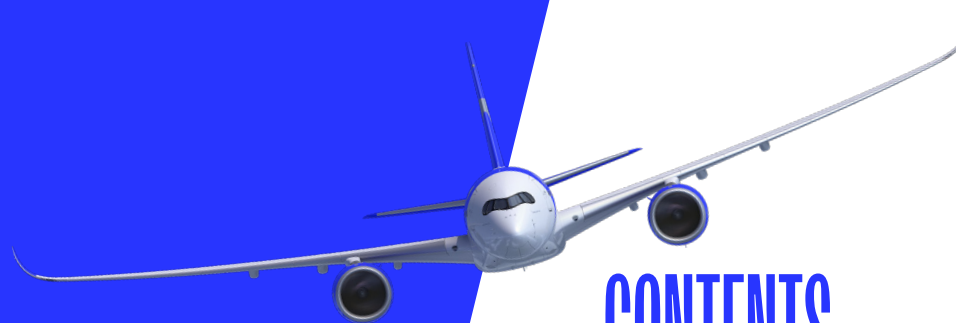


Our Responsibility
Our Sustainability
Report 2023



OUR VISION

AVOLON IS A LEADING GLOBAL AVIATION FINANCE COMPANY CONNECTING CAPITAL WITH CUSTOMERS TO DRIVE THE TRANSFORMATION OF AVIATION AND THE ECONOMIC AND SOCIAL BENEFITS OF GLOBAL TRAVEL. WE PRIDE OURSELVES ON OUR DEEP CUSTOMER RELATIONSHIPS, OUR COLLABORATIVE TEAM APPROACH, AND OUR FAST EXECUTION. WE ARE COMMITTED TO SUPPORTING THE DECARBONISATION OF THE AVIATION SECTOR; TO MAINTAINING AN ATTRACTIVE AND INCLUSIVE WORKPLACE; AND TO INVESTING BACK INTO THE COMMUNITIES IN WHICH WE OPERATE.

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INTRODUCTION

CEO MESSAGE

Dear Stakeholders,

Avolon remains committed to playing a leading role in our sector on sustainability issues and the decarbonisation of aviation. We maintain a business which places social responsibility and strong governance at its core.

Our 2023 Sustainability Report provides you with an update on the progress we have made against our five core sustainability commitments. It also details many of the projects and activities which our team engaged in to progress our sustainability goals throughout the year.

Our corporate culture, as expressed by our TRIBE values, guides our behaviour and how we interact with our industry stakeholders. Close collaboration across the aviation sector is crucial if we are to fully address the challenges that climate change poses and will also help support the industry's net zero ambition.

Our values inform our approach to creating a working environment which motivates our team and fosters a culture where our people can positively shape the future of our industry. Our values also underpin how we use our resources and expertise to support the communities in which we operate, and a range of charitable causes who play an important role for those vulnerable within our society.

A strong risk management framework and clear governance practices are central pillars of our business. These principles, along with our robust financial and operational controls, are embedded throughout our business and guide how we operate.

Avolon Sustainability Report 2023

CLIMATE ACTION

Environmental goals are the focus of three out of five of our sustainability commitments. Transitioning the global fleet to new technology aircraft is the most impactful near-term action that can be taken to reduce aviation's carbon impact, and one that we estimate will require over US\$4 trillion of new investment over the next 20 years, an investment in which the financing provided by lessors will play a key role.

Avolon is proud of its role providing the capital that is driving the transformation of aviation and bringing the economic and social benefits of global travel to emerging markets and new demographic segments globally. Aviation provides essential connectivity that supports economic growth, with fleet expansion and replacement using new-technology aircraft that reduce the emissions from flying.

We remain committed to meeting our 2025 target of having over 75% of our fleet comprising of the youngest, most fuel-efficient aircraft available in the market. We ended 2023 with 60% of our portfolio comprising new technology aircraft. Beyond our 2025 target, the evolution of our fleet offering the latest technology aircraft will be supported by our commitments for 200 new technology aircraft that we ordered during 2023.

Innovation is crucial to accelerate the industry's decarbonisation efforts, and another of our commitments is to be a thought leader on future technologies.



CEO MESSAGE (continued)

The biggest lever to hit aviation's net zero 2050 goal is the transition from fossil fuel-based kerosene to Sustainable Aviation Fuel (SAF), and in 2023 we published research from a partnership looking at the potential to develop a commercial SAF industry in Ireland.

We also set ourselves the goal of net zero emissions from our own operations by 2025. Our Dublin HQ is powered by 100% renewable energy, and we have limited any excess waste through careful waste management policies which actively encourage recycling and reuse where possible. Our net zero operating emissions target includes emissions from business travel, and we are exploring how we can use credible and robust offsetting measures that are proven and verified to support us in achieving net zero by 2025.

OUR PEOPLE

The health and wellbeing of our employees is paramount to Avolon's success, and another commitment in our sustainability strategy is to ensure we foster and maintain a diverse and inclusive workforce. In 2023 we launched the first two cohorts of Accelerate – a bespoke leadership development programme designed to build capability, drive performance and sustain our culture. Half of the participants were female, helping to strengthen the diversity of our senior leadership pipeline, and we will be continuing this programme in 2024.

In 2023 44% of our female employees progressed their careers by taking on new roles and new responsibilities, supporting future development opportunities.

We also maintained our commitment to industry wide initiatives like Women@ISTAT and the Advancing Women in Aviation Roundtable (AWAR), both of which held events through the year to promote and support greater gender diversity across the aviation sector. Women@ISTAT is now a key element of ISTAT events, with growing attendance this year at conferences in San Diego, Bangkok, and London.

During the year, our Diversity & Inclusion Committee rolled out its new strategy, promoting our overarching vision of a business that is collectively fuelled by ambition, strengthened by diversity and united by inclusion. This strategy was supported by an engaged senior leadership team, promotion of our D&I principles, and talks from expert speakers from a diverse range of businesses and backgrounds.

OUR COMMUNITY

Avolon's CARE programme is the cornerstone of our CSR activity and support for local communities where we operate. Our fifth sustainability commitment is to continue to build on our strong track record in this area, which we achieved with support for 40 individual projects and a total of over €550,000 committed in financial support.

Our 2023 CARE Day in Dublin saw over 200 employees coming together for an immensely fulfilling day working to improve the facilities and grounds of four different refuges, run by charities supporting women and children affected by domestic violence.

GOVERNANCE EXCELLENCE

Governance is a key pillar in evaluating ESG performance, and we continue to ensure we operate a best practice approach to how we ensure effective oversight and stewardship of our business. The strength of our anti-corruption and business ethics policies were one of the elements that were noted in the external review for our 2023 Sustainalytics Rating. This affirmed our 'Low Risk' rating and placed us in the top decile of our industry group in terms of ESG performance.

LOOKING FORWARD

The bar for outperformance on ESG issues continues to rise, and we welcome the challenge this poses for us to maintain a leadership position. In a year where the trajectory of our financial performance was positive, we also maintained momentum in the trajectory of our progress on ESG.

This is a journey that we are on as a company and as an industry, and while we want to make rapid progress the need for collaboration is key. That is why we are fully engaged with the important work of Aircraft Leasing Ireland (ALI), the Aviation Working Group (AWG) and a range of other industry bodies to share ideas in pursuit of sustainability goals. Our belief and commitment to collaboration with stakeholders is embodied in the principle: "if you want to go fast go alone; if you want to go far go together."

Andy Cronin

Chief Executive Officer



ABOUT US

ONE OF THE LARGEST GLOBAL LESSORS

With an owned, managed, and committed fleet of 1,035 commercial aircraft and assets of over \$30 billion, Avolon is one of the largest aircraft lessors in the world. We have a full-service platform with deep expertise in managing each phase of the aircraft leasing life cycle.

242 EMPLOYEES ACROSS 5 OFFICES

Our team, our TRIBE, is the key differentiator for our business. We have relentlessly focused on developing, motivating, and retaining skilled colleagues who are dedicated to working as a team to support our customers and deliver for our investors and shareholders.

ATTRACTIVE FLEET OF NEW TECHNOLOGY AIRCRAFT

We invest in the youngest and most fuel-efficient aircraft available today and we use our capital to back new technologies that will deliver further fuel efficiencies in the future. Our orderbook of 458 aircraft is entirely new technology.

146 CUSTOMERS IN 65 COUNTRIES

Along with our people, our customer relationships are our greatest asset. As the aviation sector manages the challenges of rapid growth and supply shortages we are working closely with customers to ensure they can implement their fleet expansion and passenger growth plans.

INVESTMENT GRADE RATINGS

We maintain investment grade ratings with four rating agencies. While these ratings are driven by our strong market position, low leverage and strong liquidity, they also reflect our broader risk management approach as discussed in this report.



ABOUT US

(continued)

Our TRIBE values

Our corporate values - embodied in the acronym TRIBE - form the basis of how we run our business and how we interact with one another and with all of our stakeholders. Our TRIBE is who we are and what unites us as a company.

TRIBE



Transparency

Transparency is to operate in a way that it is easy for others to see what we are doing and why we are doing it.

It is the sharing of information, clear communication, being fair, honest and trustworthy.



Respect

Respect for ourselves guides our morals; respect for others guides our manners.

At Avolon, we command respect in the workplace, in our internal and external relationships and in ourselves.



Insightfulness

Insightfulness means creating solutions and identifying opportunities by thinking "outside of the box".

Insightfulness drives consistent learning and enables us to continually strive to make better decisions.



Bravery

Bravery means maintaining our individuality and integrity. It is displaying leadership, showing decisiveness and having self-motivation. It is about taking measured risks and constantly looking to innovate.



Ebullience

Ebullience is the feeling that we can achieve almost anything, but most importantly, have fun along the way.

We approach each transaction and each relationship as a new and exciting challenge, we are proud of what we do and ensure that we enjoy doing it.

OUR RESPONSIBILITY

THE CLEAR STRATEGY AND TARGETS WE HAVE IN PLACE FOR ESG ARE INDICATIVE OF ITS IMPORTANCE TO AVOLON.

Collaboration is key if the industry is to achieve its ambitious goal of Net Zero 2050. We endeavour to be a leader not only in how we conduct our business, but also in how we interact with our stakeholders and leverage our broad influence and global reach to be a thought leader.

GOVERNANCE OF SUSTAINABILITY

RESPONSIBILITY FOR MANAGING RISKS

Ultimate responsibility for management of risk and strategy lies with the Avolon Board of Directors, however day-to-day management of risk is the responsibility of internal departments, with ESG risk and strategy coordinated by the VP Sustainability.

RISK MANAGEMENT COMMITTEE

Our Risk Management Committee meets quarterly to consider capital, portfolio, operational and ESG risks.

OUR SUSTAINABILITY STRATEGY PILLARS

CLIMATE ACTION

We aim to protect our environment

OUR PEOPLE & OUR COMMUNITY

We care for our people and community

GOVERNANCE EXCELLENCE

We are a responsible business

SUSTAINABILITY STEERING COMMITTEE

Working with the risk team and the Sustainability Steering Committee, the VP Sustainability develops and drives progress on our Sustainability agenda to accelerate the decarbonisation of aviation and ensure Avolon maintains its leadership position on ESG issues.

SUPPORT FOR THE SUSTAINABLE DEVELOPMENT GOALS



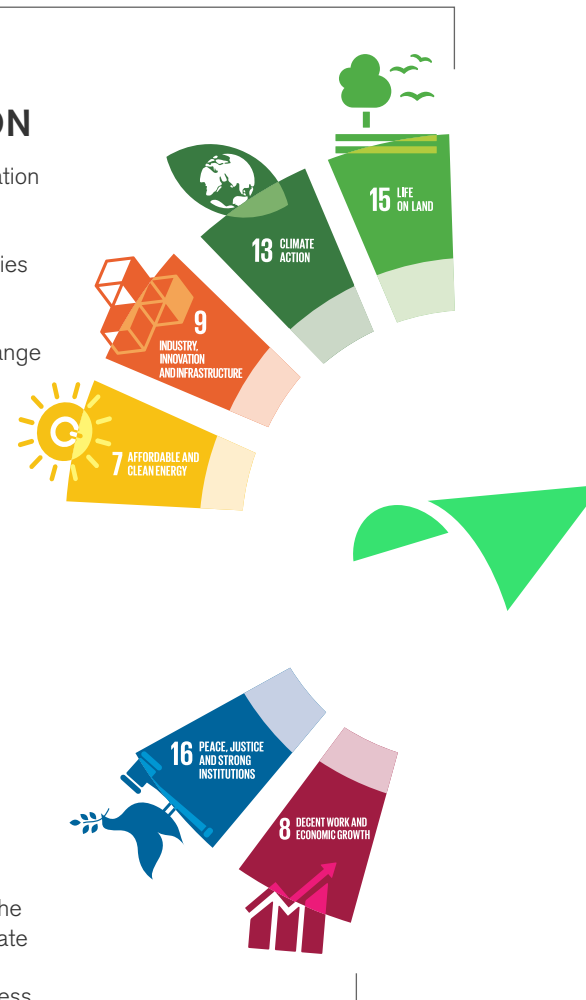
We continue our commitment to support the United Nations (UN) Sustainable Development Goals, which constitute a universal call by the UN to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere by the target date of 2030.

Our sustainability strategy pillars remain shaped with the UN Sustainable Development Goals in mind. Each pillar targets a number of the Goals:

UNITED NATIONS GOALS TARGETED

CLIMATE ACTION

The decarbonisation of aviation requires new technologies. We will invest in innovation and support new technologies that can reduce the carbon emissions from commercial aviation, reduce climate change and improve life on land.



OUR PEOPLE & OUR COMMUNITY

Education, good health and embedding diversity and inclusion are core elements of our Caring for Our People and Our Community pillars. We aim to provide highly engaging work for our employees and to care for their physical and mental health.

GOVERNANCE EXCELLENCE

By conducting business responsibly and aiming for the highest standards of corporate governance, we continue building a sustainable business.

