

RYANAIR GROUP



CORPORATE SAFETY STRATEGY

2025 - 2029





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FOREWORD

MICHAEL O'LEARY

GROUP CEO



Welcome to our new Safety Strategy. This Strategy is launched against the backdrop of exciting plans for a decade of growth, during which our unwavering commitment to, and focus on, safety and security will remain paramount.

During the period of our last Strategy (2020 – 2024), we not only safely and successfully emerged from the Covid-19 Pandemic, we also achieved many important safety and security goals. We invested heavily in our infrastructure to build additional resilience, to ensure we are well placed for growth and most importantly, to further raise the safety bar where possible. Our achievements include:

- The safe introduction of the B737-8200 “Gamechanger” Aircraft into our operation. This Aircraft is delivering from a safety perspective, and allows us to carry 4% more passengers, while burning 16% less fuel and cuts noise emissions by 50%.
- We successfully launched “ROCS”, our comprehensive in-house rostering, crew and operations control system, across all Group Airlines. ROCS provides enhanced oversight capabilities, streamlined operations and a strong platform for our continued safe and efficient growth.
- We made significant investments in our Operations Control Centres in Dublin and Warsaw, we expanded the facilities and workforce in both locations and implemented new technology to assist with the oversight, control and supervision of our line operations.
- We developed a new Crew Training Centre in Dublin with 4 full flight simulators, 2 fixed base simulators and a training aircraft, and we fully refurbished and expanded our East Midlands Training Centre as part of our unwavering commitment to the highest standards in crew training.
- We developed 21 Engineering Hangar Bays in Kaunas, Malta, Milan, Nuremberg, Porto, Seville, Shannon, Stansted and Wroclaw in line with our growing Aircraft Fleet.

- We continued to invest heavily in safety and security communication and promotion. We developed a dedicated ‘Safety App’ which allows us to communicate safety messages to our Flight Crew instantaneously. We also rolled out our 2024 Flight Operations ‘One Mission’ Roadshow during which senior Flight Operations Management visited every Base from which we operate to reinforce our safety message.

We will continue to strive to maintain, and where possible, improve our safety performance. It is for this reason we have set ourselves further ambitious goals in this Strategy, not least of which will be the safe introduction of the B737-10 Aircraft into our line operations.

We must remain alert to the challenging environment we are operating in, including the continuing war in Ukraine, the Middle East conflict, Europe’s inefficient and underperforming ATC sector which is negatively impacting our efficiency and our on time performance, and Boeing delivery delays which constrained our traffic growth in FY24 and will do so again in FY25. It is for this reason that effective Management of Change will remain a key focus area for us as we ensure safety and security remain at the heart of our decision making.

During the period of this new Safety Strategy, we will work towards our goal of growing our fleet towards 800 aircraft, and increasing our traffic to 300 million passengers p.a. by FY34. I am immensely proud of the work our 27,000+ aviation professionals do every day to maintain and enhance our safety and security performance. I am confident that, working together, we will continue to deliver safe and secure flight operations for our people and our passengers as we work towards achieving these goals.

I look forward to working with each of you over the period of this Strategy and let’s never forget...‘One Mission’.

Michael O’Leary
Group CEO



‘ONE MISSION’
SAFETY

KEY STATS



200M GUESTS FY25
300M p.a. FY34

600+ AIRCRAFT
300+ AIRCRAFT ON ORDER



27,000+
HIGH SKILLED
AVIATION PROFESSIONALS

CHOICE & COVERAGE



OVER 3,600
DAILY FLIGHTS



FLIGHTS TO/FROM

235
AIRPORTS



95
BASE
AIRPORTS

37 COUNTRIES

UNRIVALED CUSTOMER SERVICES

A
MSCI

A-
CDP

ESG
RATING
UPGRADES



NO.1 EUROPEAN AIRLINE
NO.1 LARGE CAP AIRLINE

SUSTAINALYTICS



100% OWNED
B737 FLEET
UNENCUMBERED

BBB+ CREDIT
RATING
(STABLE)



40 YEAR
SAFETY RECORD

RYANAIR GROUP

INTRODUCTION

Safety & security remain our No. 1 Priority.

Our 2025 - 2029 Corporate Safety Strategy coincides with the beginning of our planned decade of growth, and the Safety Goals contained in this Strategy will play an important role in ensuring we maintain, and where possible, further enhance our safety performance throughout this period.

