



Handout Material

How to become SAF ready? How to make SAF happen? SAF Training for ACI Africa & AFRAA 23.-25.04.2025, Arusha, Tanzania





SAF Training for ACI & AFRAA: Build Your Own Sustainable Aviation Fuels Case – How to become SAF ready? How to make SAF happen?

Day 01	The fundamentals of SAF
Section 1	Understanding the Fundamentals of SAF and Decarbonization of Aviation
Section 2	Value Chain & DSL - Our Guiding Principle for this Training
Day 02	Central elements of the Direct Supply Line
Section 3	Feedstock Supply, Preparation and Certification
Section 4	SAF Production and Project Development
Section 5	Role of Airlines' and Airports'
Day 03	SAF Direct Supply Line enablers and supporting functions
Section 6	SAF Business Case and Offtake
Section 7	SAF Financing
Section 8	Policies and Stakeholder Engagement

EASA



Section 1: Understanding the Fundamentals of SAF and Decarbonization of Aviation

	Session		Speaker
•	Opening remarks and continental SAF policy and action plan, AFCAC/AUC	•	AFCAC / AUC ACI Africa / AFRAA
•	Sustainable aviation fuel (SAF) as key value driver for sustainability in aviation	•	EASA SAF Expert, <u>Raphaela Spielberg-Daninos</u>
•	SAF Basics 1: Fundamentals of SAF and the role of hydrogen in decarbonizing aviation.	•	EASA SAF Expert, <u>Christoph Behrendt-Rieken</u> and <u>Dr. Fabian Schmitt</u>
•	Thought Leadership Talks: Best practice sharing through expert contributions	•	Airbus - Claire Kaufmann, Schiphol - <u>Denise Pronk</u> , Lufthansa – <u>Erin Beilharz</u> , Boeing

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The multifaceted benefits of Sustainable Aviation Fuels

- SAF enables significant reductions in carbon dioxide (CO₂) emissions compared to conventional fossil-based jet fuels.
- By utilizing renewable feedstocks, such as biomass, SAF contributes to a closed carbon cycle where the CO₂ emitted during combustion is offset by the CO₂ absorbed during the feedstock's growth phase.
- The GHG emission saving intensity depends on the feedstock and the process.
- SAF is crucial for **aviation industry's transition** toward a low-carbon future and meeting international climate goals.



CO₂ reduction

- Besides reducing CO₂ emissions, SAF also mitigates non-CO₂ climate effects (which have on average a twofold intense effect on climate warming), such as the formation of contrails and cirrus clouds, which contribute to global warming.
 - SAF contains fewer impurities like sulfur and nitrogen oxides (NOx) than fossil jet fuel, which are responsible for producing aerosols that amplify atmospheric warming.
 - SAF reduces soot and particulate matter emissions further lessen the formation of these cloud contrails. SAF plays a critical role in addressing the broader climate impact of aviation.

- The adoption of SAF stimulates economic growth, particularly in local communities involved in feedstock production.
- SAF helps create jobs in the agricultural sector by repurposing marginal or otherwise non-viable land for growing feedstock.
- The use of SAF also supports **energy security** by reducing dependence on imported fossil fuels and promoting a diversified energy supply.
- The integration of waste materials as feedstocks opens up opportunities for innovation in waste management and crosssector collaboration.

Economic benefits



Non-CO₂ climate

effects reduction

Social benefits

 SAF contributes to various social benefits, including job creation and community development. As SAF production expands, it provides employment opportunities across several sectors, from agriculture to renewable energy and waste management.

Additionally, SAF promotes **more sustainable waste management practices** by utilizing waste as a feedstock, contributing to **circular economy goals.**



Direct Supply Lines are self-sustaining supply chains for Sustainable Aviation Fuels, fundamental to boost sustainability in aviation

Steps and actors *along* the SAF value chain: New possibilities, new feeds, new players and partnerships

A Direct Supply Line (DSL) for SAF is a self-sustaining network of regional supply chains, consisting of a local feedstock, a commercial fuel production plant, and long-term offtake partners.

Stakeholders around the SAF value chain: Leveraging existing infrastructures and industry best practices

This is a complex system involving multiple stakeholders. While such a supply chain is not yet fully established for SAF, similar frameworks exist in fossil aviation, and much of this existing infrastructure can be leveraged for sustainable aviation.



"The SAF journey is only as strong as its weakest link."