SUSTAINABILITY HIGHLIGHTS

60%
New technology aircraft



Clean Tech

Continue to support eVTOL and explore additional clean-tech collaborations

People

Launched Accelerate leadership programme



SAF

Published Ireland's Sustainable Aviation Fuel Opportunity report

CSR

Over €550,000 donated through our CARE programme across 40 initiatives in 2023



Circular Economy

Membership of Aircraft Fleet Recycling Association (AFRA)

Diversity & Inclusion

New strategy rolled out in 2023



Sustainalytics Rating

Affirmed as 16 / Low Risk and top decile of our industry group in terms of ESG performance



Renewable Energy

100% use in global headquarters



EXECUTING IN 2024 IS CRITICAL TO MEETING OUR 2025 COMMITMENTS AND MAPPING OUR FORWARD SUSTAINABILITY PATHWAY

OUR COMMITMENTS

1

**ENSURE >75%
NEW TECHNOLOGY
AIRCRAFT BY 2025**

2

**BE A THOUGHT LEADER ON
FUTURE TECHNOLOGIES**

3

**NET ZERO IN OUR OWN
OPERATIONS BY 2025**

4

**ENSURE A DIVERSE &
INCLUSIVE WORKFORCE
AND MANAGEMENT TEAM**

5

**CONTINUE TO DEVELOP
OUR CARE PROGRAMME**

OUR PROGRESS



- 60% new technology at year end, continued progress towards our 75% target
- Delays at OEMs impacts pace of new-technology deliveries
- Multiple levers available to achieve target including airline sale and-leaseback and trading opportunities
- Hosted event to communicate results of SAF feasibility study in Ireland with Government and industry stakeholders in attendance
- Achieved 16 "Low Risk" Sustainalytics rating
- Collaborate with industry body Aircraft Leasing Ireland (ALI) to fund university research
- Publication of our Fleet Forecast and Outlook papers reviewing key industry trends including sustainability
- Assessing alternative carbon offset projects supporting SAF production as well as biodiversity focused programmes
- Multiple projects undertaken to reduce waste during aircraft transition
- Leather upcycling initiatives supported in Ireland and Mexico
- Joined Aircraft Fleet Recycling Association (AFRA) to promote environmental sustainable and responsible end-of-service management of aircraft.
- Refreshed D&I strategy launched in 2023
- Executing our people development with launch of Accelerate leadership programme
- Continued sponsorship of AWAR and Women@ISTAT & Rising Executive Programmes
- 2023 theme - Diversity and Inclusion
- Annual CARE Day to support domestic violence charities
- 40 charitable initiatives supported in 2023 and a total of over €550,000 donated

MATERIALITY



FORMS OF STAKEHOLDER ENGAGEMENT

OUR APPROACH TO STAKEHOLDER ENGAGEMENT CONTINUES TO EVOLVE AS WE PREPARE FOR THE IMPLEMENTATION OF THE CORPORATE SUSTAINABILITY REPORTING DIRECTIVE (CSRD) IN 2026

AIRLINE CUSTOMERS

Our global origination team, technical team, and risk team interact with our airline customers on a regular basis to discuss fleet transition plans, business strategy, and industry developments, in addition to delivering and redelivering aircraft.

- New technology orderbook
- Capital funding for sale and leaseback transactions
- Future technologies
- Industry thought leadership
- Sustainability initiatives

EMPLOYEES

We maintain a flat organisational structure where employees have access to senior management. We organise regular CEO calls, annual engagement surveys, 30/30 career and performance conversations for every employee. We work in cross functional deal teams and share knowledge in regular team discussions. Every employee has the opportunity to engage with our CARE, Fit for Purpose (FFP) and D&I committees and are encouraged to share their innovative ideas.

- Career development
- Company objectives
- Sustainability agenda
- D&I
- Fitness of mind & body

SHAREHOLDERS, LENDERS & INVESTORS

We hold quarterly and ad-hoc board meetings with our shareholders. Our capital markets and investor relations team engage with our banking partners and our debt investors on a regular basis and through quarterly earnings calls, conferences and in person meetings.

- Fleet strategy and transition to new aircraft
- Corporate governance and independence from shareholders
- Company performance
- Credit rating
- Sustainability rating
- Industry outlook

OEMS/SUPPLIERS

Our suppliers comprise of a relatively small group of aircraft, engine and parts manufacturers, aircraft maintenance service providers and professional services firms. Due to the focused nature of our business, we maintain dedicated teams to manage supplier relationships. We onboard new suppliers using our Business Partner Code of Conduct.

- Fleet strategy and transition to new technology aircraft
- Strategy for investing in new technologies
- Aircraft supply and demand
- Recycling waste
- Sustainability policy initiatives
- Delivery delays due to supply chain constraints
- Placed Boeing 737MAX, Airbus A330neo, and Airbus A321neo aircraft orders during the year

OUR COMMUNITY

Through our corporate social responsibility programme - CARE - we support a number of local and international charities financially and with our time. Focus areas include youth, education, health, and tackling social disadvantage. Many of our initiatives are employee led and we actively encourage participation in events with team and individual CARE days.

- D&I
- Social innovation
- Support for UN development goals
- Crisis relief
- Our environmental footprint
- Entrepreneurialism

INDUSTRY ASSOCIATIONS

We support industry associations who engage with governments and regulators on a regular basis. Examples include ISTAT, Aircraft Leasing Ireland (ALI), and the Aviation Working Group (AWG) where our senior leadership hold board and committee positions.

- Our environmental strategy
- Contributions to policy debate
- Aviation industry's strategy to decarbonise
- Diversity and inclusion strategy
- Developing talent in the industry

MATERIALITY ASSESSMENT

We have identified 25 Economic, Environmental, Social and Governance topics which we believe are material to our stakeholders in forming a sound

and reasonable assessment of our organisation. We performed a materiality assessment to rank our material topics in order of importance for both

stakeholders and Avolon. The diagram below shows the relevant importance of our material topics.

THE MATERIALITY ASSESSMENT WAS CONDUCTED TO GUIDE US ON THE ISSUES THAT ARE MOST IMPORTANT TO OUR STAKEHOLDERS.



Our materiality assessment has also taken input from:

- A gap assessment prepared by an external advisor
- Employees with responsibility for managing stakeholder relationships
- Stakeholder communications, in particular the ESG and sustainability reports of our customers, investors and suppliers
- ESG questionnaires received from stakeholders
- Participation at industry conferences
- Industry best practice and professional guidance on material ESG issues

* The GRI Standards are evolving and from 2023, 'Core' and 'Comprehensive' reporting options are replaced with one consistent approach. We will continue to make progress and improve our materiality assessment approach & reporting to meet the requirements of the revised framework. Whilst there are no significant changes to the current standing of the material topics, we acknowledge that these topics will need to be further assessed taking into account the requirements of the new approach, which potentially could result in the emergence of new material topics and shifts in relative priority ratings.

MATERIAL TOPICS & MANAGEMENT APPROACH



MATERIAL TOPIC	BOUNDARY	MANAGEMENT APPROACH
Valuation / Profitability	Avolon, shareholders, lenders, investors	Quarterly audit committee, risk management committee and board meeting; transparent quarterly earnings reports to investors.
Asset Risk Management	Avolon, shareholders, lenders, investors	Proprietary models developed to assess asset liquidity and future value retention prospects.
Counterparty Risk Management	Avolon, customers, shareholders, lenders, investors	Proprietary models, financial and strategic analysis and customer dialogue to assess risk of default for each customer.
Shareholder Governance Framework	Avolon, shareholders, lenders, investors	Comprehensive shareholder agreement strict provisions regarding related party transactions.
Liquidity and Funding	Avolon, shareholders, lenders, investors	Investment grade rating provides continued access to US bond market. Liquidity is maintained in excess of rating agency metrics.
Supplier and Customer Relationships	Avolon, OEMs, suppliers, shareholders, lenders, investors	Dedicated customer engagement team covering each customer and supplier.
Climate Change	Avolon, customers, our community	Invest in young fuel-efficient new technology aircraft, back future technologies, support R&D of SAF production in Ireland, reduce and offset own emissions, and actively engaged in policy debate.
Own GHG Emissions	Avolon, industry groups, our community	Energy-efficient offices, utilise power from renewable sources.
Operational Efficiencies	Avolon, our community	Energy-efficient offices with sensor LED lighting, promote use of personal electronics over paper printing.
Waste Management & Recycling	Avolon, our community	Segregated recycling policy across all offices.
Water Management	Avolon, our community	Operate a water management system to minimise the water consumption in daily operations and use technology such as touchless taps and occupancy sensors.

MATERIAL TOPICS & MANAGEMENT APPROACH (continued)



MATERIAL TOPIC	BOUNDARY	MANAGEMENT APPROACH
Human Rights	Avolon, employees, our community	Avolon Code of Conduct; Business Partner Code of Conduct updated and published during 2022.
Community Engagement & Charity	Avolon, our community	Our CSR programme CARE actively engages with charities, community organisations and NGOs.
Employee Engagement & Development	Avolon, employees	Weekly employee communications, annual employee Engagement Survey, focus on personal development, Accelerate leadership programme.
Diversity & Inclusion	Avolon, employees, our community	Weekly employee communications, annual employee Engagement Survey, focus on personal development, Accelerate leadership programme.
Succession Planning	Avolon, employees	Comprehensive succession plan executed in 2023 with an emphasis on technical and management skills.
Employee Remuneration & Incentives	Avolon, employees, shareholders	Remuneration packages benchmarked against market, comprehensive non-financial benefits.
Employee Health & Safety	Avolon, employees	Health & safety policy implemented across all offices.
Business Ethics and Compliance	Avolon, employees, shareholders, lenders, investors	Code of Conduct based on TRIBE values. Business Integrity team oversees broad compliance policy framework.
Business Transparency	Avolon, shareholders, lenders, investors	Quarterly audit committee, risk committee and board meeting; transparent quarterly earnings reports to investors.
Information Security	Avolon, customers, employees	Comprehensive policies and procedures in place to manage information security risk with a focus on regular employee training.
Supply Chain Compliance	Avolon, OEMs, & suppliers	Business Partner Code of Conduct established.
Work Practices	Avolon, employees, shareholders	Employee Code of Conduct in place.
Internal Audit & Controls	Avolon, shareholders, lenders, investors	Comprehensive internal audit programme outsourced to a highly reputable professional services firm.
Business Continuity Planning	Avolon, employees, shareholders, lenders, investors	Comprehensive business continuity plan implemented during COVID-19 with no material issues.

CLIMATE ACTION

INTRODUCTION

WHILE THERE IS STILL MUCH WORK TO BE DONE, EFFORTS BY AIRCRAFT LEASING COMPANIES SHOW THAT THE AVIATION INDUSTRY IS COMMITTED TO REDUCING ITS CARBON FOOTPRINT AND MITIGATING THE IMPACT OF AIR TRAVEL ON THE ENVIRONMENT

THE DEFINING CHALLENGE OF OUR GENERATION

The effects of climate change are already having a clear impact on our planet. They will only become more severe if we do not take action to mitigate the causes. Climate change is the defining challenge of our generation and requires a globally coordinated response.

OUR APPROACH

Our Environmental action approach at Avolon is viewed through the lens of our fleet composition and our direct emissions. Since inception, Avolon has focused on maintaining a young, fuel-efficient fleet which is easily marketable and minimises residual value risk. As a result, the aircraft we acquire are the most fuel-efficient models in production. This has led us to become one of the most environmentally efficient aircraft leasing companies globally.

A focus of our operations has been to locate in highly energy-efficient offices, to seek further ways to reduce our energy consumption and waste, and to offset our emissions that cannot be eliminated. There is renewed focus to accelerate the progress towards decarbonisation.

THE NEXT 10 YEARS ARE KEY

Aircraft leasing companies play a significant role in the aviation industry and are taking steps to address the carbon emissions associated with air travel. In Ireland, the industry's response is spearheaded by Aircraft Leasing Ireland (ALI) with initiatives including the support of research, the development of domestic SAF production, and e-learning tools to increase climate literacy across all leasing companies.

Avolon's industry position as a top aircraft lessor globally demands that we use our expertise, our relationships and our capital to help drive the decarbonisation of aviation. While the next 10 years will present many challenges, they also present a significant opportunity to take bold and meaningful action on climate change to build a more sustainable future for all.



While the next 10 years will present many challenges, they also present a significant opportunity to take bold and meaningful action on climate change.

AVIATION'S IMPACT ON THE ENVIRONMENT

ECONOMIC BENEFITS

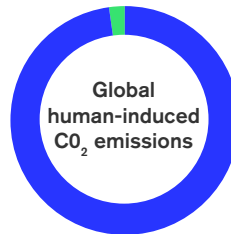
Aviation is an essential sector connecting people and economies. Aviation supports 1% of global GDP directly and 4% indirectly by enabling connections that are integral to families, businesses, and cultural exchange. Air travel is the world's rapid transport network, essential for trade, business, tourism, and economic growth. Every day, 128,000 flights take off, carrying 12.5 million passengers and \$18 billion of world trade. It supports nearly 87.7 million jobs worldwide. Aviation also supports social development, and the tourism industry relies heavily on aviation. Without the connectivity flight provides, many countries that rely on a steady inflow of tourists would not enjoy their present levels of economic growth.

CONTINUED GROWTH

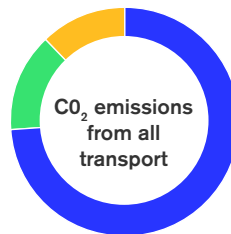
Over the last 20 years, aviation has grown at an approximate rate of 4-5% per annum. Growth is expected to continue, driven by expanding middle classes in emerging economies and the continued rise of low-cost airlines that stimulate new demand. Without increasing the pace of decarbonisation from the current 2.1% reduction in CO2 emissions per passenger mile per annum, emissions from aviation will continue to rise.