As part of our 2020 - 2024 Safety Strategy, we invested heavily in the further development, of our Management System, specifically our Safety Management System and Compliance Monitoring System. Insofar as possible, we have standardised these systems across our Group Airlines Buzz, Lauda, Malta Air, Ryanair DAC and Ryanair UK. This allows all Ryanair Group Airlines to draw on the extensive operational experience and resources available.

Our 2025 - 2029 Safety Strategy builds on the significant achievements of previous Strategies. The Focus Areas identified in our 2020 - 2024 Safety Strategy have proven to be effective foundations for ensuring that safety and security remain at the heart of everything we do and, therefore, they remain unchanged.

However, following a comprehensive review, we have set ourselves new Safety Goals which include significant investment in our people, infrastructure, technology and training, and an unwavering commitment to a positive safety and security culture.

Our Safety Goals also recognise the importance of effective Management of Change to address internal changes, external changes and emerging threats, and we will remain vigilant in this area.

We look forward to working with our Team of 27,000+ dedicated aviation safety professionals to achieve the goals we have set ourselves in this 2025-2029 Safety Strategy.

Progress will be closely monitored through our Safety and Security Review Boards and the Board's Group Safety Committee, and quarterly updates will be provided to the Board of Ryanair.



FOCUS AREAS AND STRATEGIC SAFETY GOALS

FOCUS AREA

STRATEGIC SAFETY GOAL

1. MANAGEMENT OF CHANGE

- Goal 1:** We will continue to manage the safe growth of Ryanair Group Airlines.
- Goal 2:** We will make the necessary arrangements for the safe introduction of the B737-10 into our operations.
- Goal 3:** We will continue to invest in our infrastructure and people to support planned growth.
- Goal 4:** We will remain vigilant to emerging threats and risks, and agile to address same such threats and risks with appropriate mitigations.

2. KEY OPERATIONAL RISK AREAS (KORAs)

- Goal 5:** We will review Safety Performance Indicators (SPIs) across all functional areas to ensure they remain robust and effective.
- Goal 6:** We will continue to invest in modern aircraft, modifications, technology and training to further mitigate identified risk.
- Goal 7:** We will actively participate in EU rulemaking activity to ensure focus is maintained on safety and security priorities.

3. SMS - CONTINUOUS IMPROVEMENT

- Goal 8:** We will continue to invest in the development and implementation of technology to further enhance oversight, control, supervision and performance monitoring.
- Goal 9:** We will develop our online Safety Management System to build additional resilience and further enhance performance monitoring processes.
- Goal 10:** We will review our safety and security communication and promotion processes to ensure they will remain effective as we grow.

4. AVIATION SECURITY

- Goal 11:** We will continue to manage the risks associated with a changing geo-political situation.
- Goal 12:** We will ensure new EU Cyber Security Regulations are successfully integrated into our Management System.

5. GROUP OPERATIONS

- Goal 13:** We will work with Regulators to expand Group Operations across B737 Group Airlines in line with EASA Guidance.
- Goal 14:** We will maintain standardisation and effective information sharing across all Ryanair Group Airlines.

FOCUS AREA 1 MANAGEMENT OF CHANGE

GOAL 1

We will continue to manage the safe growth of Ryanair Group Airlines.

GOAL 2

We will make the necessary arrangements for the safe introduction of the B737-10 into our operations.

GOAL 3

We will continue to invest in our infrastructure and people to support planned growth.

GOAL 4

We will remain vigilant to emerging threats and risks, and agile to address such threats and risks with appropriate mitigations.



As we embark on a decade of growth, we will face change, both internal and external.

While many of these changes will be exciting and will represent significant opportunities for us, for example, the introduction of the B737-10, we must ensure they are effectively managed to prevent any reduction in our safety or security performance.

We have a clearly documented and demonstrably effective 'Management of Change' process however, this process will be subject to ongoing review, to ensure it remains effective in identifying and managing potential areas of risk.

Goal 1: We will continue to manage the safe growth of Ryanair Group Airlines.

- 1.1 We will continue to review our safety and security policies, procedures and training to ensure they remain robust and effective.
- 1.2 We will ensure that our Group Airline's Management Systems, including our Safety, Security and Compliance Monitoring Systems, remain effective.
- 1.3 We will ensure that personnel are recruited in a timely manner to support our operations and planned growth.
- 1.4 We will exercise robust oversight and control of third party providers to ensure they meet our safety and security standards.

Goal 2: We will make the necessary arrangements for the safe introduction of the B737-10 into our operations.

- 2.1 We will continue to actively engage with Boeing throughout the certification and entry into service phase of the B737-10 Aircraft.
- 2.2 We will maintain appropriate oversight at an aircraft production level and will provide ongoing feedback to Boeing.

