with leading universities, covering leadership, change management, the role of a leader and leadership coaching

ADVANCED NEGOTIATION SKILLS FOR AVIATION PROFESSIONALS

- Provide participants with strategies and techniques in negotiation to create enhanced value for the organisation
- Enhanced negotiation capability across commercial functions for closing critical deals

TRAINING PER EMPLOYEE

>$900

EMPLOYEE PARTICIPATION

>50%

POSITIONS FILLED INTERNALLY

60%

INDUSTRY INSIGHTS AND TRAININGS

- We work with our OEM partners to provide employees with the latest knowledge of the products that we offer. In 2019, these industry insights sessions included an Airbus seminar, a Boeing airline planning seminar and an Embraer E2 demo flight

KNOWLEDGE SHARING SESSIONS

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

**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

0 SERIOUS INCIDENTS

There were no fatalities and no serious work-place injuries at AerCap in 2019

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.
Well-Being Initiatives

- External expert speakers on topics such as nutrition and mindfulness
- Yoga and Pilates classes
- Social Clubs
  - Tag rugby
  - Football
  - Cycling
  - Book club
  - Golf society

- With our health insurance partner, we provide our employees with 24/7 access to mental health counselling
- We also work with local charities such as Pieta House in Dublin, to raise awareness of mental health issues in the workplace

- We provide on-site complimentary lunch catering to all employees in our Dublin and Shannon offices
- We provide on-site gyms in our offices in Dublin and Los Angeles
- We provide optional flu shots to our employees and on-site health assessment clinics in most locations
Giving to Our Communities

Through our social responsibility program, AerCap and its employees support a range of charitable causes

- We want to help the local communities where we operate. During 2019, we ran ~50 initiatives that actively engaged with local communities across our global offices.

- We encourage employees to support local and national organisations that strengthen the communities in which they live and work, by participating in a range of fundraising initiatives and events. The company contributes by matching the funds raised by AerCap employee efforts for the benefit of the local projects.
### GRI Content Index

This report is prepared in reference to the GRI Standards as published in 2016. Disclosures corresponding to certain GRI Standards can be found in the index below