ENVIRONMENTAL IMPACT

Aviation's role is increasingly being challenged due to its contribution to global climate change. Aviation currently represents approximately 2.5% of global CO2 emissions and 12% of all emissions from the transport sector.



- Other CO₂ producers: 97.9%
- Aviation: 2.5%



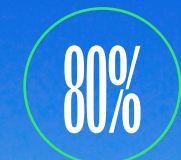
- Road Transport: 74%
- Other: 14%
- Aviation: 12%



The global aviation industry produces around 2.5% of all human-induced CO₂ emissions.



Aviation is responsible for 12% of CO₂ emissions from all transport sources compared to 74% from road transport.



Around 80% of aviation CO₂ emissions are emitted from flights of over 1,500km for which there is no practical alternative mode of transport.

Source: Air Transport Action Group; Waypoint 2050 report (September 2021) report and Aviation Benefits Beyond Borders report (September-2020); International Council on Clean Transportation.

INDUSTRY RESPONSE

THE AVIATION INDUSTRY IS MAKING CLEAR COMMITMENTS TO PROGRESS THE SUSTAINABILITY AGENDA

IN THE PAST DECADE:

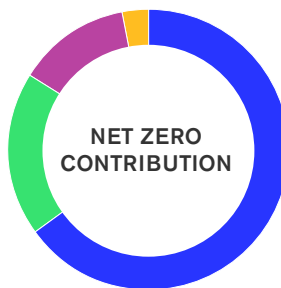
- Airlines and lessors have spent over a trillion dollars on more efficient aircraft and the aerospace sector has spent over \$150bn in efficiency related R&D
- CO2 emissions per seat kilometre have improved by 21.5%
- Ten new (and significantly more efficient) aircraft types have entered service
- More than 490,000 flights have now taken off on Sustainable Aviation Fuel (which was not even certified until 2011)
- The world's first CO2 standard for aircraft and the first carbon pricing mechanism for a single global sector were negotiated and adopted at the International Civil Aviation Organisation (ICAO)
- IATA and ICAO both made clear commitments to emissions reduction through their commitment to net zero and adopting a long-term aspirational goal (LTAG) for international aviation of Net Zero carbon emissions, both in the 2050 timeframe.

By any measure this reflects huge progress in the decarbonisation of aviation.

MEANWHILE, IN 2023:

- IATA announced an annual Net Zero Tracking Methodology to report industry-level progress towards aviation's commitment to Net Zero carbon emissions by 2050. The first report with airline-contributed data is planned for publication in Q4 2024 and provides standardisation, accuracy, and comprehensiveness as the industry faces the challenge of decarbonisation.
- IATA estimates that SAF volumes more than doubled versus 2022, reaching over 600m litres and accounting for 3% of all renewable fuels produced with 97% of renewable fuel production going to other sectors. In 2024, SAF production is set to triple to 1.875bn litres and account for 0.53% of aviation's fuel need and 6% of renewable fuel capacity.
- The ICAO Conference on Aviation and Alternative Fuels (CAAF/3) Adopted a Global Framework for Sustainable Aviation Fuels (SAF), Lower Carbon Aviation Fuels (LCAF) and other Aviation Cleaner Energies aiming to promote SAF production around the world and reduce aviation's environmental impact.

CONTRIBUTING TO ACHIEVING NET ZERO CARBON IN 2050



- Sustainable aviation fuel: 65%
- Offsetting / carbon capture: 19%
- New technologies: 13%
- Infrastructure / operations: 3%

Source: Air Transport Action Group; Waypoint 2050 report (September 2021) report and Aviation Benefits Beyond Borders report (September-2020); Net zero 2050: sustainable aviation fuels (iata.org)



by 2050

Airlines and industry associations representing more than 300 airlines have made commitments to reach Net Zero CO₂ emissions by 2050.



21.5%

Reduction in CO₂ emissions per seat in the past 10 years.



1.5x faster

In the past 20 years the aviation industry has reduced emissions 1.5 times faster than the global economy.



65% SAF

IATA forecasts sustainable aviation fuel may account for up to 65% of the reduction in emissions. SAF can be used in our existing aircraft engines subject to regulatory limits.

INDUSTRY RESPONSE AIRCRAFT LEASING IRELAND



SUSTAINABILITY CHARTER



THE AVIATION INDUSTRY IS MAKING CLEAR COMMITMENTS TO PROGRESS THE SUSTAINABILITY AGENDA.

ALI launched its Sustainability Charter in October 2022, based upon the aviation industry's ambition to achieving net zero in 2050 and ALI's strong desire to be part of the solution. Avolon is a proud signatory of the Charter and our CRO Jim Morrison is a member of the Steering Committee.

The Charter will support aircraft lessors as they prepare for the introduction of the EU's Corporate Sustainability Reporting Directive (CSRD). Avolon will report under CSRD in its 2025 report, which will be published in early 2026.

In 2023, other Sustainability initiatives driven by ALI included the launch of an ESG e-learning platform linked to the Charter and further support of SAF research and development with a collaboration between ALI members, University of Limerick and Trinity College, Dublin. Avolon is a proud sponsor of this collaboration between industry and academia.



ALI hosted its annual Global Aviation Sustainability Day on November 20, 2023. The event hosted over 300 attendees and our CEO Andy Cronin represented Avolon on the CEO panel. He discussed how aircraft leasing drives further change and demonstrates its willingness to be part of the solution through meaningful action and commitments.

INCORPORATING ESG SCORING INTO AIRLINE RISK CATEGORY RATINGS

OUR PROPRIETARY AIRLINE RISK CATEGORY RATING MODEL HAS EVOLVED TO CONSIDER AN ESG SCORE ASSIGNED TO EACH AIRLINE IN OUR PORTFOLIO WHICH CAPTURES OUR CUSTOMERS' SUSTAINABILITY AGENDA AMBITIONS AND PROGRESS.

A risk-based approach is central to our portfolio management. All customers are assigned a risk category which not only assesses their forward-looking financial health but considers a number of factors, including Environmental, Social and Governance initiatives completed or in progress.

In parallel our Asset Investment Rating (AIR) model comprises asset ratings scored across five levers, of which 'Operating Efficiency' is a key factor.

The ratings empower teams to structure transactions effectively on new asset investments as well as assess overall portfolio targets and inform our capital allocation process.

We actively engage with our customers to support their initiatives and identify collaboration opportunities.

WE EXPECT THE WEIGHTING PLACED ON THIS ESG SCORING MODEL TO INCREASE AS GLOBAL AIRLINES PROGRESS ALONG THE IATA PATHWAY TOWARDS THE NET ZERO 2050 TARGET

46%

OF OUR PORTFOLIO HAS MADE A COMMITMENT TO NET-ZERO BY 2050

58%
50%

OF OUR PORTFOLIO HAS SET A TARGET FOR IMPLEMENTATION OF SUSTAINABLE AVIATION FUEL

41%

OF OUR PORTFOLIO HAS AN ESG RATING FROM A RECOGNISED PROVIDER

50%

OF OUR PORTFOLIO ALLOWS CUSTOMERS TO OFFSET THEIR CO2 EMISSIONS

FOCUS ON YOUNG FUEL-EFFICIENT AIRCRAFT NEW TECHNOLOGY ORDERBOOK

WE BELIEVE THAT THE MOST IMPACTFUL NEAR-TERM ACTION AIRLINES CAN TAKE TO REDUCE THEIR CARBON INTENSITY IS TO OPERATE THE YOUNGEST, MOST FUEL-EFFICIENT AIRCRAFT AVAILABLE IN THE MARKET

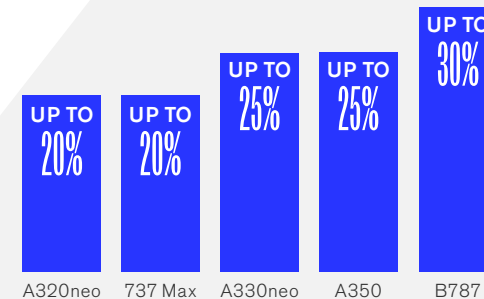
NEW TECHNOLOGY ORDERBOOK DELIVERS 20% TO 30% LOWER FUEL BURN PER SEAT*

OUR NEW TECHNOLOGY ORDERBOOK

We have committed to increasing the proportion of our fleet invested in new technology to at least 75% by year end 2025. New technology aircraft use the most advanced materials, engine design, and manufacturing processes to improve the aircraft's fuel efficiency, as well as reducing hazardous carbon, nitrogen oxide and other emissions, including noise footprint.

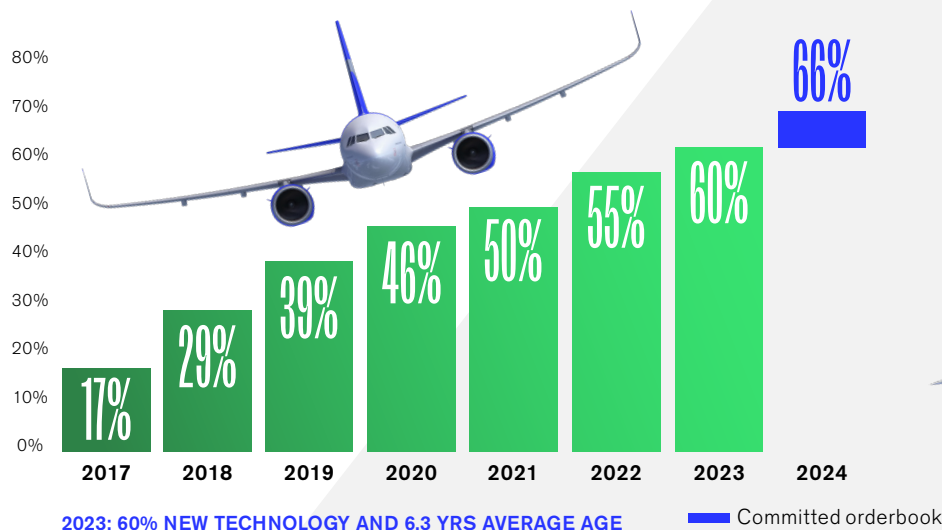
Our committed fleet of 458 aircraft is entirely comprised of new technology aircraft with advanced design features. By investing in these aircraft, which have greater fuel efficiency and emit fewer emissions, we are helping our customers reduce their global environmental footprint. In addition, our strong balance sheet and orderbook supports customers as they transition to new technology fleet.

The need to replace aging aircraft is an important driver of new aircraft demand as airlines focus on fleet modernisation. Aligned with the needs of our customers, reduced fuel consumption, emissions and noise are our priority when ordering aircraft. By focusing on these qualities, we are increasing the proportion of aircraft with improved environmental performance in the world's fleet.

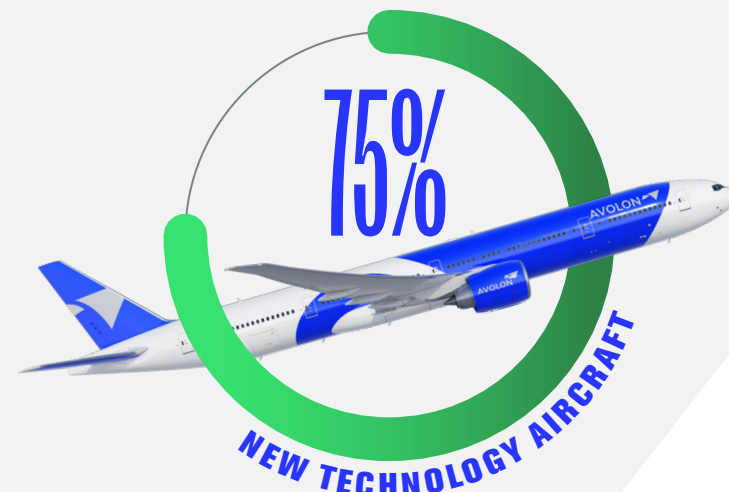


*Compared to previous generation aircraft

OUR TRANSITION TO NEW TECHNOLOGY AIRCRAFT (% OF FLEET)



2025 FLEET COMPOSITION TARGET



BACKING LOW-EMISSIONS AVIATION

SUPPORTING AIRLINE PARTNERS IN THEIR DECARBONISATION JOURNEY & ACCELERATING LOW-EMISSIONS FLIGHT

AVOLON'S ROLE

Collaborating with innovators and airlines across our network is how we can deliver the most value to progress decarbonisation technologies. Avolon focuses on how these new technologies can be scaled through commercialisation, adoption and the availability of competitive financing.

STRATEGICALLY EXPLORING LEADING OEMS TO SUPPORT AVOLON'S DECARBONISATION ROADMAP

In 2023, Avolon expanded the scope of its decarbonisation technology collaboration program. After two years focusing on eVTOL, Avolon is now also interacting with several manufacturers of larger (5+ seats) Conventional Take-off and Landing Aircraft (CTOL) powered by new clean technologies including battery-electric, hybrid-electric and hydrogen.

In 2023 Avolon conducted on-site evaluations of the top 15 clean technology OEMs, in support of Avolon and its airline partners' decarbonisation initiatives. We expect these evaluations to lead to closer collaborations in 2024.

A sample of the OEMs Avolon engaged with in 2023:



EVIATION



TEXTRON



VERTICAL



ZEROAVIA

COMMERCIALISING LOW EMISSIONS FLIGHT GLOBALLY WITH AIRLINE PARTNERS

Avolon continues to collaborate with its airline partners, including JAL, AirAsia, GOL, Air Greenland and Gözen Holding, through regular Joint Working Groups, strategically advancing the commercialisation of low-emission flight in global urban centres and environmentally sensitive markets. Discussions with additional potential operators of clean technology aircraft were held, to explore the elements required for these technologies to be adopted and scaled.

PIONEERING FINANCING SOLUTIONS FOR THE AIRCRAFT OF THE FUTURE

Avolon is working with manufacturers, financiers, and appraisers to encourage the development of the required building blocks for competitive and tailored financing solutions to enable scaling-up the adoption of clean technology aircraft.