2.3 We will work with Boeing, EASA and Safety Regulators to implement appropriate procedures and training programmes for all our technical personnel.

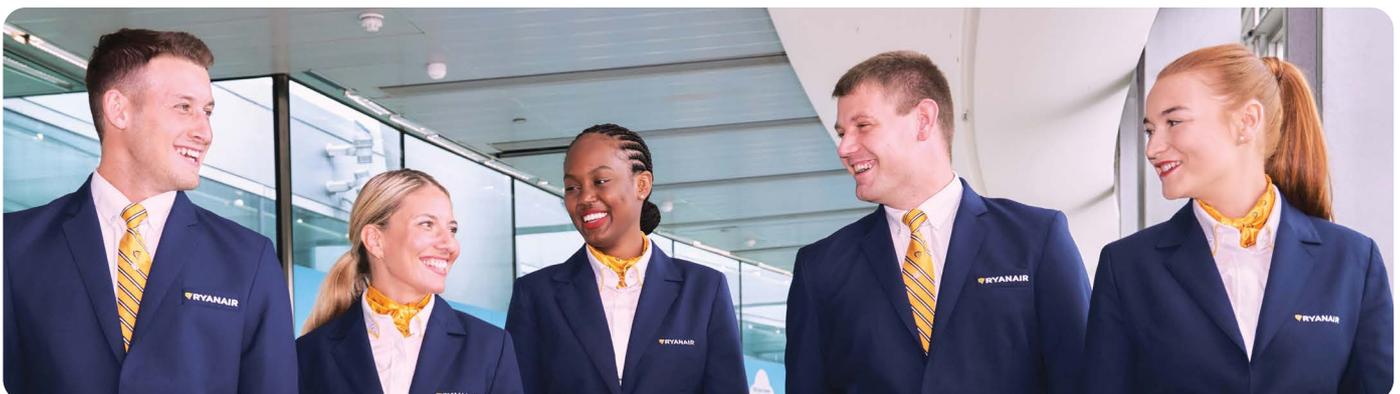
2.4 We will clearly communicate with our people to ensure that they are provided with all necessary information and training to operate the B737-10 in a safe and secure manner.

Goal 3: We will continue to invest in our infrastructure and people to support planned growth.

- 3.1 We will deliver new Engineering Hangar Bays across Europe including Berlin, Dublin, Lamezia, Madrid and Porto, providing both line and heavy maintenance capabilities, to cater for our growing and aging fleet.
- 3.2 We will invest in our Engineering Training Academy to ensure sufficient competent Engineers are available to sustain our operation.
- 3.3 We will deliver new Flight and Cabin Crew Training Centres in Madrid and Krakow, including 8 new B737-MAX Full Flight Simulators and 4 new B737-MAX Fixed Base Simulators.
- 3.4 We will expand our Operations Control Centre in Dublin to ensure we are ready for increased numbers of aircraft, crew and flights.
- 3.5 We will continue to invest in technology, developed in-house and externally, to assist us in safely managing our growing operations.

Goal 4: We will remain vigilant to emerging threats and risks, and agile to address such threats and risks with appropriate mitigations.

- 4.1 We will remain actively engaged with States and Regulators to ensure we have the most up to date information to inform our decision making.
- 4.2 We will continuously monitor safety and security performance, internal and external, to identify emerging threats, risks and negative trends and will take action to address same without delay.



FOCUS AREA 2

KEY OPERATIONAL RISK AREAS (KORAs)

GOAL 5

We will review Safety Performance Indicators (SPIs) across all functional areas to ensure they remain robust and effective.

GOAL 6

We will continue to invest in modern aircraft, modifications, technology and training to further mitigate identified risk.

GOAL 7

We will actively participate in EU rulemaking activity to ensure focus is maintained on safety and security priorities.



Key Operational Risk Areas (KORAs)

Based on extensive review and assessment of internal and external data, we have identified 10 KORAs, each of which is subject to ongoing assessment to ensure that robust and effective controls are in place.

Our KORAs are closely aligned to those identified by the European Aviation Safety Agency (EASA) and the Competent Authorities of our Group Airlines Buzz, Lauda, Malta Air, Ryanair DAC and Ryanair UK namely, the Civil Aviation Authority of the Republic of Poland (ULC), Transport Malta – Civil Aviation Directorate (TM-CAD), the Irish Aviation Authority (IAA) and the UK Civil Aviation Authority (UK CAA).

