

# RYANAIR

## Tax Strategy

This paper sets out the UK tax strategy of Ryanair Holdings plc (“Ryanair”) and its UK subsidiary undertakings. In making this tax strategy available, Ryanair is fulfilling its obligations under Schedule 19 of UK Finance Act 2016.

### ***Risk Management and Governance in Relation to UK Taxation***

- Ryanair has appropriate arrangements and structures in place which are designed to ensure compliance with Ryanair’s tax obligations in the UK and indeed in each of the jurisdictions in which it operates.
- The Ryanair Group Tax Department have responsibility for ensuring adherence by Ryanair Group companies to its tax policies and procedures. Through the Audit Committee, the Board has oversight of tax compliance risk and tax planning.
- Support in compliance and technical issues is provided by external advisors as and when required.

### ***Attitude to Tax Planning in the UK***

- Tax planning activities in the UK are limited to those that support our business and reflect commercial and economic activity. Ryanair adheres to the relevant UK tax law and seeks to minimize risk of uncertainty or disputes. Transactions between group companies are conducted on an arm’s length basis and in accordance with OECD principles.

### ***Level of Risk in Relation to UK Taxation***

- Ryanair seeks to minimise UK tax risk and uncertainty by ensuring that efficient tax treatments are applied to business decisions that are consistent with both the letter and spirit of the law.

### ***HMRC Interaction***

- Ryanair engages with HMRC in an open, honest and transparent manner. Ryanair’s aim is to avoid unnecessary disputes with HMRC and thus minimise tax risk and uncertainty.
- Any material business decisions with potential UK tax implications are discussed in a proactive manner with HMRC.

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