BEING A RECOGNISED THOUGHT LEADER IN FUTURE AVIATION TECHNOLOGIES

Avolon contributed to the global discussion on future aviation technologies and their financing through participation in relevant industry panels, including Airline Economics Dublin, Revolution.aero, Aviation Law & Policy Hong Kong Conference, and EU-Asia Symposium on Advanced Air Mobility. Avolon also participated in several clean technology manufacturer advisory boards and workshops to support such companies with Avolon's insights on aircraft commercialisation and financing.



SUSTAINABLE AVIATION FUEL (SAF)

AVOLON IS EXPLORING HOW TO SCALE SAF PRODUCTION

SAF FEASIBILITY STUDY

Sustainable Aviation Fuel (SAF) is a commercially used fuel that can reduce lifecycle emissions by up to 80%, creating the opportunity to significantly lower aviation's reliance on fossil fuels, as well as its overall emissions. IATA sees SAF contributing c.65% of the reduction in emissions needed to enable the aviation sector to reach its net zero target by 2050.

In 2023 a partnership supported by Avolon, Boeing and ORIX Aviation, SkyNRG and SFS Ireland published the results of a feasibility study into the production of SAF in Ireland. The study concluded that Ireland has the potential to develop a SAF industry generating revenue of €2.55 billion by 2050 and providing up to 1,000 high-skilled jobs.



Significant progress is required for Ireland to be able to develop SAF and in particular eSAF at scale, particularly to ensure there is enough excess renewable power available to produce hydrogen in the required quantities. The increased levels of offshore wind power generation that the Irish Government initiatives are targeting by 2030 will put the country in a stronger position to develop a domestic SAF industry.

Key policy initiatives the research recommends to be prioritised by the Government and other stakeholders include:

- **Targets:** Include sustainable aviation in climate action plans to strengthen Ireland's position as a renewable fuel aviation hub.
- **Incentivise:** Incentivising mechanisms are crucial for a viable Power-to-Liquid (PtL) business case to stimulate the development of both SAF and hydrogen: capital allowances, tax credits, guaranteed minimum pricing, investment incentives (e.g. via EII or SCI schemes).
- **Research and Development:** Incentivising mechanisms are crucial for a viable PtL business case to stimulate the development of both SAF and hydrogen: capital allowances, tax credits, guaranteed minimum pricing, investment incentives (e.g. via EII or SCI schemes).
- **Reforming planning process:** Implement a comprehensive and systematic approach in the planning process for SAF production plants, taking into account the potential for future energy parks and circular economy development in Ireland.

Our support of a domestic SAF industry in Ireland continues through our collaboration with industry peers through the ALI university PhD research projects that will commence in 2024 as outlined previously.

This collaboration is critical to achieve a substantial scale-up of SAF production which is required globally for aviation to meet its net-zero commitment by 2050. While the current production of SAF remains very low at c.0.2% of air transport's total fuel consumption

in 2022, the number of publicly announced offtake agreements continues to rise and demand for SAF among airlines is strong.

Offtake agreements provide certainty of supply and demand for airlines and SAF producers, respectively helping to reduce the risk involved in investing in new technology and related infrastructure.

PARTNERS



Our support for this partnership reflects our ambition to be at the forefront of sustainable innovation that will reshape the future of aviation. It is going to require large levels of investment and close collaboration across many stakeholders, and we value the Minister's engagement to explore Ireland's sustainable aviation fuel opportunity."

Andy Cronin
Chief Executive Officer



CIRCULAR ECONOMY REUSE & RECYCLE

WE CONSIDER THE FULL LIFE CYCLE OF EACH AIRCRAFT TO SUPPORT OUR COMMITMENT TO SUSTAINABILITY. IN 2023, WE EXPANDED OUR CASE STUDY ON TRANSITION WASTE MANAGEMENT TO CHALLENGE OUR APPROACH TO RECYCLING AND REUSING MATERIAL IN OUR REDELIVERY PROCESS

REUSE: FREIGHTER CONVERSION

We seek to extend the life of a proportion of our aircraft through freighter conversion opportunities, which reduces the impact of aircraft decommissioning on the environment and replaces more polluting older generation aircraft. Our strategic partnership with Israel Aerospace Industries ('IAI') has secured A330-300 P2F cargo conversion slots between 2025 and 2028. Through 2023 we have been working closely with IAI on our engineering approach to the planned conversions and progressed through the development phase.

RECYCLE

When freighter conversion at end-of-life is not possible, we are committed to removing aircraft from service (decommissioning) in a sustainable manner. Avolon works with accredited and certified consignment and end-of-life partners such as Eirtrade, Aersale and VAS.



In 2023, Avolon joined AFRA (Aircraft Fleet Recycling Association) a global collaboration whose mission is to promote best practices for environmental stewardship and social responsibility in the management of end-of-service aircraft. Our membership of AFRA demonstrates our commitment to sustainability and risk mitigation related to end-of-life aircraft management and disassembly.

Avolon has committed to using only AFRA accredited teardown and dismantling facilities and MRO (Maintenance, Repair and Overhaul) providers. AFRA accredits MRO facilities that demonstrate compliance with AFRA's Best Management Practice (BMP) Guide for the safe and environmentally responsible disassembly of aircraft.

Our membership of AFRA complements the expansion of our consignment programme as the number of consigned assets increased in 2023 to 4 airframes and 8 engines.



CIRCULAR ECONOMY REUSE & RECYCLE

WE CONTINUE TO SUPPORT INNOVATIVE PARTNERSHIPS TO FIND NEW AND INNOVATIVE WAYS TO RECYCLE AND REUSE MATERIAL AS AIRCRAFT TRANSITION FROM ONE CUSTOMER TO ANOTHER

CLIMATE ACTION

- Working with buyers and partners in and outside the aerospace industry to recycle and reuse material from projects and reduce waste being scrapped in landfills.
- Bulky monuments, seats and in-flight entertainment technology sold, repaired and recycled in the aftermarket.
- Crates and packaging re-used to transport recycled kits.
- In 2023, the completion of a Boeing 787 programme saw approximately 20,000 kgs of material averted from the dump.

COMMUNITY

- Partnerships with aircraft suppliers, artisans, & NGOs to upcycle soft furnishings removed from aircraft. Soft furnishing examples include passenger seat covers and curtains.



- A positive example is our continued collaboration with Soisa Aircraft Interiors, a supplier of passenger seat covers who send their scrap material for upcycling to the Tarahumara indigenous tribe based in Chihuahua, Mexico.
- The Tarahumara tribe are artisans that produce traditional goods such as handmade wallets and woven baskets with these materials, with more than 800kgs of leather and fabric turned into craft products.
- In 2023, we expanded our partnerships to include Mamukko, an Irish-based company that specialises in sustainable fashion by upcycling used materials from sailing and aviation to create bags and other accessories.

BENEFITS

Benefits that have been demonstrated in this pilot project include:

- Less use of landfill as scrapped material is reused and components resold or recycled
- Provision of materials to support livelihoods of vulnerable communities.

NEXT STEPS

There is potential to scale up our fleet management activities and apply these recycle and reuse principles across waste generated in all our MRO and aircraft decommissioning work.

Avolon is actively working with industry experts and collaborating with our OEM, supplier and consignment partners to design processes to overcome logistical challenges and implement an optimal ESG approach throughout this aspect of our business.



Avolon Sustainability Report 2023



EFFICIENT OWN OPERATIONS

MEASURE REDUCE OFFSET

We are committed to continually assessing the emissions generated from our day-to-day operations to allow us to identify areas to reduce and eliminate. We look to have a positive impact on our emissions through reductions in consumption, partnering with green energy providers, and implementing new and efficient technologies.



Office Energy Rating:
LEED GOLD

We have a range of measures in place to reduce the environmental impact of our own operations:



Indoor environmental factors such as humidity, temperature and CO₂ levels are continuously monitored in our Dublin headquarters to provide the highest quality workplace



Building designed to maximise levels of daylight throughout the office



100% of electricity for our Dublin office acquired from renewable sources



Energy-efficient lighting with LED throughout, controlled using daylight and proximity sensors



Use of energy recovery ventilation



We support cycle to work schemes and public transport options where appropriate, and we have shower facilities on-site for staff who cycle, walk, or run to work



We promote use of hybrid and electric vehicles by providing free on-site charging facilities, with an enlargement in our charging infrastructure in 2022 to cover up to 35 vehicles



We provide home office technology and furniture to promote work from home and reduce office commuting



Our food provider in Dublin is a member of the Irish government supported Origin Green programme and this year achieved a silver EcoVadis sustainability rating



Building-wide outgoing waste separation with multi-stream recycling. We have removed single-use plastics from our offices

NET ZERO PLAN

NET ZERO PLAN IS BASED ON MEASURE, REDUCE, OFFSET

We continue on our Net Zero journey and still work through our measure, reduce and offset strategy. We are in a new assessment phase as we see increased occupancy of our office spaces globally.

When the emissions have been measured and reduced, we will engage with partners to offset the remaining emissions through validated carbon reduction programmes to achieve our Net Zero target. This exercise will be repeated to ensure that we continue to reduce across the business.

We also engage with our key vendors to ensure that our desire to achieve Net Zero is shared across our supplier base. As an example of this, our food service provider achieved a silver medal for sustainability with EcoVadis to recognise their efforts in driving sustainability standards throughout their business. They are also a part of the Origin Green programme run by Board Bia (Irish Governments food agency) to ensure that food is sourced sustainably while reducing the distance travelled from farm to fork.

We continue to engage with our energy providers to ensure that we are sourcing our energy from renewable sources. One that we continue to focus on is green gas to replace our usage of natural gas.

ecovadis



MEASURING OUR CARBON FOOTPRINT

BUSINESS TRAVEL

We recognise that business travel is a material source of carbon emissions. During the pandemic we learnt ways of using virtual meetings more effectively, but maintaining close relationships with our customers, investors and other stakeholders is fundamental to our business, and necessitates a certain level of international travel. We are carefully measuring our business travel emissions with a view to reducing flights where appropriate and offsetting residual emissions in the near future.

MEASURING EMISSIONS

In this Report we provide emissions data for our offices (electricity and natural gas), business travel, and leased and managed aircraft. Our Dublin headquarters represents 76% of our global office space. We approximate emissions for our global offices based on emissions from our headquarters.

SCOPE 1 EMISSIONS

Scope 1 GHG emissions arise from the combustion of natural gas for the heating of our offices. We have seen a steady decline of our heating emissions thanks to more

efficient use of our facilities and flexible work from home policies.

SCOPE 2 EMISSIONS

Our Scope 2 GHG emissions are indirect emissions from electricity acquired to power our global offices. 100% of electricity consumption for our global headquarters is acquired from certified renewable sources.

SCOPE 3 EMISSIONS

Scope 3 emissions include business travel (commercial air transport and executive travel) and the emissions of our owned and managed aircraft. We will continue to assess, gather data, quantify and include Scope 3 GHG emissions for upstream and downstream categories that are relevant and material to our business. CO₂ emissions of our owned and managed fleet in 2023 were 89% of 2019 levels, despite fleet productivity by seat-hours having recovered to 96%. This illustrates the positive impact that our steady investment in new technology fuel-efficient aircraft is making on airline emissions. This will also support airlines' ability to invest in their transition to new technology fuel-efficient aircraft.

MEASURING OUR EMISSIONS IS KEY TO CREATE AWARENESS AND SET OUR GOALS

EMISSIONS DISCLOSURE*	2019	2020	2021	2022	2023
Scope 1 GHG emissions (tCO₂e)					
Natural gas combustion	340	357	307	278	184
Total Scope 1 emissions	340	357	307	278	184
Scope 2 GHG emissions (tCO₂e)					
Acquired electricity	94	78	73	66	43
Total Scope 2 emissions	94	78	73	66	43
Scope 3 GHG emissions (tCO₂e)					
Business travel	5,225	1,439	1,315	3,834	4,292
Leased aircraft	15,900,000	6,950,000	8,750,000	11,580,000	14,830,000
Managed aircraft	2,190,000	900,000	920,000	1,150,000	1,180,000
Total Scope 3 emissions	18,095,225	7,851,439	9,671,315	12,733,242	16,014,162

Source: IBA and Aviation Working Group (AWG) Carbon Calculator.

*2020-2022 Scope 1 emissions data has been restated from previous reports owing to improvements in our calculation methodology and updates to CO₂ emissions from third-party providers



OUR PEOPLE & OUR COMMUNITY

INTRODUCTION

THE ENGAGEMENT WE CREATE AMONG OUR PEOPLE IS A DIFFERENTIATOR FOR OUR BUSINESS. OUR COMMITMENT IS TO CREATE THE BEST ENVIRONMENT FOR THEM TO PERFORM – INDIVIDUALLY AND COLLECTIVELY

OUR APPROACH IS BUILT ON FOUR PILLARS:

1. EMPLOYEE WELLBEING

At Avolon, feeling good mentally and physically is a key priority. Our focus is to ensure our people are cared for and provided with the benefits and environment to allow them to thrive and deliver exceptional results. We emphasise this through our Fit For Purpose activities, and comprehensive employment and health benefits. We use feedback from our annual employee survey, and from our active committees, to keep our offerings up to date and relevant.

2. ATTRACTING, DEVELOPING AND RETAINING TALENT

Our people drive our competitive advantage. Our ability to attract, develop and retain high quality talent in our industry is critical to long term success.

Avolon's comprehensive Learning and Development strategy facilitates continuous learning, enhances employee performance, and fosters a culture of innovation and adaptability.

In 2023 we were proud to have the first two cohorts complete our flagship leadership development programme - Accelerate - which will equip our next generation of senior leaders with the behaviours, skills and mindset needed for leadership success.

3. DIVERSE AND INCLUSIVE

We embrace and promote all aspects of diversity in our business, and we believe an inclusive culture is central to our long-term success. In 2022, we stepped back to examine where we were on our D&I journey. Our D&I Committee conducted a series of workshops to develop a strategy to reinvigorate our approach which was rolled out in 2023.