✂ Aircraft Fire (F-NI)

The effects of a fire onboard an aircraft in flight range from inconsequential to catastrophic depending upon the type and severity of the event. Furthermore, battery powered personal electronic devices continue to develop and therefore this area necessitates ongoing monitoring and review.

✂ Bird Strike (BIRD)

Bird and wildlife strikes can cause significant aircraft damage. This hazard is particularly prevalent during take-off, initial climb, approach and landing. We continue to monitor and work with Airports to ensure they have effective Wildlife Control Programmes in place.

✂ Controlled Flight into Terrain (CFIT)

CFIT is an occurrence where an airborne aircraft collides with terrain, without indication that the flight crew was unable to control the aircraft. The implementation of Ground Proximity Warning System has significantly reduced the risk of fatal CFIT accidents in recent years.

✂ Ground Collision (GCOL)

GCOL includes collisions with an aircraft, person, ground vehicle, obstacle, building etc. while on a surface, other than the runway, used for landing or intended take-off.

✂ High Energy Approach (HEA)

HEA describes a condition where the aircraft unintentionally ends up at a higher than normal airspeed or rate of descent when preparing for final approach. The risk is crystallised where a flight crew continues an approach and attempts to rectify the situation when the best option would in fact be to 'go-around'.

✂ Loss of Control In-flight (LOC-I)

LOC-I usually occurs because an aircraft enters a flight regime outside its normal envelope, (an aircraft upset event for example, equipment failures, weather events, human factors) generally (but not always) without warning, thereby introducing an element of surprise for the flight crew. While LOC-I is a rare event, it remains a focus area for the aviation industry.

✂ Mid Air Collision (MAC)

MAC involves collisions between 2 or more aircraft while they are airborne; or between aircraft and other airborne objects (excluding birds and wildlife). While a very rare event, the potential consequence is catastrophic and therefore this remains a focus area for the aviation industry.

✂ Runway Excursion (RE)

A RE is a veer or overrun off the runway surface. RE events can happen during take-off or landing. RE events continue to occur throughout the aviation industry and therefore remain a focus for airlines.

✂ Runway Incursion (RI)

A RI is any occurrence at an aerodrome involving the incorrect presence of an aircraft, vehicle or person on the protected areas of a surface designated for the landing and take-off of an aircraft. RI events continue to occur, regardless of the type of operation, and remain a focus for the aviation industry.

✂ Safety of Ground Operations

Ground Operations includes all aspects of aircraft handling at the airport including aircraft movements (except on active runways), aircraft loading and de-icing. Ryanair employs the services of numerous third party ground handling service providers with added challenges during winter operations (de/anti-icing etc).



We introduced significant safety enhancements during the period cycle of our 2020 – 2024 Safety Strategy to ensure that effective mitigations are in place for our KORAs.

However, in line with our goals of continuous improvement and effective management of change, this will remain a focus area for us over the coming years.

Goal 5: We will review Safety Performance Indicators (SPIs) across all functional areas to ensure they remain robust and effective.

- 5.1 We will review our Flight Operations, Engineering, In-flight and Ground Operations SPIs to ensure they remain robust and effective, and we will amend as necessary.
- 5.2 We will continue to work to identify areas of risk in our operations, and to align with the EASA European Plan for Aviation Safety (EPAS) and the Irish, Maltese, Polish and UK National Aviation Safety Plans.
- 5.3 We will continue to work with EASA, the Irish Aviation Authority (IAA), Transport Malta – Civil Aviation Directorate (TM-CAD), Civil Aviation Authority of the Republic of Poland (ULC) and the UK Civil Aviation Authority (UK CAA) to ensure that effective controls are in place to mitigate KORAs.
- 5.4 We will develop new Business Intelligence Tools that provide for faster identification of risk areas and developing/emerging negative trends.
- 5.5 We will continue to work to identify areas of safety improvement through the analysis of our safety performance.
- 5.6 We will actively pursue better sharing of deidentified SPI information at State and EU Level to facilitate benchmarking and enhance safety performance monitoring.
- 5.7 We will commission a further independent scientific study of our approved Flight Time Specification Schemes to ensure they remain effective in managing the risks associated with fatigue.

Goal 6: We will continue to invest in modern aircraft, modifications, technology and training to further mitigate identified risk.

- 6.1 We will work with aircraft and system manufacturers to ensure we remain at the forefront of innovation with the aim of further reducing risk.
- 6.2 We will invest heavily in the in-house development of technology to further mitigate identified risks.
- 6.3 We will research and, where applicable, trial aircraft system modifications with the aim of providing further KORA mitigations.
- 6.4 We will investigate and, where applicable, trial emerging technologies for training and checking, including virtual reality, artificial intelligence and web-based systems.

