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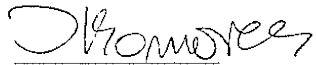
We refer to the Employment and Social Affairs Committee hearing in the European Parliament on 7 May 2015 on employment and working conditions in the European civil aviation sector. We specifically refer to the false, selective, unbalanced, misleading and defamatory claims made by you about Ryanair at the hearing, including:

1. You question whether Ryanair's employment practices are safe (*"is it sustainable as a model of employment for recruiting new pilots into the industry and is it safe?"*). This claim is inherently misleading and completely unfounded. We refute any suggestion that our employment practices are *"bogus"*. There is absolutely no evidence whatsoever to suggest that our employment practices pose any safety threat, in fact, Ryanair's unblemished 30 year safety record speaks for itself. Your claims are clearly an attempt to undermine Ryanair under the guise of safety, which is reprehensible.
2. There is no safety trend attributable to how pilots are employed. There are no statistics or reports which would show that contract pilots are more or less likely to be involved in accidents or incidents. All airline pilots operating in Europe are subject to the same stringent requirements of flying no more than 900 hours a year. These maximum flying hours and safety regulations are set by the European Aviation Safety Agency (EASA) and are binding on all airlines.
3. We note that you have referenced a totally discredited and inaccurate report from Ghent University, which itself is derived from an anonymous internet survey which has not been verified in any way. We also note that you contributed to the ill-conceived report. It appears that the authors of this reckless report took no steps to ascertain whether any of the participants in the purported survey were pilots and/or were employed by EU airlines. Indeed, we wrote to Ghent University on several occasions seeking clarification as to how this "research" data was compiled, what measures were taken to ensure the veracity of such data and to verify the identity of the participants. Unsurprisingly, the University were unable to stand over their questionable research methods and refused to address our reasonable queries.

Board of Directors: David Bonderman (US) – Chairman, Michael Cawley, Michael Horgan, Charlie McCreavy, Declan McKeon, Kyran McLaughlin, Dick Milliken (UK), Michael O'Leary, Julie O'Neill, James Osborne, Louise Phelan
Registered Office: Ryanair Dublin Office, Airside Business Park, Swords, County Dublin, Ireland
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We are putting you on notice that should you make defamatory claims about Ryanair's safety in any other forum we will initiate proceedings against you without further notice. We reserve all our rights in the meantime.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'J. Komorek', written in a cursive style.

Juliusz Komorek

Director of Legal and Regulatory Affairs