Our vision is a business that believes we are strengthened by diversity, and where the senior leadership is committed to nurturing an open environment where people can bring their true selves to the workplace. We defined a strategic approach centred around three key groups: Colleague, Customer and Community.

4. COMMUNITY INVOLVEMENT

Our corporate social responsibility programme - CARE - encourages broad company involvement in a diverse range of initiatives to support both local and international partners in the promotion of innovation, social development and education.

CARE operates its programme around four pillars of activity: Community, Avolon CARE Days, Resources, Entrepreneurship and Education.



Our people are our most important asset, and we continue to invest heavily in making sure that we deliver on our goal of being an employer of choice, providing comprehensive benefits, development, and support to our team.

Ciara Ruane
Chief People Officer

2023 PEOPLE HIGHLIGHTS

OUR OBJECTIVE IS TO PROVIDE A WORKPLACE WHERE EVERY EMPLOYEE CAN BE THE BEST THEY CAN BE. WE INVEST IN THE DEVELOPMENT OF OUR PEOPLE, ARE COMMITTED TO ENHANCING OUR EMPLOYEE'S WELLBEING, DEVELOPMENT, INCLUSION, AND CONTRIBUTION



In 2023, we were pleased to be recognised for our commitment to learning and development through winning the award for 'Best L&D Strategy' at the annual HR Leadership and Management Awards.

LEARNING AND DEVELOPMENT STRATEGY

Our comprehensive L&D strategy facilitates continuous learning, enhances employee performance, and fosters a culture of innovation and adaptability.

KEY ELEMENTS

- 1. Embedding Competency framework:** The design and implementation of a companywide framework to outline the capabilities, skills and behaviours needed for success in Avolon at each career level.
- 2. Clear career levels:** Evaluation of all roles in the organisation to define and clearly communicate the career levels available and provide a development roadmap to all.
- 3. Evolve Talent Summit:** The design and execution of a global talent summit for all employees.
- 4. Accelerate Leadership Programme:** A year-long bespoke leadership development programme for Avolon to accelerate the career development and impact of our best leaders.
- 5. Management specific upskilling:** All people managers underwent an interactive and immersive skill building programme on 'effective conversations', aimed at enhancing their impact through one-to-one conversations with their teams.



2023 PEOPLE HIGHLIGHTS (continued)

LEADERSHIP AT AVOLON

Our Accelerate Leadership Development programme is designed to accelerate the career development and impact of our most promising employees to enhance our leadership pipeline. After its successful launch in 2023, the programme will continue in 2024.

The programme aims to deliver behavioural change principles, to support our leaders to apply what they learn/discuss in ways that add value to them, their teams, our customers and stakeholders. In addition, all people managers went through a dedicated skill building programme to enhance the effectiveness of their one-to-one conversations.



DIVERSITY AND INCLUSION



We renewed our commitment to a diverse and inclusive workplace and culture through our D&I committee working towards a strategy based on the three pillars of Colleague, Community and Customer. We celebrated our first Culture Night, International Women's Day, Pride Month and many important milestones as a group through insightful guest sessions, open discussions and celebratory events.

INSPIRING FUTURE CAREERS IN AVIATION

This year we ran a week-long Transition Year programme for secondary school students. The group were provided with exposure to all aspects of our business and enjoyed learning sessions with senior members of the Avolon team. The highlight of the week was a day visiting Weston Airport in Dublin

where the group got to fly in a light aircraft and to try their own hand as pilots on an aircraft simulator. The week's activities culminated in students presenting a group research project to Avolon's Chief People Officer Ciara Ruane, sharing their views on how Avolon can evolve its strategy to encourage young people to consider a career in aviation and aircraft leasing.



WELLBEING AND CULTURE

We celebrated our second annual Wellness Week, focusing on our mental and physical wellness through a series of initiatives and programmes aimed at supporting our people to look after themselves and be the best they can be. Our employees benefitted from talks and events aimed at enhancing financial, emotional and physical wellbeing.



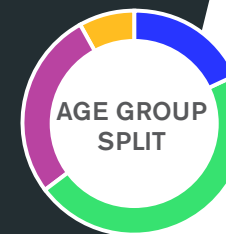
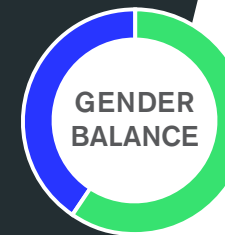
We were pleased to be recognised for our commitment to a positive work environment through winning the award for 'Best Workplace' at the annual HR Leadership and Management Awards.

242 EMPLOYEES



Locations

- Americas **14**
- Dublin **195**
- Dubai **4**
- Hong Kong **14**
- Singapore **14**
- UK **1**



EMPLOYEE WELLBEING

AVOLON PRIORITISES A HOLISTIC APPROACH TO WELLBEING FOR OUR GLOBAL EMPLOYEES

WORK-LIFE BALANCE

As a global business we work in a fast paced and high performing organisation. While this brings opportunity for challenge and meaningful career growth and development, we recognise the challenges that are placed on our team.

We endeavour to create a workplace where our people can work in a smart and flexible way to find the right balance for them and their personal commitments. In addition, we put in place a number of supports for our people to ensure we care for their physical and mental wellbeing.

RECHARGING

In recognition that at certain points in their career employees can benefit from more time out to reflect and grow than can be achieved with standard annual leave, we have put in place a generous suite of extended leave options as outlined below:

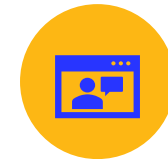
- 4 weeks fully paid 'recharge leave' upon completion of each 5 years of service
- 6 months sabbatical leave upon completion of 7 years' service
- Option to avail of 2 weeks additional unpaid leave per year

FLEXIBLE WORKING



FLEXIBILITY

Core hours, reduced summer hours and 20 days work from anywhere.



SMART WORKING

Hybrid approach of 3 days office based and 2 days remote work.



EMPLOYEE LEAVE

Generous annual leave, company days, volunteering days, study and exam leave.



FAMILY LEAVE

Paid Maternity, Paternity and Parents leave.



REMOTE WORKING

Full home office IT and office equipment for all employees.



The Wellness Room in Avolon's Dublin HQ

EMPLOYEE WELLBEING (continued)

We work hard to protect and enhance the physical and mental wellbeing of our TRIBE.

Going above and beyond is our mission and that includes looking after all elements of our employees' health and wellbeing.

BENEFITS

In addition to a competitive compensation package and company funded pensions scheme, we provide full health insurance for employees and their families, life assurance, income protection, paid sick leave and a comprehensive travel insurance policy.

MENTAL HEALTH FIRST RESPONDERS

This year we extended our mental health first responder programme to cover our Global offices as well as our headquarters in Dublin. We now have 15 individuals working globally at all levels and covering all teams, who have been specifically trained to notice and respond to a colleague experiencing a mental health crisis. Our trained mental health first responders are able to provide emergency mental health support to anyone struggling with an issue or crisis

WORKPLACE WELLNESS WEEK

We celebrated our second 'Wellness Week', welcoming a series of expert speakers to our global headquarters. They provided up to date advice, knowledge and support to our employees on topics including financial planning, healthy eating, and resilience. We also benefitted from a talk to raise awareness on mental health issues from campaigner and musician Niall Breslin.

SPORTS DAY

Wellness Week culminated in a company sports day where we celebrated the importance of keeping active and connecting with an action-packed day of competitive games and activities.

FIT FOR PURPOSE

Fit for Purpose is the name of our sports committee. It organises company sponsored yoga, pilates, boxing, bootcamps, tag rugby, running club and tennis lessons for employees to ensure all employees can prioritise keeping fit and active. Additionally we offer a financial reimbursement for up to €500 annually to cover health and fitness costs.



ATTRACTING, DEVELOPING & RETAINING TALENT

LISTENING TO EMPLOYEES

EMPLOYEE ENGAGEMENT

The 'Your Voice' annual employee survey programme provides a valuable source of information on what matters to our people, how they experience our organisation as a place to work, and how we can continue our high levels of engagement.

Our employees regularly have the opportunity to complete an employee survey to share their insights and experiences. We are committed to this process and to providing a workplace that is engaging and a positive experience for our employees. We believe that by creating this environment for our people we will continue to drive the best results through a highly engaged and committed workforce.

2023 YOUR VOICE SURVEY

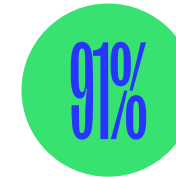
Every year our survey is conducted by an external third-party consultant, with results benchmarked against a cohort of global organisations. Responses are completely anonymous to ensure open and honest feedback. Results are aggregated at a functional, team and geographic level where a sufficient number of responses are available to guarantee anonymity.

Results are communicated to all employees at a companywide level to ensure transparency and openness. Individual team results are shared with managers to enable further team by team discussions and action planning sessions.

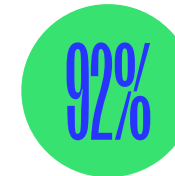


HIGHLIGHTS

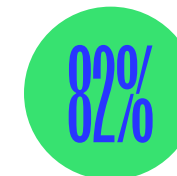
Our 2023 employee engagement survey gave clear evidence that our employees are satisfied, committed to and engaged in their work:



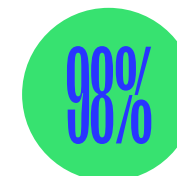
of employees we proud to say they worked for Avolon



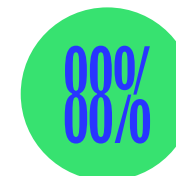
of employees know how the work they do helps Avolon to achieve its corporate objectives



of employees would recommend Avolon as a great place to work to friends/family. This is 12% higher than the industry benchmark



of employees believe that Avolon makes a positive contribution to society through CARE activities



of people believe there is a good sense of trust between the people they work with, up 8% from 2022

ATTRACTING, DEVELOPING & RETAINING TALENT (continued)

PERSONAL AND PROFESSIONAL DEVELOPMENT

We believe that offering our people the opportunity for ongoing professional and personal development is an effective tool to attract and retain the best talent, as well as contributing to a strong talent bench of future leaders with the skills to deliver for our business, now and in the future.

DEVELOPMENT OPPORTUNITIES

We offer targeted career development opportunities, including cross functional mobility, stretch assignments, global secondments, coaching programmes, online digital learning platforms and generous reimbursement for relevant further study.



ACCELERATE

In 2023 we rolled our bespoke leadership development programme to 30 senior leaders.

The programme is delivered over three modules focused on 'Leading Self', 'Leading Others', and 'Leading Organisations'. All modules include a 3-day in-person event, 1:1 executive-coaching sessions, and industry leading guest speakers. The combination of these components is designed around behavioural change principles, to support our leaders to apply what they learn/discuss in ways that add value to them, their teams, our customers and stakeholders.

Over 50% of the participants were women, helping to ensure that we build our pipeline of future senior female leaders. In 2023 44% of our female employees progressed their careers by taking on new roles and new responsibilities, supporting future development opportunities.

FUTURE LEADERS

We invest in the development and leadership potential of our future talent by offering all interns and graduates a year-long Learning & Development programme supplemented with one-to-one coaching and group workshops.

ISTAT – RISING EXECUTIVES

Avolon was the launch sponsor of the ISTAT Rising Executives Programme which offers networking and educational opportunities to ISTAT members and professionals with less than 10 years' experience in the commercial aviation industry. Through global networking events, educational offerings and more the ISTAT Rising Executives community provides resources to succeed in their roles and become future leaders in the industry.

ISTAT - PROFESSIONAL DEVELOPMENT PROGRAMME

Each year we offer sponsorship to a limited number of employees who are successful applicants to the ISTAT Professional Development Programme. This programme takes a deep dive into the airline industry, the design, manufacturing, maintenance and valuation of commercial aircraft, and the trading & financing of them. Participants profit from valuable networking time with peers and industry leaders at unique events during each module.



In 2023 we held our inaugural global talent summit, entitled Evolve. Our senior leadership group engaged in dedicated sessions on commercial and market strategy, as well as a comprehensive day-long leadership development programme. Meanwhile, all employees actively participated in three distinct streams spread across two days:

- A high-performing teams session featuring a 60-minute masterclass for all.
- An "Innovation Lab" session, followed by a facilitated ideation session.
- Individual competency development: employees shortlisted their top four choices from an option list of nine modules and were allocated to two of these classes, allowing for personalised and targeted development.

These diverse streams provided an impactful learning experience for all, fostering team dynamics, innovation, and individual competency development aligned with our organisational goals.

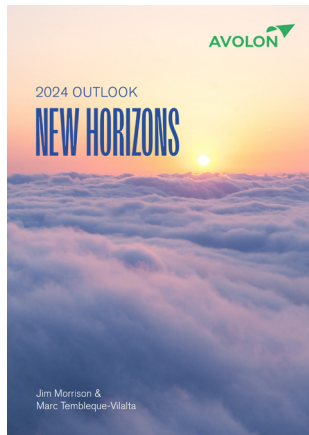
THOUGHT LEADERSHIP

AVOLON CONTINUES TO MAINTAIN ITS POSITION AS A THOUGHT LEADER IN THE AVIATION INDUSTRY

2024 OUTLOOK PAPER

In January 2024 we published our annual outlook paper New Horizons, with our thoughts on the state of the industry and future trends. The paper forecast a positive outlook for the year, with the value of new aircraft deliveries expected to rise to c.US\$100 billion.

4.7 billion people are expected to fly in 2024, with new middle-class consumers - particularly in India, South-East Asia and Latin America - driving growth.



FLEET FORECAST

In June 2023 we published our World Fleet Forecast – Return to Growth - projecting trends in the commercial passenger aviation fleet out to 2042. It forecasts the fleet will almost double by 2042, growing 94% to 46,880 aircraft, underpinned by sustained growth in demand for air travel. Avolon estimates that over \$4 trillion will be required to finance the new aircraft to be delivered over the next 20 years, providing a considerable opportunity for lessors to partner with airlines globally to finance their growth ambitions.