Goal 7: We will actively participate in EU rulemaking activity to ensure focus is maintained on safety and security priorities.

- 7.1 We will continue to actively participate in the development of the European Plan for Aviation Safety to ensure it is evidence based and resources are dedicated to matters of aviation safety.
- 7.2 As a founding member of Data 4 Safety (D4S), we will continue to actively participate in this important project that aims to significantly increase safety intelligence capacity in Europe to identify systemic risks and their mitigations.
- 7.3 We will participate in EU rule making activities to provide the benefit of Ryanair’s operational experience and to ensure focus is maintained on key safety priorities.
- 7.4 We will continue to work with EASA to develop and implement the new Ground Operations Regulation.
- 7.5 We will pursue action at International, EU and National levels to combat the growing problem of disruptive passenger behaviour onboard aircraft. We will continue to support our crews in dealing with disruptive passengers and will explore all avenues available to us to ensure perpetrators are held accountable.





FOCUS AREA 3 SAFETY MANAGEMENT SYSTEM CONTINUOUS IMPROVEMENT

GOAL 8

We will continue to invest in the development and implementation of technology to further enhance oversight, control, supervision and performance monitoring.

GOAL 9

We will develop our online Safety Management System to build additional resilience and further enhance performance monitoring processes.

GOAL 10

We will review our safety and security communication and promotion processes to ensure they will remain effective as we grow.



We are immensely proud of our 40+ year safety record however, it is imperative that we remain focussed on our goal of maintaining and, where possible, improving our safety performance.

Goal 8: We will continue to invest in the development and implementation of technology to further enhance oversight, control, supervision and performance monitoring.

- 8.1 We will further invest in our Electronic Flight Bag (EFB), to provide improved functionality for Crew.
- 8.2 We will complete rollout of the Electronic Loadsheet (eLID) with the aim of improving operational performance and reducing passenger and loading errors.
- 8.3 We will finalise the development and rollout of the e-Techlog to further enhance control, oversight and efficiency.
- 8.4 We will investigate and, where applicable, trial technology to enhance oversight of Ground Operations.

Goal 9: We will develop our online Safety Management System to build additional resilience and further enhance performance monitoring processes.

- 9.1 We will review our online Safety Management System to ensure it is ready for our planned growth.
- 9.2 We will review our safety and security reporting processes to ensure they remain effective for the purpose of data collection and feedback.

9.3 We will review our safety and security performance monitoring processes with a view to increasing automation to ensure we can maintain effective oversight of performance.

9.4 We will implement a risk-based Compliance Monitoring System meaning resources and focus will continue to be appropriately assigned.

9.5 We will review our human factors performance analysis processes to ensure they remain robust and effective.

9.6 We will review our processes for capturing and addressing internal and external maintenance errors to ensure they remain robust.

Goal 10: We will review our safety and security communication and promotion processes to ensure they will remain effective as we grow.

10.1 Drawing on the success of the Flight Operations Safety App, we will consider implementing similar safety and security communication tools within our In-flight, Engineering and Ground Operations Departments.

10.2 We will review our communications with third party providers to ensure safety and security related information is provided in a clear, concise and easily understood format.

10.3 We will undertake a programme of safety roadshows in Flight Operations, Engineering, Ground Operations and In-flight to reinforce our unwavering commitment to safety and security.



FOCUS AREA 4 AVIATION SECURITY

GOAL 11

We will continue to manage the risks associated with a changing geo-political situation.

GOAL 12

We will ensure new EU Cyber Security Regulations are successfully integrated into our Management System.



The aviation security environment continues to change from a geo-political and regulatory perspective. Throughout the period of this Strategy we will remain vigilant to, and take appropriate actions to address changes with the potential to negatively impact the safety and security of our operations.