Section 2: Value Chain & DSL - Our Guiding Principle for this Training

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- The Direct Supply Line (DSL) concept: Rationale, strategic requirements and elements for establishing a Direct Supply Line in contemporary market conditions
- Case Study: Partnerships along the SAF Value Chain
- The Producers' perspective
- The Airlines' perspective
- The Airports' perspective

Speaker

- EASA SAF Expert, <u>Raphaela Spielberg-Daninos</u>
- Interactive
- RMI <u>Andrew Chen</u> (Sustainable Aviation Fuel Buyers' Alliance – SABA)
- Lufthansa Erin Beilharz
- Heathrow Airport <u>Juliana Scavuzzi</u>

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At first comes the DSL, covering phases 1 and 2 of project development.



LASA Source: CBR Sustainability Partners, 2025

¹ First high-level mass & energy balance and business model (sensitivities of techno-commercial feasibility);

² (On site) interviews with key stakeholders related to the various project dimensions, i.e., political entities, feedstock

suppliers, industry park/site owners, airport owners/operators, technology providers (starting with Phase 3/4), etc.

The successful development of a Direct Supply Line for SAF depends on a robust partner ecosystem to lay the foundations for future plant roll-out



Understanding the stakeholders' role, challenges and business objectives

Challenges

1. Feedstock provider

Supplies used cooking oil (UCO) facing different challenges: (1) Unstable collection volumes from municipal areas; (2) competition from exports and (3) varying quality requiring intensive pre-treatment (costs)

2. SAF Producer

Operating bio refinery (HEFA pathway) facing challenges (1) to sign long-term, binding offtake agreements due to high prices, (2) plant performance due to varying feedstock supplies and (3) qualified labour for operations and maintenance

3. Airport

Keen to promote SAF adoption and provide SAF at the airport but facing (1) the problem of SAF access (availability), (2) infrastructure limits (logistics, storage, etc.) and (3) SAF quality assurance (blending, etc.)

4. Airlines

Keen to deploy SAF into its operations to respond to regulations (CORSIA, ReFuelEU) but facing challenges of (1) SAF availability, (2) high green premium and (3) unstable customer demand and willingness-to-pay

5. Regulatory bodies (industry policy makers)

Ambition to support local SAF production to create socio-economic benefits but challenges of (1) interdependencies of industry sectors (preferred use of feedstock, electrification, etc.), (2) variety of policy options and methodologies (mandates vs. incentives, GHG emissions reduction or volumes















Task

	Stakeholder role	Stakeholder DSL interfaces
Collect	Feedstock provider ts, pretreats and supplies used cooking oil (UCO) to the biorefinery	1 2 3
Challenges	Challenge description	Proposed solutions with required collaborators
А	Unstable collection volumes from municipal areas	1. 2. 3.
В	Competition from exports	
С	Varying quality requiring intensive pre-treatment (costs, delivery delays)	
D		
E		
EASA	* Please feel free to add more than challenges and solutions or stakeholde	r interfaces in the given boxes





Task

	Stakeholder role	Stakeholder DSL interfaces
Operating bio it to	SAF Producer refinery (HEFA pathway) to produce SAF and distribute selected airports by various transport modes	1 2 3
Challenges	Challenge description	Proposed solutions with required collaborators
А	Long-term, binding offtake agreements with airlines due to high prices and market uncertainty	1. 2. 3.
В	Plant performance due to varying feedstock supplies	
С	Qualified labour for operations and maintenance	
D		
E		
	* Please feel free to add more than challenges and solutions or stakeholde	r interfaces in the given boxes





	Stakeholder role	Stakeholder DSL interfaces
Promotio	Airport on of SAF adoption and (physical) provision of SAF at the airport	1. 2. 3.
Challenges	Challenge description	Proposed solutions with required collaborators
А	SAF access (availability)	1. 2. 3.
В	Infrastructure limits (logistics, storage, etc.)	
С	SAF quality assurance (blending, etc.)	
D		
E		
EASA	* Please feel free to add more than challenges and solutions or stakeholde	r interfaces in the given boxes





Task

	Stakoholdor DSL interfaces
Stakeholder role	Stakeholder DSL interfaces
Airlines	1
Deployment of SAF in its operations to respond to regulations	2
(CORSIA, ReFuelEU) and voluntary sustainability commitments	3