SAF FEASIBILITY STUDY

The Ireland's Sustainable Aviation Fuel Opportunity report was launched in October 2023 by Ireland's Minister for Enterprise, Trade and Employment, Simon Coveney TD. It found that Ireland has the potential to develop a Sustainable Aviation Fuel (SAF) industry generating

revenue of €2.55 billion by 2050 and providing up to 1,000 high-skilled jobs. The report was produced by SkyNRG and SFS Ireland, in a partnership supported by Avolon, Boeing and ORIX Aviation.



SUSTAINALYTICS

Avolon received an Environmental, Social and Governance (ESG) Risk Rating score of 16 from Sustainalytics, a leading ESG data, research, and ratings firm. The rating affirms Avolon in the 'Low Risk' category following its inaugural rating in 2022 and reflects its performance across a broad range of ESG metrics. Avolon's score of 16 puts it in the top decile of its industry group in terms of ESG performance.



MOST SUSTAINABLE LESSOR AWARD

Avolon received the Most Sustainable Lessor award from industry publication Airline Economics. The award recognises the progress Avolon has made in implementing its sustainability agenda, and its commitment to taking a leadership role in supporting aviation's decarbonisation goals. Avolon's Chief Operating Officer Felipe Campos and the Chair of Avolon's Diversity & Inclusion Committee Indigo Pratt-Kelly were proud to receive the award at a ceremony in Dublin in May 2023.



AVOLON AVIATION SCHOOL

CONNECTING WITH OUR CUSTOMERS IS A STRATEGIC FOCUS FOR AVOLON

AVIATION SCHOOL

AVOLON'S SUCCESS IS BUILT ON THE STRONG RELATIONSHIPS WE HAVE FORGED WITH PARTNERS, PARTICULARLY OUR CUSTOMERS. WE HELD AVOLON AVIATION SCHOOL IN 2023 TO ENHANCE THESE RELATIONSHIPS, AND WELCOME DELEGATES FROM ALL AROUND THE WORLD FOR A TWO-DAY PROGRAMME OF INSIGHTS INTO HOW AVOLON, AS A LEADING AIRCRAFT LESSOR, THINKS ABOUT THE KEY ELEMENTS OF ITS BUSINESS.

- c.100 representatives from airlines and banks joined us for a 2-day immersion into the world of aircraft leasing
- Delegates participated in focused sessions with senior Avolon executives and benefited from a key note speech from IATA's Director General Willie Walsh
- The event provided ample opportunity for participants to network with their peers and to meet the Avolon colleagues that they interface with regularly – putting faces to names
- There was global participation: 34% of delegates from EMEA, 21% from North America, 16% from LATAM and 29% from the APAC region
- Views shared from a diverse range of voices reflecting the experiences and cultures of over 40 countries represented
- We will be running Avolon Aviation School again in 2024



DIVERSITY & INCLUSION

FUELLED BY AMBITION, STRENGTHENED
BY DIVERSITY, UNITED BY INCLUSION

Our vision at Avolon is to sustain an open environment where people can bring their true selves to the workplace. We aim to cultivate and hear a diverse range of views and recognise people based on their merits without bias.

Our Diversity & Inclusion initiatives are led by a D&I Committee which is tasked with ensuring the business lives up to its ambitions.

DEFINING OUR D&I ROADMAP AND EMBEDDING CULTURAL CHANGE

In 2023, our Committee focused on defining a robust D&I roadmap, which would not only deliver on the 3 core pillars of our strategy, but also align with our Corporate Objectives. These 3 core pillars of our D&I strategy are:

COLLEAGUES: Build and foster an environment where employees have the space to be safely heard, seen, and to grow without prejudice or bias.

CUSTOMERS: Creating value through inclusive customer experiences which respect global and cultural differences.

COMMUNITY: Lead by example within our community and make a difference to drive change & level the playing field.

AVOLON INCORPORATES D&I INTO THE DAILY LIFE OF THE TRIBE

We welcomed **Irish Artist Ellie Dunne** to Avolon HQ to launch an exhibit of her works, selected for us by Patrick T Murphy from Dublin's Royal Hibernian Academy of Arts.

As part of **International Women's Day**, we ran a campaign of inspiring female role models across our Global offices, celebrating women who have made history.

We have aligned our D&I strategy with our CARE strategy, to ensure that CARE initiatives in 2023 were reviewed through a D&I lens.

We welcomed **Kim Williams** from **Together Academy**, who is now working with Artizan part-time in our employee restaurant and café.



DIVERSITY & INCLUSION (continued)



SUPPORTING DIVERSITY INITIATIVES

Over and above promoting diversity within the business, Avolon continues to support industry initiatives aimed at supporting diversity in aviation:

Avolon joined the **Partnership for Global LGBTQI+ Equality**, which supports the UN Standards of Conduct for Business Tackling Discrimination Against LGBTI People.

AWAR: Advancing Women in Aviation Roundtable (AWAR) promotes the development and advancement of women leaders in the aviation industry and Avolon is a member of its Steering Committee.

Women@ISTAT: Avolon sponsors the Women@ISTAT programme which seeks to increase the opportunities for women working in the industry.



Women@ISTAT event at ISTAT EMEA where Icelandair's Nina Jonsson was speaking to Avolon's Rosemarie O'Leary. Nina's advice: keep pushing yourself forward and have confidence in your abilities.

ISTAT Rising Executives: Avolon sponsors ISTAT's Rising Executives programme which provides networking and education opportunities for young professionals.

Women in Aviation International Singapore Chapter: Avolon sponsored the annual Gala night, which supports their mission of gender equality, talent development through scholarships, mentoring and outreach programmes



Anna Killeen, VP Technical, was on the International Women's Day panel organised by the Irish Chamber of Commerce in Singapore.

Fexco's Women in Payment Conference: Head of Commercial Insights Marie Ryan was invited to speak on the panel this year.

Irish Chamber of Commerce, Singapore: Avolon hosted a panel about forging change for women in the workplace as part of International Women's Day 2023.

LEARNING AND DEVELOPMENT

Our Evolve Talent Summit had a focus on D&I, with 'Champion Inclusive Interaction' being offered as a module; and the Evolve Culture Night celebrated our global offices. We are not only globally located – we are globally inclusive.

D&I continues to be a focus for our bespoke leadership development programme - Accelerate - designed to build capability, drive performance and sustain our culture. Half of the participants included in the first year long programme are female, which we hope over time will help to increase the representation of women in our senior leadership.

We also ran an D&I Best Practices awareness programme in our global offices. These simple, practical & tangible steps will enable organisational strategy to become a reality.



ENGAGING VOICES

We regularly welcome external speakers who can challenge and educate us on Diversity & Inclusion issues. In 2023 visitors included:

Breege O'Donoghue, iconic Irish business woman, for International Women's Day

Caroline Farberger, on Leading Inclusively. Caroline is the first senior business leader in the Nordics to speak openly about her gender transition, having formerly lived as Carl Farberger.



CARING FOR OUR COMMUNITY

OUR CARE PROGRAMME REMAINS A CORE PILLAR OF OUR SUSTAINABILITY STRATEGY, AND THE CHANNEL THROUGH WHICH WE SUPPORT THE LOCAL COMMUNITIES AND CHARITABLE INITIATIVES IN THE AREAS WHERE WE AND OUR CUSTOMERS OPERATE



In 2023, the CARE strategy maintained its commitment to support important causes in the local communities in which we operate, effecting tangible change across a range of different projects. Avolon contributed over €550,000, disbursed across 40 initiatives which aligned with our CARE Pillars: Community, CARE Days, Resources, Education, and Entrepreneurship.

Our approach to CSR is colleague-led, where we seek projects to collaborate on with our customers and local communities that inspire passion and commitment from members of our team. An added dimension this year was approaching our strategy with the overlay of a Diversity & Inclusion lens, seeking to be conscious of supporting initiatives consistent with our vision of a business that is collectively fuelled by ambition, strengthened by diversity and united by inclusion.

Examples of issues supported with a D&I focus included charities addressing violence against women, disability and mental health.

In 2023 the communities served by many of our customers faced profound challenges in the wake of natural disasters. In response we partnered with the Red Cross, extending humanitarian aid to those most severely affected by earthquakes in Turkey and Morocco. Additionally, our commitment to crisis response manifested through direct support to the Hawai'i community foundation, providing relief after the devastating wildfires in August.

A predominant theme in the year was a strategic investment in future generations. Avolon's support extended to a spectrum of research and children-centric initiatives:

The Children's Medical Research Foundation, a dedicated charity striving to enhance the health and wellbeing of children and their families affected by childhood illnesses.

The National Maternity Hospital Foundation, an organisation at the forefront of advancing women's and neonatal health through the funding of research, innovation, and excellence in care.

ISPCC's Smart Moves, a programme specifically designed to bolster children's emotional resilience.

The Special Day of Flying, an initiative providing children with disabilities an aviation-themed day filled with family-friendly fun.

Celtic FC Foundation, where Avolon supported the football-for-good initiative, a programme aimed at assisting the most vulnerable in society, including low-income families.

A cornerstone of our annual calendar and cultural identity, the company CARE Day, took centre stage. In October, our Dublin office colleagues collaborated with three charities: **Saoirse**, **Sonas**, and **Aoibhneas** - dedicated to supporting women and children who have experienced domestic abuse in our community. This collective effort transpired in the transformative rejuvenation of the grounds and facilities at two women's refuges and a safe house.



CARING FOR OUR COMMUNITY (continued)

WE ALSO RETURNED TO ETHIOPIA TO JOIN 40,000 PEOPLE IN THE STREETS OF ADDIS ABABA FOR AFRICA'S BIGGEST ROAD RACE – THE 10KM GREAT ETHIOPIAN RUN.

Avolon's 12 strong team took part to raise funds for Orbis to help support their vital work curing blindness and running healthcare initiatives. The team raised over €79,000 and were inspired by their visit to the rural communities where Orbis is working. The restoration of sight and avoidance of blindness is one of the most effective ways to address poverty in communities with little access to healthcare and medicine. Avolon has been supporting the run and Orbis for several years and welcomed the opportunity to renew our involvement after 3 years when it couldn't be held due to the pandemic and security issues.

As we look ahead to 2024, CARE will maintain its commitment to champion society's most vulnerable and marginalised individuals and groups. Collaboration remains at the heart of our approach, working closely with colleagues, community members, and customers to level the playing field, and foster a just and inclusive society.



GOVERNANCE EXCELLENCE



INTRODUCTION

Fostering a strong culture of transparency, respect and integrity in our corporate governance has always been core to Avolon's DNA. Three factors embed this:

1. BOARD AND MANAGEMENT

Avolon has a strong, experienced Board which provides effective oversight and stewardship of our business. The Board is comprised of representatives of our shareholders, management and an independent director. Our governance framework requires that certain key decisions are approved by both shareholders.

2. BEHAVIOURS AND CULTURE

Our TRIBE values are core to how we conduct our business and ensure that we act with responsibility and integrity. Our values underpin our approach to all our policies and procedures. These are overseen by our Business Integrity department and rolled out to all employees through rigorous and ongoing mandatory training modules.

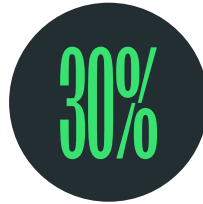
3. RISK MANAGEMENT AND CONTROLS

Our culture and robust financial and operational controls ensure risk management is embedded within our business. Core to the sustainability of Avolon is understanding the risks we take and how they impact the commitments we make. Our risk management framework gives visibility into how risks interact through time and under varying degrees of stress.

OUR SHAREHOLDERS



Bohai Leasing Co., Ltd is a Chinese public company listed on the Shenzhen Stock Exchange (SZE: 000415), an FTSE Russell index company, and is the largest listed leasing company on the Chinese A-Share stock market. Bohai has a wide range of leasing licenses, which have allowed for a balanced development of diverse leasing subsidiaries. Bohai's subsidiaries provide domestic and global services in both financing and operating leases of aircraft, containers, equipment and infrastructure. It has established footprints in China's main economic and free trade zones of Tianjin, Shanghai, Guangdong and the Yangtze River Delta, and major international offices in Hong Kong, Singapore, London and Miami.



ORIX Aviation Systems Limited ("ORIX Aviation"), established in 1991 in Dublin, Ireland and has grown to over 200 owned and managed aircraft on lease to over 50 airlines.

ORIX Aviation Systems Limited is a 100% subsidiary of ORIX Corporation ("ORIX") (TSE: 8591; NYSE: IX), an opportunistic, diversified, innovation-driven global powerhouse with a proven track record of profitability. ORIX's highly complementary business activities span industries including: energy, private equity, infrastructure, automotive, ship and aircraft, real estate, and retail financial services. ORIX has also spread its business globally by establishing locations in a total of 38 countries and regions across the world. Through its business activities, ORIX has long been committed to corporate citizenship and environmental sustainability.



EXPERIENCED STRATEGIC LONG-TERM SHAREHOLDERS WITH EXPERTISE IN AVIATION AND LEASING.



BOTH LISTED SHAREHOLDERS CREATE AN ADDITIONAL LAYER OF GOVERNANCE.



BOARD COMPOSITION DICTATED BY SHAREHOLDER AGREEMENT.

BOARD OF DIRECTORS



Can (Jason) Zhang Non-Executive Chairman

Can (Jason) Zhang has served as both a Director and Chairman of the Avolon Board since February 2022. Mr. Zhang has served as Deputy Chairman of Bohai Leasing Co., Ltd since March 2022. He previously held positions as the CFO of Hong Kong Airlines Co., Ltd., Director of Swissport Group, and CEO of CWT International Limited (HK00521). Mr. Zhang holds a Bachelor's Degree in Accountancy from Wuhan University and an MBA from Columbia University.