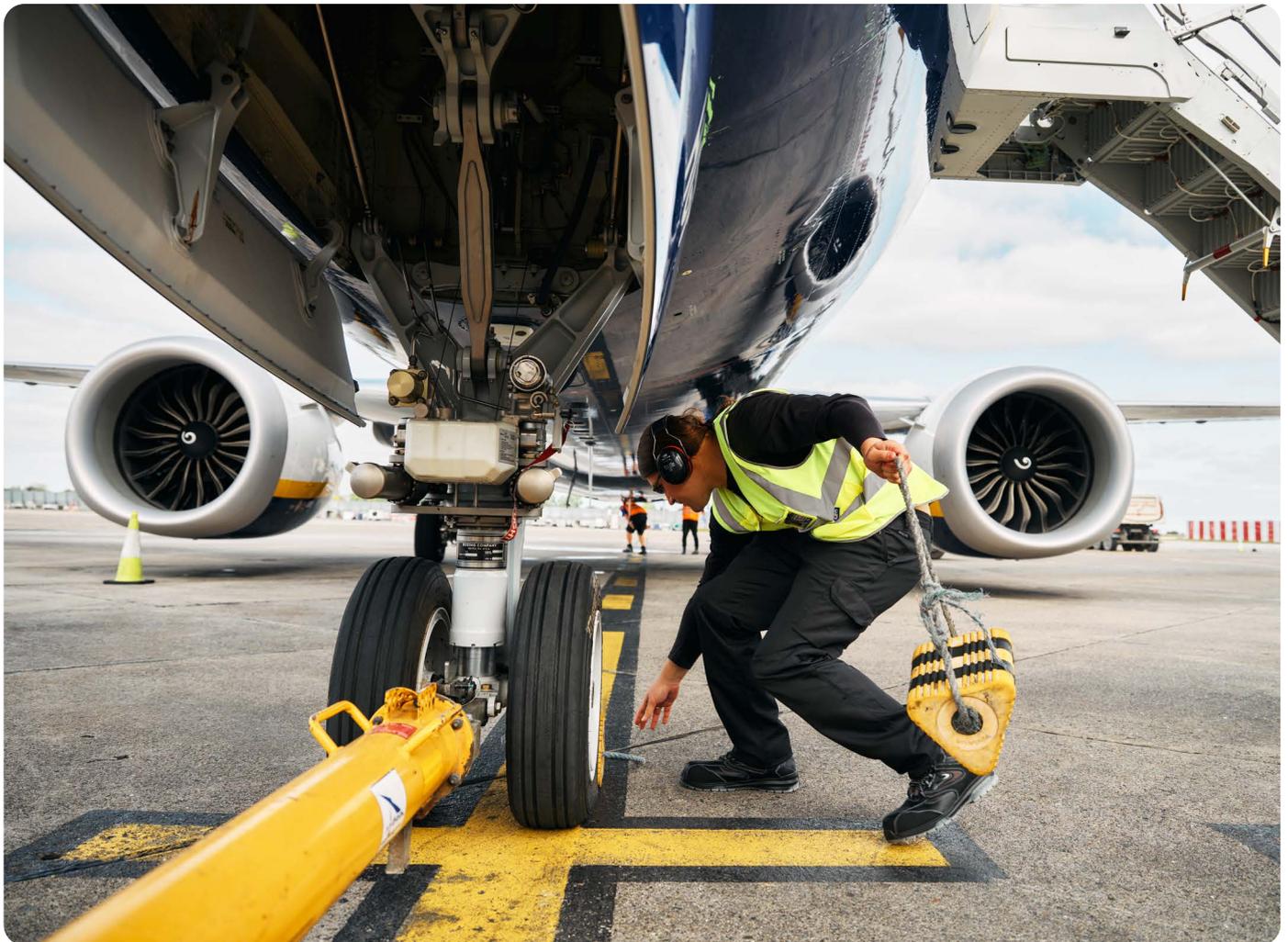
Goal 11: We will continue to manage the risks associated with a changing geo-political situation.

- 11.1 We will liaise with the EC, EASA and State Authorities with the aim of ensuring we are appropriately apprised of threats associated with the geo-political situation.
- 11.2 We will monitor global security threats and assess potential impact on the safety and security of our operations.
- 11.3 Using all information available to us, we will continue to carry out robust risk assessment to ensure appropriate controls and mitigations are in place.
- 11.4 We will closely monitor ongoing conflicts in Ukraine and the Middle East, to ensure continued safe and secure operations.

- 11.5 We will ensure our Insider Threat Policy, Training and Procedures remain effective in managing this risk.

Goal 12: We will ensure new EU Cyber Security Regulations are successfully integrated into our Management System.

- 12.1 We will ensure new EU Cyber Security Regulations are successfully implemented by 16th October 2025.
- 12.2 We will ensure that third party providers are aware of, and comply with, Ryanair Group cyber security, and data protection requirements.
- 12.3 We will work with third party providers such as Aircraft Manufacturers, ATC, Airports, Handling Companies, Maintenance Providers and Flight Planning providers, to ensure they have appropriate cyber security controls in place.
- 12.4 We will identify and manage cyber security risks with the potential to negatively impact safety and/or security.