Challenges	Challenge description		Proposed solutions with required collaborators
А	SAF availability	1. 2. 3.	· · · · · · · · · · · · · · · · · · ·
В	High green premium		
С	Unstable customer demand and willingness-to-pay		
D			
E			
EASA	* Please feel free to add more than challenges and solutions or stakeholde	r inter	faces in the given hoxes

* Please feel free to add more than challenges and solutions or stakeholder interfaces in the given boxes



Task

	Stakeholder role	Stakeholder DSL interfaces			
ا Ambition to benefits	Regulatory bodies (industry policy makers) support local SAF production to create socio-economic (jobs, GDP growth, environmental protection, etc.)	1. 2. 3.	 		
Challenges	Challenge description		Proposed solutions with required collaborators		
А	Interdependencies of industry sectors (preferred use of feedstock, electrification, etc.)	1. 2. 3.	 		
В	Variety of policy options and methodologies (mandates vs. incentives, GHG emissions reduction vs. volumes)				
С	Green transformation as a nice-to-have in relation to dynamic geopolitical developments				
D					
E					
ZEASA	* Please feel free to add more than challenges and solutions or stakeholder	interfa	ces in the given hoxes		

* Please feel free to add more than challenges and solutions or stakeholder interfaces in the given boxes









Section 3: Feedstock Supply, Preparation and Certification

 SAF Feedstock basics: Fundamental know-how, CORSIA eligibility and Sustainability Certifications Feedstock potential in Africa Case study: LCA for supply chain and interpretation Actionable tools for the iteration of key Direct Supply Line questions EASA SAF Expert, Nipun Jagtap and Dr. Fabian Schmitt EASA SAF Expert, Nipun Jagtap and Dr. Fabian Schmitt RSB - Yitatek Yitbarek Interactive EASA SAF Expert, Nipun Jagtap 	Session		Speaker
 Feedstock potential in Africa Case study: LCA for supply chain and interpretation Actionable tools for the iteration of key Direct Supply Line questions RSB - <u>Yitatek Yitbarek</u> Interactive EASA SAF Expert, Nipun Jagtap 	• SAF Feedstock basics: Fundamental know-how, CORSIA eligibility and Sustainability Certifications	•	EASA SAF Expert, <u>Nipun Jagtap</u> and <u>Dr. Fabian</u> <u>Schmitt</u>
 Case study: LCA for supply chain and interpretation Actionable tools for the iteration of key Direct Supply Line questions Interactive EASA SAF Expert, Nipun Jagtap 	Feedstock potential in Africa	•	RSB - <u>Yitatek Yitbarek</u>
 Actionable tools for the iteration of key Direct Supply Line questions EASA SAF Expert, Nipun Jagtap 	Case study: LCA for supply chain and interpretation	•	Interactive
	 Actionable tools for the iteration of key Direct Supply Line questions 	•	EASA SAF Expert <u>, Nipun Jagtap</u>

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"Sustainability" is not a universal word and is unique in each regulation

Sustainability certification for SAF

Certification about **compliance towards sustainable criteria** according to specific sustainability programs (e.g., CORSIA).

Key sustainable criteria for SAF production:

- Sustainable feedstock availability
- Direct / Indirect Land Use Change
- GHG Emissions
- Labour / Human rights
- Food security
- Traceability.

Regulations/initiatives



ASTM approval for SAF

Technical certification assuring that the **chemical properties** of the fuel are adequate and compliant with the use as jet fuel.

ASTM D1655: Key specification for JetA/A-1.

ASTM D7566: Quality standard required for each SAF production pathway, defining which feedstock must be used, the associated process and the properties and the output of each pathway.

ASTM D4054: the process for approval of new SAF production pathways.



Feedstock examples under CORSIA CEF categories



Agricultural residues (e.g. bagasse, nut shells, etc.)



Agricultural residues (e.g. corn cobs, straw, etc.)



