

Board Diversity Matrix for Ryanair Holdings plc

As of 7/28/2022

To be completed by Foreign Issuers (with principal executive offices outside of the U.S.) and Foreign Private Issuers

Country of Principal Executive Offices	Republic of Ireland			
Foreign Private Issuer	No <input type="checkbox"/>			
Disclosure Prohibited Under Home Country Law	No <input type="checkbox"/>			
Total Number of Directors	11			
	Female	Male	Non-Binary	Did Not Disclose Gender
Part I: Gender Identity				
Directors	4	7		
Part II: Demographic Background				
Underrepresented Individual in Home Country Jurisdiction				
LGBTQ+				
Did Not Disclose Demographic Background				