Denis Nayden Non-Executive Vice Chairman

Denis Nayden has served as Vice Chairman of the Avolon Board since April 2016 and was previously the Chairman of the Board from May 2010 to January 2016. Mr. Nayden previously held the position of Chairman of Varagon Capital from 2014 to 2020, and is currently Chairman, Investment Committee member and Operating Investor at Harkness Capital Partners, and is Chairman of James Alpha Holdings, LLC. Mr. Nayden also serves on the Board of Directors of LiteSheet Solutions and the Global Board of buildOn, a non-profit organization.

Mr. Nayden was formerly an Advisory Managing Partner of Oak Hill Capital from January 2017 to December 2017 and a Managing Partner from 2003 through 2016. Prior to joining Oak Hill, Mr. Nayden served as the Chairman and Chief Executive Officer at GE Capital. Mr. Nayden spent more than 25 years serving in various roles at GE Capital, including oversight of GE Capital Aviation Services. Mr. Nayden previously served as Chairman of the Boards of Duane Reade, Firth Rixson Limited, Omada International, Primus International and RSC Equipment Rental.



Shen Yan Non-Executive Director

Shen Yan has served as Director of the Avolon Board since February 2022. Mrs. Yan serves as the Executive Director and the Chief Financial Officer of CWT International Limited (HK00521). Prior to this, Mrs. Yan served as Finance Director of CWT International Limited and also acts as a director on a number of subsidiaries of CWT International Limited since July 2015. Mrs. Yan served as CFO of Hong Kong Airlines Corporate Jet Management Limited from July 2014 to July 2015. From July

2008 to July 2014, Mrs. Yan worked in the Finance Department of HNA Group and a number of its subsidiaries. Mrs. Yan graduated from the Sichuan University in 2008 with a Bachelor Degree in Accounting, and graduated from Peking University in 2020 with a Masters Degree in Business Administration. Mrs. Yan has extensive management knowledge and working experience in accounting, finance, treasury and risk management and has been a member of Association of Chartered Certified Accountants since 2013.

BOARD OF DIRECTORS

(continued)



Duan (Julian) Wang Non-Executive Director

Duan (Julian) Wang has served as Director of the Avolon Board since January 2022. Mr. Wang has served as Assistant General Manager and Chief International Affairs Officer of the new HNA Group (Trust Management) since June 2022, and as Vice Chair of China General Chamber

of Commerce - USA since March 2022. He is also the President of HNA Group International, the international operations platform of the whole group, and is responsible for engagements in global M&A, international asset management, and cross-border portfolio company governance.

Mr. Wang has years of experience managing multi-national corporations, having served on the board of Avolon since January 2022,

Global Sea Containers Ltd. since May 2020 and SinOceanic since July 2019. He has also chaired the board of SR Technics, one of the world's leading aviation Maintenance, Repair, and Overhaul (MRO) service providers from June 2021 to December 2021, and on the board of Swissport Group from November 2019 to December 2020.

Mr. Wang has 15 years of experience working at various positions at HNA.

Throughout his career, he has led numerous international projects including the sale of Ingram Micro, restructuring of Swissport, a series of real estate transactions including 245 Park Ave NYC, 850 Fifth Ave NYC, 1180 American Ave NYC, 181 W Madison Chicago, etc. with a total transaction value over \$10B.

James Meyler Non-Executive Director

James Meyler joined the Avolon Board in February 2022. James is the Chief Executive Officer of ORIX Aviation Systems Limited and ORIX Aviation Management ME Limited with over 25 years' experience in the aviation industry. Prior to this, he held the positions of Deputy Chief Executive Officer and Chief Commercial Officer of ORIX Aviation. James is a Board Director of ORIX Aviation Systems Limited since 2015.

James worked with ORIX Aviation from 2002 to 2007 and was Vice President of Acquisitions, New Business and Capital Markets. James spent two years as Managing Director, Head of Marketing and Capital Markets for Aergo Capital Group before returning to ORIX Aviation in 2009. James previously held positions as Executive Assistant to Tony Ryan and CFO of TARA Aerospace, along with a senior management role in the aviation team at KBC Aerospace Finance.

He holds an Honours Bachelor of Commerce degree in Banking and Finance from University College Dublin. James was previously elected to the Board of Directors of ISTAT for a four year term from 2015 to 2019 and currently serves as Chairman of the Wings Club Foundation European Chapter.



Andy has a Bachelor of Engineering degree and a Master of Industrial Engineering degree, both with First Class Honours from University College Dublin.

Andy Cronin Chief Executive Officer

Andy Cronin was appointed Avolon's Chief Executive Officer in October 2022 and is a globally recognised leader within the aviation industry, having held a range of senior roles across the sector for more than 20 years.

As part of the founding team and serving as Avolon's CFO from 2010 to 2022, Andy has played a central role in building the company to the industry-leading position it holds today. He has successfully led Finance and Capital Market teams through numerous capital raises, corporate acquisitions, and most notably Avolon's listing on the NYSE.

Prior to joining Avolon, Andy served as SVP Investor Markets at RBS Aviation Capital with responsibility for disposal, financing and debt syndication of operating lease and structured debt products to a wide pool of investors and banking communities. Before working at RBS Aviation Capital, Andy worked in numerous commercial and operational roles at FLS Aerospace.



Kei Kitagawa Non-Executive Director

Kei Kitagawa has served as a Director of the Avolon Board since April 2020. Mr. Kitagawa is a member of the Board of Directors of ORIX Aviation. He also serves as Deputy Executive Officer, Deputy Head of Global Transportation Services Headquarters and Head of

Aviation and Investment Group for ORIX Corporation, the sole shareholder of ORIX Aviation, with approximately 20 years' experience in the aviation industry.

Kei Kitagawa joined ORIX Corporation in 1998 and has responsibility for Orix Group's business strategies and budgets in the aviation industry, and a core role in pioneering the Japanese Operating Leasing market. Mr. Kitagawa was

appointed to the Head of Aviation and Investment Group in May 2015, Deputy Head of Global Transportation Services Headquarters in January 2019, and Deputy Executive Officer in January 2024.

He holds a Bachelor Degree in Law and an MBA in Finance from Chuo University, Tokyo.

LEADERSHIP



Andy Cronin
Chief Executive Officer

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Andy has a Bachelor of Engineering degree and a Master of Industrial Engineering degree, both with First Class Honours from University College Dublin.



Paul Geaney
President & Chief Commercial Officer

Paul Geaney was appointed as Avolon's Chief Commercial Officer in July 2021, adding the role of President in July 2022.

He is responsible for the Commercial Team at Avolon, leading the business's aircraft origination, marketing, and commercial insights activity. He also leads Avolon's eVTOL subsidiary Avolon-e and oversees Avolon's OEM team who manage Avolon's orderbook and aircraft manufacturer relationships.

Paul was a founding member of the Avolon team in May 2010 in the role of Head of Americas; he was then Head of OEM, and latterly Chief Risk Officer.

Before joining Avolon he spent three years with Claret Capital, including a period running one of its aviation related portfolio companies, before becoming a partner at the firm.

Paul began his aviation career in 2002 working for RBS Aviation Capital on its credit and pricing teams and ran RBS's international corporate jet finance business. Paul started his professional career with Merrill Lynch in New York where he worked for its healthcare banking team.

Paul holds a Bachelor in Economics and Politics degree from Trinity College, Dublin, and was on the Board of the International Society of Transport Aircraft Trading (ISTAT) from 2019 to 2023.



Ciara Ruane
Chief People Officer

Ciara Ruane was appointed Chief People Officer in October 2021 and is responsible for leading Avolon's people strategy, employee experience, recruitment, rewards, retention, leadership development, learning and diversity & inclusion.

Ciara has over 20 years' Human Resources (HR) experience working in strategic HR and effectiveness and, prior to joining Avolon, Ciara worked at Primark, a leading fashion retailer. At Primark, Ciara became Director of People and Culture where she also led Primark's Diversity and Inclusion agenda, wellbeing strategy and corporate giving programmes. Prior to working at Primark, Ciara worked for Willis Towers Watson for over 10 years across a broad range of HR practices.

Ciara is a graduate of Smurfit Business School and has a Bachelor of Science degree from University College Cork.

LEADERSHIP

(continued)



Ross O'Connor
Chief Financial Officer

Ross O'Connor was appointed Chief Financial Officer in October 2022 and leads the financial reporting, tax, corporate development, capital markets and aircraft trading activities at Avolon.

Ross O'Connor joined Avolon in 2011 and has held various roles throughout the organisation, including Vice President Trading and Head of Investor Relations. From 2020 to 2022, Ross served as Head of Capital Markets for Avolon, leading Avolon's fundraising strategy and initiatives, including the management of Avolon's rating agency and global lender relationships.

Ross holds a Bachelor (Hons) in Management Science and Information Systems Studies degree from Trinity College Dublin and is a Fellow of the Institute of Chartered Accountants Ireland.



Felipe Campos
Chief Operating Officer

Felipe Campos was appointed Avolon's Chief Operating Officer in October 2022 and oversees all the company's operational activity, including the transaction management, technical, IT, workplace services, and customer operations teams.

Felipe joined Avolon in April 2016 and most recently served as Chief Technical Officer from 2021 to 2022. In this role he managed all technical aspects of the business including lease negotiation, transitions, new aircraft deliveries and oversight of delivered aircraft while on lease. Prior to this, as the Head of Latin America, Felipe was responsible for managing Avolon's relationships with the airlines in the region.

Before joining Avolon, Felipe held a variety of roles across the aviation industry including with GE Aviation, LATAM and TAM airlines. These roles involved responsibility for marketing, aircraft financing, leasing, fleet planning, engines, and supply chain contracts.

Felipe holds a Master of Science in Naval Engineering and Project Management, and a Naval Engineering degree from Escola Politécnica at the University of São Paulo.



Jim Morrison
Chief Risk Officer

Jim Morrison was appointed Chief Risk Officer in October 2022. He is responsible for the implementation, oversight, and continued development of Avolon's risk management strategy, ensuring that Avolon proactively addresses the immediate and future challenges faced by the industry.

A member of Avolon since 2017, Jim most recently served as Head of Portfolio Management where he was responsible for identifying and projecting key industry trends, performing airline and market analysis, and developing aircraft investment cases. Jim led Avolon's strategic entry into the freighter market and helped launch our eVTOL commercialisation strategy. Jim contributes to Avolon's thought leadership agenda, authoring our annual outlook papers and developing Avolon's sustainability initiatives.

Prior to joining Avolon, Jim held airline marketing, market analysis, and product strategy roles with CIT Aerospace and Bombardier Commercial Aircraft. Jim is an ISTAT Certified Appraiser and a licensed Professional Engineer in Ontario.

Jim holds a Master of Science in Technology and Policy degree from the Massachusetts Institute of Technology and a Bachelor of Applied Science in Engineering Physics degree from Queen's University, Kingston.

MAKING DECISIONS

STRONG OVERSIGHT OF KEY DECISIONS BY THE BOARD AND SHAREHOLDERS

WHILE THE BOARD HAS DELEGATED AUTHORITY TO OPERATE THE DAY-TO-DAY AFFAIRS OF AVOLON TO THE LEADERSHIP TEAM, THE SHAREHOLDER AGREEMENT SETS OUT BOARD RESERVED MATTERS WHICH REQUIRE THE PRIOR APPROVAL OF THE BOARD. FURTHERMORE, THERE ARE SPECIFIC SHAREHOLDER RESERVED MATTERS THAT REQUIRE THE APPROVAL OF BOTH SHAREHOLDERS.

The clear governance structure set out within the Shareholder Agreement provides very strong oversight of key strategic decisions by the Board. The Shareholder Reserved Matters provide strong protection to both shareholders and other stakeholders of the business.

LEADERSHIP TEAM



BOARD



SHAREHOLDERS

BOARD RESERVED MATTERS

Board Reserved Matters - The following matters require majority approval by the Board:

- Acquisitions, disposals or JVs over a certain threshold.
- Financial framework, including financings over a certain threshold.
- Adoption of any audited annual accounts.
- Commencement or settlement of any litigation, arbitration or other proceedings which are material in the context of the business.
- Change to the accounting reference date or accounting principles and policies.

SHAREHOLDER RESERVED MATTERS

Key strategic decisions will require the approval of both shareholders, including:

- Budget and Business Plan (including distribution policy).
- Material Related Party transactions.
- Acquisitions, disposals or JVs over a certain threshold outside agreed Budget / Business Plan.
- Financial framework, including financings over a certain threshold outside agreed Budget / Business Plan.
- Key strategic decisions (e.g. cessation of any business activities).
- Changes to corporate structure and / or Articles of Association.
- Appointment or removal of Independent Director.

BEHAVIOURS & CULTURE

STRONG VALUES AND CULTURE UNDERPIN GOVERNANCE THROUGHOUT THE ORGANISATION

OUR VALUES AND CULTURE

Avolon's values and culture are ingrained in the way we work together and with our stakeholders. We know that checking all the boxes when it comes to a Compliance or Ethics Programme only really matters when our underlying culture matches our commitment on paper in policies and procedures. Our TRIBE values form the basis of how we run our business, how we interact with one another and our stakeholders. Our TRIBE values are incorporated into our policies and procedures. Avolon is committed to doing business in a way that is fair, transparent and benefits everyone involved.

COMPETENCY FRAMEWORK

Our six competencies set out the factors that make us successful and are key to driving both individual and business performance. Each competency clarifies expectations and how these progress in different career stages. Understanding these competencies allows employees to identify strengths and learning opportunities, set clear development objectives, contribute to business performance, and plan professional development at Avolon.

CODE OF CONDUCT

Avolon's Code of Conduct guides employees on how to do business ethically. It helps employees navigate the common, and sometimes challenging, situations they could face at work and points to our policies and other resources for more information. Most importantly, it helps to turn our TRIBE values into actions.