CYBER SECURITY

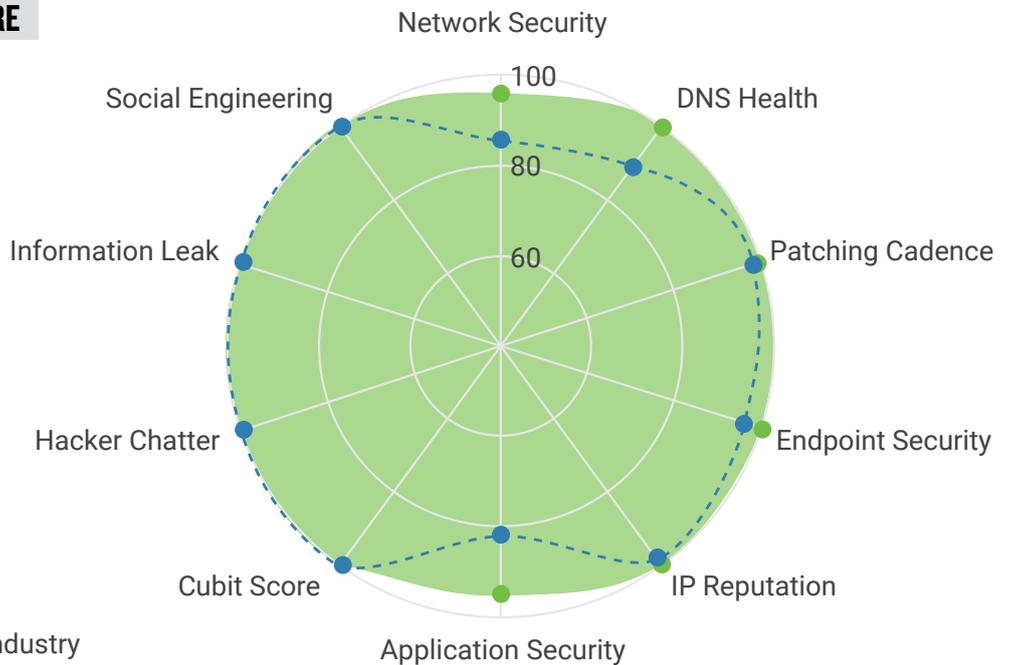
We are proactive in our Cyber Security tests. We frequently conduct simulated phishing tests with our people, with those failing the test required to undergo additional training.

Cyber Security assessments are also done during the onboarding of new suppliers.

OUR CURRENT SECURITY SCORE

MAY 2024

A 97



ryanair.com

Our Industry

ryanair.com
TRANSPORTATION
A 97

wizzair.com
TRANSPORTATION
A 93

easyjet.com
TRANSPORTATION
B 81

aerlingus.com
TRANSPORTATION
B 83

lufthansa.com
TRANSPORTATION
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southwest.com
TRANSPORTATION
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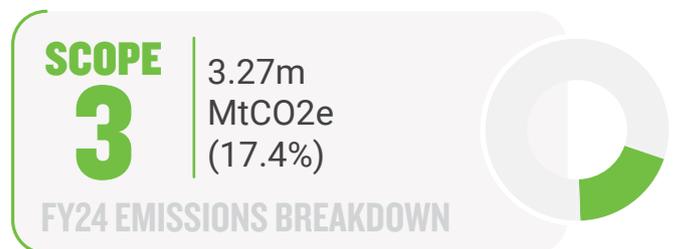
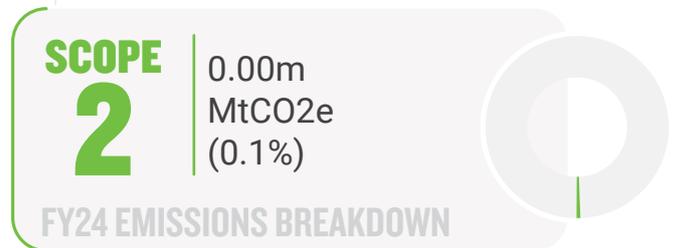
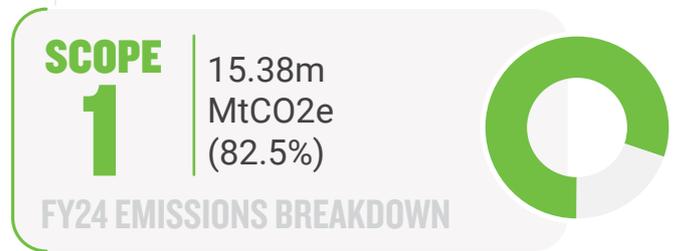
ENVIRONMENT OVERVIEW