Palm oil, Palm fatty acid distillate



Forestry residues (e.g. cutter shavings)



Soybean oil



Rapeseed oil



Municipal solid waste (MSW)



Categories of the materials: Products, Co-products, By-products, Residues, Waste



Reference documentation for CORSIA eligible fuels

CORSIA Eligible Fuel – Reference Documentation

Five ICAO documents comprise the CORSIA Implementation Element for CEF, and they define the procedures and requirements needed for CEF consideration under CORSIA:

- 1. CORSIA Eligibility Framework and Requirements for Sustainability Certification Schemes
- 2. CORSIA Approved Sustainability Certification Schemes
- 3. CORSIA Sustainability Criteria for CORSIA Eligible Fuels
- 4. CORSIA Default Life Cycle Emissions Values for CORSIA Eligible Fuels
- 5. CORSIA Methodology for Calculating Actual Life Cycle Emissions Values
- + CORISA Annex 16 Volume 4: Environmental Protection













Section 4: SAF Production and Project Development

Session	Speaker
• The Portfolio of SAF Production Pathways: technology, maturity, relevant players and projects	• EASA SAF Expert, <u>Dr. Fabian Schmitt</u>
 Best Practice of Asset-heavy Project Development and Execution for Novel Technology and Production Concepts 	• EASA SAF Expert, <u>Christoph Behrendt-Rieken</u>
 Case study: Technology landscape – from early stage to commercially mature 	• Interactive

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Three ASTM standards ensure SAF production pathways to meet specifications and requirements in Aviation Turbine Fuels.

	Exemplary feedstock	Group	ASTM qualified conversion process (D7566, D1655)	Max. blend	Chemical composition	Technology used	ASTM
1	Fatty acids or fatty acid esters (from virgin or used fats and oils)	sing	HEFA-SPK : Synthesized paraffinic kerosene from hydroprocessed esters and fatty acids	50%	Paraffins, <u>no</u> aromatics	Hydroprocessing for HEFA	D7566
2	Fatty acids or fatty acid esters (co-processed with fossil petroleum)	-Process	Co-processed HEFA : Co-hydroprocessing of esters and fatty acids in a conventional petroleum refinery	5%	Paraffins and aromatics contained in the jet fuels	Co-hydroprocessing	D1655
3	Algae	FA & Co	HC-HEFA-SPK : Synthesized paraffinic kerosene from hydrocarbon - hydroprocessed esters and fatty acids	10%	Paraffins, <u>no</u> aromatics	Hydroprocessing for HEFA	D7566
4	Hydrocarbons derived from triglycerides or their derivates	HEF	Co-fractionation using maximum 24% of bio-material, with result of maximum 10% bio-share in the jet fuel.	10%	Paraffins and aromatics contained in the jet fuels	Hydroprocessing for HEFA	D1655
5	Syngas (via gasification or from H ₂ /CO ₂)	psch	FT-SPK : Fischer-Tropsch hydro-processed synthetic paraffinic kerosene	50%	Paraffins, <u>no</u> aromatics	Fischer-Tropsch synthesis	D7566
6	Syngas (via gasification or from H ₂ /CO ₂)	her-Tro	FT-SKA : Synth. kerosene with aromatics derived by alkylation of light aromatics from non-petr. sources	50%	Paraffins and aromatics	Fischer-Tropsch synthesis	D7566
7	FT hydrocarbons (co-processed with fossil petroleum)	Fisc	Co-processed FT : Co-hydroprocessing of Fischer-Tropsch hydrocarbons in a conventional petroleum refinery	5%	Paraffins and aromatics contained in the jet fuels	Co-hydroprocessing	D1655
8	C2-C5 Alcohols (various feedstocks)	ition	ATJ-SKA: Alcohol to jet synthetic paraffinic kerosene with aromatics (Pure SAFSM)	50% - 100%	Paraffins and aromatics	Fermentation to alcohol, dehydration and oligorimerisation	D7566
9	Ethanol, Iso/n-butanol, Isobutene (from crops, 2G biomass, H ₂ /CO ₂)	omerisa	ATJ-SPK: Alcohol to jet synthetic paraffinic kerosene	50%	Paraffins, <u>no</u> aromatics	Fermentation to alcohol, dehydration and oligorimerisation	D7566
10	Sugars (from crops or 2G biomass)	Olig	SIP : Synthesised iso-paraffins from hydroprocessed fermented sugars	10%	Paraffins, <u>no</u> aromatics	Fermentation	D7566
11	Fatty acids or fatty acid esters (from virgin or used fats and oils)	other	CHJ: Catalytic hydrothermolysis jet fuel	50%	Paraffins and aromatics	Hydrothermal synthesis	D7566



Source: ASTM

Other process in the pipeline for ASTM approval: Methanol-to-Jet, Synthesised Aromatic Kerosene (Virent), Integrated Hydropyrolysis and -conversion IH2 (Shell), Pyrolysis of non-recyclable plastics (OMV), Coprocessing of pyrolysis oil, certification for flying with 100% SAF.