Avolon's Code of Conduct is designed to:

- Promote integrity and the highest standards of ethical conduct.
- Comply with applicable laws, regulations and Company Policies.
- Address common ethical situations that could be encountered in work.

Avolon is committed to compliance with all laws, rules and regulations that apply to our business. We operate in multiple countries, so it is important to be aware of different laws and customs that may apply. While we respect the norms of our customers and business partners throughout the world, all members of our TRIBE must, at a minimum, comply with the standards and principles in our Code.

ETHICS AND COMPLIANCE

STRONG VALUES AND CULTURE UNDERPIN GOVERNANCE THROUGHOUT THE ORGANISATION

BUSINESS INTEGRITY TEAM

The objective of our Business Integrity Team, our version of Compliance, is to fortify Avolon with a focus on best business practices in an increasingly complex global marketplace by building on our TRIBE values.

IMPLEMENT COMPLIANCE OBLIGATIONS POLICIES & PROCEDURES

- Anti-money Laundering & counter-terrorist financing
- Anti-bribery and anti-corruption
- Anti-trust
- Business Integrity Charter
- Conflict of interest
- Data protection & GDPR
- Fraud
- Insider trading rules
- Lobbying activity
- Raising concerns policy (whistleblowing)
- Sanctions screening
- Social media policy
- Securities Trading
- Third party due diligence

TRAINING & COMMUNICATIONS

- Ensure awareness and compliance with appropriate risk management and controls
- Interactive compliance training modules provide real world examples of how to apply those policies to our day-to-day transactions across the firm.
- Investigation, reporting, oversight & monitoring of compliance matters
- Provide timely advice on changes to laws and regulations

THE BUSINESS INTEGRITY FUNCTION HAS A DIRECT REPORTING LINE TO THE AUDIT COMMITTEE

Key reporting indicators include:

- Suspicious activity reports
- Protected disclosures
- Data breach reports
- Data subject access requests
- Sanction / export administration issues
- Known fraud incidents



WORKING WITH OTHERS TO DELIVER AN ETHICAL BUSINESS

AVOLON'S GLOBAL NETWORK OF CUSTOMERS AND SUPPLIERS SUPPORT OUR BUSINESS. WE HOLD ALL OF OUR COUNTERPARTIES TO HIGH STANDARDS IN HOW THEY CONDUCT THEIR BUSINESS AND APPLY STRINGENT RISK MANAGEMENT TO OUR RELATIONSHIPS INCLUDING CUSTOMER DUE DILIGENCE, SANCTIONS SCREENING AND A NUMBER OF RISK MITIGATING PROVISIONS INCORPORATED INTO OUR LEASES.

DUE DILIGENCE, SCREENING & ONGOING MONITORING

- Customer due diligence is applied on a risk-based approach: Simplified, Standard or Enhanced.
- Know Your Customer ("KYC") checks carried out against our customers and business partners.
- Ongoing monitoring action via screening system for relevant alerts and adverse news review.

ECONOMIC SANCTIONS & EXPORT CONTROLS

Sanction risks apply in terms of those counterparties we deal with and jurisdictions we operate within. Screening checks both prior and during ongoing business relationships are actioned by Business Integrity.

BUSINESS PARTNER CODE OF CONDUCT

We expect that any third party who works with us or on our behalf, from those working with our aircraft to those supporting our business operations, will share our commitment to ethical business practices and uphold the same high standards that we do. Avolon's Business Partner Code of Conduct is available on our website.

A web platform and hotline are available to all Business Partners to report any violations or concerns in connection with this Code or with appropriate application of Avolon's non-retaliation policy.

PRODUCT GOVERNANCE

- Avolon leases only certified aircraft which meet strict regulatory standards to our global airline customers.
- Our leases pass all operational risk and responsibility to the lessee, limiting our exposure to product liability and reputational damage.
- Airlines are contractually required to maintain and operate our aircraft in accordance with the law and regulations of FAA, EASA or appropriate equivalent local regulator.
- All aircraft are required to be fully insured including for third party liability insurance.
- Avolon regularly oversees the operating and maintenance records of our customers.

INFORMATION SECURITY

INFORMATION SECURITY POLICIES

Protecting the data of Avolon and our stakeholders is a key priority of the business. We have invested in and continually upgrade best-in-class information security infrastructure to ensure that our data is protected. With so many of our global employees working remotely or on the move, Avolon has transitioned to secure digital mobility solutions, including secure cloud-based servers, multi-factor authentication, migration to laptops for all employees, and a secure electronic platform that covers the majority of the business's systems.

DATA PROTECTION PROCESSES

Avolon's in-house IT team work with a range of best-in-class external consultants to develop extensive processes to manage information security risks. Active investment in our IT infrastructure together with independent penetration testing, security monitoring and least privilege principle access across applications are just some of the ways that we implement our information security processes.

CYBER SECURITY

Avolon's IT risk management framework, including associated policies and procedures and a Cyber Security Incident Response Team, are reviewed regularly to ensure addressing this threat does not remain static. Elements of this framework include proactive cyber threat intelligence, an email security platform, endpoint technology and secure email gateway software.

INTERNAL AUDIT

THE ROLE OF INTERNAL AUDIT IN AVOLON IS TO PROVIDE ASSURANCE THAT OUR RISK MANAGEMENT, GOVERNANCE AND INTERNAL CONTROL PROCESSES ARE OPERATING EFFECTIVELY.

Internal Audit at Avolon is outsourced to a highly reputable professional services firm, ensuring their independence and objectivity through separation from line management. They have a direct reporting line to the Audit Committee which is chaired by an independent director.



THERE ARE 6 KEY ATTRIBUTES OF THE INTERNAL AUDIT PROCESS:

RISK BASED PLAN

Selection of internal audits is on the basis of risk. Each year our internal auditors perform an entity wide risk assessment which identifies areas that require their focus. The plan is approved by the Audit Committee.

ESTABLISHED AUDIT PROCESS

Key to the success of our internal audits is meticulous planning with transparent conversations about risk. This provides a basis for efficient fieldwork and value adding outputs. Continuous communications between auditee and auditor is also essential

FULL COVERAGE

All of Avolon's activities are subject to internal audit. Internal audit activities cover traditional assurance over compliance activities, to operational reviews and initiatives that are central to the achievement of strategic objectives.

MULTIPLE RISK THEMES

As part of each audit multiple risks are assessed including opportunities for efficiencies, systems utilisation, segregation of duties, change controls, key person dependency as well as the approach to management of risks.

REMEDATION MONITORING

The Internal Audit Function reviews the implementation status of internal audit recommendations. The status of all remediations are regularly reported to the Audit Committee.

BALANCED REPORTING

Detailed reports identifying both good practices and areas for improvement are prepared on completion of internal audits, providing a balanced view of the risk landscape.

GRI CONTENT INDEX

STATEMENT OF USE

Avolon Holdings Limited has reported the information cited in this GRI content index for the period 1 January 2023 to 31 December 2023 with reference to the GRI Standards.

- Detailed Information
- Partial Information

GRI 1 USED GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION Sustainability Report	LOCATION Annual Report	STATUS
		Page	Page	
GRI 2: General Disclosures 2021	2-1 Organizational details		F-7	●
	2-2 Entities included in the organization's sustainability reporting		F-37	●
	2-3 Reporting period, frequency and contact point	59		●
	2-4 Restatements of information	30		○
	2-5 External assurance	Not applicable – The sustainability report has not been assured		
	2-6 Activities, value chain and other business relationships	13	F-7	●
	2-7 Employees	34		○
	2-9 Governance structure and composition	8		○
	2-10 Nomination and selection of the highest governance body	8		○
	2-11 Chair of the highest governance body	51		○
	2-12 Role of the highest governance body in overseeing the management of impacts	8		○



GRI CONTENT INDEX



General disclosure (continued)










- Detailed Information
- Partial Information

GRI STANDARD	DISCLOSURE	LOCATION Sustainability Report	LOCATION Annual Report	STATUS
		Page	Page	
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	8		○
	2-14 Role of the highest governance body in sustainability reporting	8		○
	2-15 Conflicts of interest	47	F-42 - F-45	○
	2-16 Communication of critical concerns	8		○
	2-17 Collective knowledge of the highest governance body	48		○
	2-18 Evaluation of the performance of the highest governance body	8, 14		○
	2-19 Remuneration policies	16		○
	2-20 Process to determine remuneration	16		○
	2-22 Statement on sustainable development strategy	4		●
	2-23 Policy commitments	16		○
	2-24 Embedding policy commitments	7, 16		●
	2-25 Processes to remediate negative impacts	11, 19, 20, 24, 30		●

GRI CONTENT INDEX



General disclosure (continued)




-  Detailed Information
-  Partial Information

GRI STANDARD	DISCLOSURE	LOCATION Sustainability Report	LOCATION Annual Report	STATUS
		Page	Page	
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	54, 55		
	2-27 Compliance with laws and regulations	Not applicable – fully compliant with laws and regulations		
	2-28 Membership associations	10, 38		
	2-29 Approach to stakeholder engagement	13		
	2-30 Collective bargaining agreements	Not applicable – fully compliant with laws and regulations		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	13, 14		
	3-3 Management of material topics	13, 15, 16, 23		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	30		
	305-2 Energy indirect (Scope 2) GHG emissions	30		
	305-3 Other indirect (Scope 3) GHG emissions	30		
	305-5 Reduction of GHG emissions	30		

GRI CONTENT INDEX

General disclosure (continued)

-  Detailed Information
-  Partial Information

GRI STANDARD	DISCLOSURE	LOCATION Sustainability Report	LOCATION Annual Report	STATUS
		Page	Page	
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	35, 36		
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	33, 37, 38		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	34		

ABOUT THIS REPORT

This Sustainability Report for the financial year ended December 31, 2023 (the “Report”) is Avolon Holding Limited (Avolon)’s third Report on the sustainability of its activities.

Throughout the Report, all references to “Avolon”, “the Group”, “we”, or “us” refers to Avolon Holdings Limited and its consolidated subsidiaries.

REPORTING PERIOD

This Report covers the financial year ended December 31, 2023. All references in this Report relate to the 2023 financial year, unless otherwise noted.

REPORTING SCOPE

This Report covers Avolon Holdings Limited, and all consolidated subsidiaries.

AUDIENCE FOR THIS REPORT

This Report is aimed at our stakeholder groups who want to know more about our sustainability and performance in 2023.

REPORTING STANDARDS

This Report has been prepared in

accordance with the Global Reporting

Initiative (GRI) Standards: Core Option. We follow the recommended reporting principles for defining the reporting content and quality under the GRI Standards. This Report includes a GRI Content Index, which is available on pages 58 - 61 so that readers can easily find specific data related to the GRI Standards. Throughout this Report, we reference our Annual Financial Statements and other relevant information available on our website at: avolon.aero.

FEEDBACK

We are committed to strengthening our stakeholder engagement and we welcome feedback on this Report, our sustainability disclosures, our sustainability approach, or any other aspect of our sustainability reporting.

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DISCLAIMER

CAUTIONARY STATEMENT CONCERNING FORWARD-LOOKING STATEMENTS

Certain statements in this report constitute forward-looking statements, beliefs or opinions, including statements with respect to the business, financial condition, results of operations and plans of Avolon Holdings Limited (the “Company”). These forward-looking statements involve known and unknown risks and uncertainties, many of which are beyond the control of the Company and all of which are based on management’s current beliefs and expectations about future events. Forward-looking statements are sometimes identified by the use of forward-looking terminology such as “believe,” “expects,” “may,” “will,” “could,” “should,” “shall,” “risk,” “intends,” “estimates,” “aims,” “plans,” “predicts,” “continues,” “assumes,” “positioned” or “anticipates” or the negative thereof, other variations thereon or comparable terminology or by discussions of strategy, plans, objectives, goals, future events or intentions. These forward-looking statements include all matters that are not historical facts. Forward-looking statements may and often do differ materially from actual results. No assurance can be given that such future results will be achieved. Forward-looking statements appear in a number of places throughout this report and include statements regarding the intentions, beliefs or current expectations of management with respect to future events, and are subject to risks relating to future events and other risks, uncertainties and assumptions relating to our business concerning, among other things, our results of operations, financial condition, liquidity, prospects, growth, strategies, and the industry in which the Company operates, most of which are difficult to predict and many of which are beyond the Company’s control.

These risks, uncertainties and assumptions include, but are not limited to, the following: the financial condition of our lessees; the impact of airline restructurings; our ability to obtain additional capital to finance our growth and operations on attractive terms; decline in the value of our aircraft and market rates for leases; the loss of key personnel; lessee defaults and attempts to repossess aircraft; our ability to regularly sell aircraft; our ability to successfully re-lease our existing aircraft and lease new aircraft; our ability to negotiate and enter into profitable leases; periods of aircraft oversupply during which lease rates and aircraft values decline; changes in the appraised value of our aircraft; the potential for global trade wars; changes in interest rates; our financial strength ratings and those of our shareholders, Bohai Leasing Co., Ltd. (“Bohai”) and ORIX Aviation, and the impact on our financial condition and ability to obtain financing; competition from other aircraft lessors; and the limited number of aircraft and engine manufacturers. These and other important factors may cause our actual events or results to differ materially from any future results, performance or achievements expressed or implied by the forward-looking statements contained in this report. Such forward-looking statements contained in this report speak only as of the date of this report. For the reasons described above, we caution you against relying on forward-looking statements. We expressly disclaim any obligation or undertaking to update these forward-looking statements contained in the report to reflect any change in our expectations or any change in events, conditions, or circumstances on which such statements are based unless required to do so by applicable law.

Non-financial data voluntarily disclosed in this report is done so on a best efforts basis and the data integrity has not been assured by a third-party. Avolon will be adhering to the European Union’s Corporate Sustainability Reporting Directive (CSRD), which will govern the disclosures in our Sustainability Report for 2025, which will be published in 2026. The CSRD requires assurance on the sustainability information that companies report and will provide for the digital taxonomy of sustainability information.



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