Ryanair has an important role in helping to shape the future of sustainable aviation. The Group is committed to ensuring that its operations align with global efforts to mitigate the impacts of climate change. Ryanair has a long-term target of achieving net zero emissions by 2050 (“Pathway to Net Zero”). Ryanair’s Pathway to Net Zero aligns with a transition to a 1.5°C world scenario (global average temperature is limited to 1.5°C above pre-industrial levels) and covers Scope 1, 2 and 3 emissions. Ryanair’s Pathway to Net Zero, we believe, will enable people from across Europe to travel for work, leisure and visit friends and relatives while ensuring this takes place in a world where we decarbonise our operations at a pace needed to align with a 1.5°C world. Ryanair has set near-term carbon intensity targets to ensure progress towards our net zero goal is on track.

Our net zero goal is built on four pillars:

- Technological and operational improvements combining contributions from major propulsion technologies as well as wing, fuselage and tail technologies, is predicted to help reduce 32% of carbon emission.
- Sustainable aviation fuel (SAF) is expected to deliver approx. 34% of carbon emission reduction targets.
- Independent studies have shown that the introduction of the Single European Sky initiative will reduce emissions by up to 10%.
- 24% will be as a result of offsetting and other economic measures.

EMISSIONS FY24



RYANAIR'S ENVIRONMENTAL GOALS

<p>NET ZERO EMISSIONS</p> <p>BY 2050</p>	<p>c. 50G</p> <p>CO₂ PAX/KM</p> <p>BY 2031</p>	<p>12.5%</p> <p>SUSTAINABLE AVIATION FUEL</p> <p>BY 2030</p>	<p>35%</p> <p>SCOPE 2 ABSOLUTE EMISSION REDUCTION</p> <p>BY 2030 <small>(From a 2022 base)</small></p>	<p>50%</p> <p>NON-FUEL SCOPE 3 ABSOLUTE EMISSION REDUCTION</p> <p>BY 2030 <small>(From a 2022 base)</small></p>
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FOCUS AREA 5 GROUP OPERATIONS

GOAL 13

We will work with Regulators to expand Group Operations across B737 Group Airlines in line with EASA Guidance.

GOAL 14

We will maintain standardisation and effective information sharing across all Ryanair Group Airlines.



Having commenced work on this project in 2020, we now have 4 years' experience of safely and successfully implementing Group Operations between Malta Air and Ryanair DAC.

Over the period of this Strategy, we will work to integrate other Ryanair Group Boeing Airlines into Group Operations.

Goal 13: We will work with Regulators to expand Group Operations across B737 Group Airlines in line with EASA Guidance.

13.1 We will work with Regulators to implement Group Operations into remaining B737 Ryanair Group Airlines in line with current EU Regulation and EASA Guidance.

13.2 We will work with Regulators to expand the scope of Group Operations where necessary, to include line training and checking.

Goal 14: We will maintain standardisation and effective information sharing across all Ryanair Group Airlines.

14.1 We will, insofar as possible, maintain the standardisation of Management Systems across all Group Airlines to ensure we continue to draw on the extensive operational experience of 40+ years of safe operations.

14.2 We will ensure any required differences in the Management Systems of Group Airlines are assessed and confirmed to be acceptable.

14.3 We will review processes for information sharing and analysis across Group Airlines to ensure they remain robust and effective.



FINAL WORD

MIKE O'BRIEN

BOARD DIRECTOR OF SAFETY



The Board of Ryanair fully endorses and is pleased to launch the 2025 to 2029 Corporate Safety Strategy. This Strategy builds on the significant safety and security enhancements already delivered and, in accordance with well-established practices, we look forward to receiving regular updates on progress.

As we embark on an exciting decade of growth, we will face challenges, and it is therefore imperative that safety and security remain at the heart of our decision making. We must remain focussed on our goal of maintaining and, where possible, further enhancing our safety and security performance.

On behalf of myself and the Board of Ryanair, I would like to take this opportunity to thank our Team of more than 27,000 dedicated safety professionals who deliver the highest safety and security standards every day.

We look forward to working with you as we safely grow our operation to 800 aircraft and 300 million passengers by FY34.

Mike O'Brien
Board Director of Safety





RYANAIR GROUP



'ONE MISSION'

SAFETY