State-of-the-art and expected development of SAF technologies



Technical Project Management (TPM) – Key elements of FEL



Case Study: Technology landscape – from early stage to commercially mature

	Project Developers	Eni	eni	LanzaJet	LANZAJEN	Uniper	uni per
1	Who is that player? What is the player's background ?						
2	Where / in which phase does the project stand and what is the timeline ?						
3	Which location is chosen for the plant? Why?	Gela, Italy		Soperton, Georgia, US		Långsele, Sollefteå, Sweden	
4	Which feedstock shall be used?						
5	Which technology is used and is there an according ASTM pathway?						
6	What is the technological readiness level? What is the target capacity ?						
7	Who are the partners ? Who are these partners/sponsors?						
8	What are potential risks and limitations to this project? Why?						
9	What is unique about this project? How do the aspects fit together?						











Section 5: Stakeholder Exchange between Airlines and Airport Experts in the Room

Session		

- Key stakeholder discussion: The role of airports
- Key stakeholder discussion: The role of airlines

• Interviews and discussion

Speaker

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airports

Section 6: SAF Business Case and Offtake

	Session		Speaker
•	Economic principle and perspectives on SAF Implementation	•	SAF Expert, <u>Raphaela Spielberg-Daninos</u> and <u>Nipun</u> Jagtap
•	Case study: Techno-economic analysis	•	Interactive, RSB - <u>Esther Hegel</u>
•	Book & Claim: Fundamentals & the outlook on market effects and opportunities for airlines and	•	RSB - Gill Alker

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The stakeholder perspective: Changing players with changing roles







Established players



Current: Shifting role from offtaker to strategic shareholder (+) Influence on project bankability through comofftakes (-) Green premium of SAF impairs their businesses margin



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Start-ups

Innn

Institutionals

New stakeholders

Current: Decarbonization and expertise of by-products (+) Allocation of product slate into other industries (-) Traditional industry, not willing to take on the innovation risk

Current: Chance to tap into huge markets for SAF (+) Faster than the industry taking early technology bets (-) High initial costs, project risks, lack of expertise

Current: SAF risk-return profile not convincing yet (+) Interested in aligning portfolios with ESG criteria (-) "Wait and See" attitude until regulation undermines business case



Not only a lot of stakeholders, but a lot of variables need to be evaluated to build a profitable project.

Feedstock	Biogas	Energ	y Crop	Resi	dues	MS	SW	Oil/Fat	
Renewable Energy	enewable Energy Wind Solar		Water		Geothermic				
CO ₂	Bioge	enic	СС	ССИ		CCS		DAC	
Technology	HEFA	P	tL Wt		'tL B'		tL	AtJ	
Maturity	Lab L	evel	Pilot	Plant	FOAK		Commercial		
Project Partner	O&G	Energy	/ Prod.	Prod. Tech.		Dev. Star		rtup Off-Taker	
Refinery		Central				De-Central			
Region & Land	Afri	са	Asia		Americas		Europe		
Regulation	Mand	ates	Incentives		Tax Benefits		Certificates		
Costs	Feed	Prod	lucts	Util	lities Ec		ment	EPC	

- Number of parameters are a challenge for project assessment.
- There is not a single answer to defined which solution is the best globally. Careful considerations should be done in order to assess the best option for a specific site.
- Solid knowledge (technology, feedstocks, regulatory, emissions, R&D/ engineering, financing)
 needed to assess SAF business cases.



Excel based, freely available models, tools and studies facilitate a TEA



RSB. For feedback on the TEA tool by RSB, please reach out to Esther Hegel.









Section 7: SAF Financing

•	Project financing for SAF: Challenges for bankability
	and potential solutions

Session

• Case study: Offtake agreement fundamentals and financing mechanisms for airlines to access SAF volumes, considering the interplay with policy.