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<td>AerCap Holdings N.V.</td>
<td></td>
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<td>P3. About AerCap</td>
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<td>Location of headquarters</td>
<td>Dublin, Ireland</td>
<td></td>
</tr>
<tr>
<td>102-4</td>
<td>Location of operations</td>
<td>Dublin, Shannon, Los Angeles, Singapore, Amsterdam, Shanghai, Abu Dhabi, Seattle and Toulouse</td>
<td></td>
</tr>
<tr>
<td>102-5</td>
<td>Ownership and legal form</td>
<td>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</td>
<td></td>
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<tr>
<td>102-6</td>
<td>Markets served</td>
<td>P3. About AerCap</td>
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<td>Supply chain</td>
<td>P10-12. Stakeholder Engagement. Our suppliers include: OEMs – Airbus, Boeing, Embraer and engine OEMs Aircraft specification providers and maintenance service providers Catering and other management service providers</td>
<td></td>
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<td>Significant changes to the organization and its supply chain</td>
<td>No significant changes</td>
<td></td>
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<td>102-23</td>
<td>Chair of the highest governance body</td>
<td>Mr. Paul Dacier1</td>
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<td>102-24</td>
<td>Nominating and selecting the highest governance body</td>
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<td>List of stakeholder groups</td>
<td>P10-12. Stakeholder Engagement</td>
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<tr>
<td></td>
<td>102-42</td>
<td>Identifying and selecting stakeholders</td>
<td>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</td>
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<tr>
<td>GRI 204: Procurement Practices 2016</td>
<td>204-1</td>
<td>Proportion of spending on local suppliers</td>
<td>100% local suppliers in catering and office services in Dublin and Shannon</td>
</tr>
<tr>
<td><strong>Anti-corruption</strong></td>
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<td></td>
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<tr>
<td>GRI 205: Anti-corruption 2016</td>
<td>205-1</td>
<td>Operations assessed for risks related to corruption</td>
<td>P5-7. Our Approach to ESG Risk Factors</td>
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<td></td>
<td>205-2</td>
<td>Communication and training about anti-corruption policies and procedures</td>
<td>P33. Compliance Training and Review</td>
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<tr>
<td>GRI 205: Anti-corruption 2016</td>
<td>205-3</td>
<td>Confirmed incidents of corruption and actions taken</td>
<td>No incident</td>
</tr>
<tr>
<td><strong>Anti-competitive Behavior</strong></td>
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<tr>
<td>GRI 206: Anti-competitive Behavior 2016</td>
<td>206-1</td>
<td>Legal actions for anti-competitive behavior, anti-trust, and monopoly practices</td>
<td>None</td>
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<tr>
<td><strong>Energy</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>GRI 302: Energy 2016</td>
<td>302-1</td>
<td>Energy consumption within the organization</td>
<td>Electricity – Dublin: ~950,000kWh; Shannon: ~30,000kWh. Renewable accounted for approx. 35%</td>
</tr>
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<td></td>
<td>302-4</td>
<td>Reduction of energy consumption</td>
<td>P50. Business Travel; P51. Efficient Operations</td>
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<td></td>
<td>302-5</td>
<td>Reductions in energy requirements of products and services</td>
<td>P47-49: Fleet Transformation</td>
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<td><strong>Emissions</strong></td>
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<tr>
<td>GRI 305: Emission 2016</td>
<td>305-1</td>
<td>Direct (Scope 1) GHG emissions</td>
<td>P51. Efficient Operations</td>
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<td></td>
<td>305-2</td>
<td>Energy indirect (Scope 2) GHG emissions</td>
<td>P51. Efficient Operations</td>
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<tr>
<td></td>
<td>305-3</td>
<td>Other indirect (Scope 3) GHG emissions</td>
<td>P49; Fleet Emission Reduction; P50: Business Travel</td>
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<tr>
<td></td>
<td>305-4</td>
<td>GHG emissions intensity</td>
<td>Scope 2: 0.069t CO2e/$ million (revenue)</td>
</tr>
<tr>
<td></td>
<td>305-5</td>
<td>Reduction of GHG emissions</td>
<td>P47-49: Fleet Transformation; P50: Business Travel</td>
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<tr>
<td>GRI 307: Environmental Compliance 2016</td>
<td>307-1</td>
<td>Non-compliance with environmental laws and regulations</td>
<td>None</td>
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<td>GRI 308: Supplier Environmental Assessment 2016</td>
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<tr>
<td>308-1</td>
<td>New suppliers that were screened using environmental criteria</td>
<td>P53. Reduce and Recycle – Environmental Factors in Supplier Selection</td>
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<td>308-2</td>
<td>Negative environmental impacts in the supply chain and actions taken</td>
<td>No negative environmental impacts discovered</td>
<td></td>
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<tr>
<td>Employment</td>
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<td>GRI 403: Occupational Health and Safety 2016</td>
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<tr>
<td>403-1</td>
<td>Occupational health and safety management system</td>
<td>P63. Health and Safety – Safe Work place</td>
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| 403-6 | Promotion of worker health | P9. Recent Update – Our Response to Covid-19  
P94. Well-being initiatives |
| 403-8 | Workers covered by an occupational health and safety management system | All employees, including contractors working at AerCap premises (9 offices) |
| 403-9 | Work-related injuries | P63. Health and Safety – no major workplace injuries |
| 403-10 | Work-related ill health | P63. Health and Safety – no workplace fatalities |
| Training and Education |  |  |  |
| GRI 404: Training and Education 2016 |  |  |  |
| 404-2 | Programs for upgrading employee skills and transition assistance programs | P62. Continuous Development |
| 404-3 | Percentage of employees receiving regular performance and career development reviews | 100% |
| Non-discrimination |  |  |  |
| GRI 406: Non-discrimination 2016 |  |  |  |
| 406-1 | Incidents of discrimination and corrective actions taken | None |
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<tr>
<td>GRI 407: Freedom of Association and Collective Bargaining 2016</td>
<td>407-1</td>
<td>Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk</td>
<td>None</td>
</tr>
<tr>
<td><strong>Child Labor</strong></td>
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<tr>
<td>GRI 408: Child Labor 2016</td>
<td>408-1</td>
<td>Operations and suppliers at significant risk for incidents of child labor</td>
<td>None</td>
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<td><strong>Forced or Compulsory Labor</strong></td>
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<tr>
<td>GRI 409: Forced or Compulsory Labor 2016</td>
<td>409-1</td>
<td>Operations and suppliers at significant risk for incidents of forced or compulsory labor</td>
<td>None</td>
</tr>
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<td><strong>Human Rights Assessment</strong></td>
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<tr>
<td>GRI 412: Human Rights Assessment 2016</td>
<td>412-1</td>
<td>Operations that have been subject to human rights reviews or impact assessments</td>
<td>None</td>
</tr>
<tr>
<td><strong>Local Communities</strong></td>
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<tr>
<td>GRI 413: Local Communities 2016</td>
<td>413-1</td>
<td>Operations with local community engagement, impact assessments, and development programs</td>
<td>P9. Recent Update – Our Response to Covid-19 P64. Giving to Our Communities</td>
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<tr>
<td></td>
<td>413-2</td>
<td>Operations with significant actual and potential negative impacts on local communities</td>
<td>None</td>
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<tr>
<td><strong>Supplier Social Assessment</strong></td>
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<tr>
<td>GRI 414: Supplier Social Assessment 2016</td>
<td>414-2</td>
<td>Negative social impacts in the supply chain and actions taken</td>
<td>No negative social impacts discovered</td>
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| GRI 415: Public Policy 2016 | 415-1 | Political contributions | P29. Compliance – Anti-corruption and Fraud  
P32. Compliance – Disclosure of Lobbying Activities |
| **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 | P63. 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 | P40. Privacy Policies – No significant personal data breach |
| **Socioeconomic Compliance** | | | |
| GRI 419: Socioeconomic Compliance 2016 | 419-1 | Non-compliance with laws and regulations in the social and economic area | None |
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