- Speaker
- EASA SAF Expert, <u>Raphaela Spielberg-Daninos</u>
- Interactive

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Securing project credit: Key drivers for financial structuring

- **1. Ring-Fencing of Project**: The project is ring-fenced within a special purpose vehicle (SPV) to separate business risks and limit exposure.
- 2. Debt Servicing from Project Cash Flow: Debt is repaid using the project's revenue streams after construction is complete, reducing reliance on external funding.
- 3. Key Credit Quality Drivers:
 - Allocation of Construction Risks: Time, cost, and performance risks are well-defined and mitigated.
 - Robustness of Cash Flows: Project cash flow withstands sensitivities and unforeseen events.
 - Creditworthiness: Confidence in the reliability of cash flow sources.





Collaborative approach in partner consortia to de-risk for bankability



Technology Risk: Developing technologies with unproven Technology Readiness Levels (TRL) or complex integration challenges, potentially affecting performance and reliability.



Completion Risks: Delays or cost overruns caused by project complexity, unforeseen challenges, or resource shortages, which may prevent timely or budget-compliant completion.



Feedstock Arrangements: Potential disruptions in the supply chain or availability of necessary raw materials, impacting continuous production and project viability.



Offtake Arrangements: Challenges in securing long-term buyers for the products or energy generated, affecting revenue stability.



Project-on-Project Risk: Dependencies on the success or timeline of other projects that could directly impact the progress or outcomes of the current project.



Government Support: Insufficient policy backing or financial support from government entities, which can weaken the project's financial stability and market presence.



Stability of Frameworks: Shifting regulations or market conditions that may undermine project operations or increase compliance costs.



Equity: Insufficient capital investment by sponsors, limiting the project's ability to cover initial costs and making it less attractive to financiers..



Book and Claim Models: Complexity in tracking, verifying, and documenting sustainable credits, which may affect the project's credibility or compliance with sustainability standards.



Competitive Industries: Increased competition from other projects or players within the same sector, threatening the project's market share or profitability.











Section 8: Policies and Stakeholder Engagement

	Title		Speaker
•	Global SAF policies: Rationale, status & challenges	•	EASA SAF Expert, <u>Christoph Behrendt-Rieken</u>
•	Stakeholder collaboration for SAF roadmaps	•	EASA SAF Expert, <u>Christoph Behrendt-Rieken</u> and <u>Raphaela Spielberg-Daninos,</u> Copenhagen Airport - <u>Sabrina Jensen</u>
•	General SAF case study	•	Interactive

• Wrap-up and Closing of the Training

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Policies and regulation as driver and booster to promote SAF in the market



Enabling End Use

- The costs of SAF production are typically much higher than for fossil kerosine.
- Innovative technologies for SAF production beside HEFA approach the market, but they need to achieve maturity and be de-risked.
- The development of technologies, production capacities and SAF demand is currently driven by global, regional or national regulatory schemes based on mandates, incentives and/or self-commitments either for SAF volumes or related GHG savings.
- Regulations and policies constitute an important base to accelerate and incentivise SAF production, such as try to overcome: cost differential, financing gap, level playing field, technology maturity, feedstock allocation, final product usage, i.e., the de-risking role of SAF policies.
- The policy and self-commitment landscape is very heterogeneous. Harmonization of SAF regulation, policies and standards on supranational and national will be of key importance in order to create a level playing field.



Recommendations as starting point for policy drafting

1	Harmonization	A harmonization of SAF regulation, policies and standards on supranational and national will be of key importance to create a level playing field, preferably building coherent national SAF policies aligned with international aviation regulation (e.g., ICAO level)
2	SAF Roadmaps	National SAF roadmaps defines a mid-to-long term vision requiring a multi-stakeholder approach. Getting informed on other examples of SAF roadmaps exist may be beneficial (experiences and supportive activities by EASA on drafting SAF roadmaps).
3	Feedstock	Making national SAF policy should take in consideration the regional context of SAF (e.g., feedstock types and availability). Evaluate feedstock availability/ feasibility and potential studies.
4	Global policies	Having an informed position on global scenarios will facilitate the design of appropriate and targeted SAF policies.
5	Synergies	The national policy system and interdependencies with other industry sectors should be taken in account (other transportation modes, chemical industry, existing energy mix and national energy policies, existing renewable fuel sector, carbon emission legislation, Direct Supply Line Scenarios (DSL), etc.)
6	Data-based decisions	Collect/retrieve data and analysis which may be relevant in the design and monitoring of planned and established SAF policies to ensure highest effectiveness and efficiency with focus on sustainability



SAF Roadmap requires a Vision and Mission as cornerstones for the strategic goals and action plan



Source: CBR. 2023











Thank you for your attention!

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