

RYANAIR

The World's Favourite Airline!

Investor Day - 29 Sept 2010

Agenda

07.30 Coffee & Registration

09.00 Introduction

- *Michael O'Leary, Chief Executive*

09.30 Breakout Sessions

- *Michael O'Leary, Chief Executive*
- *Howard Millar, Deputy CEO and CFO*
- *Michael Cawley, Deputy CEO and COO*
- *Mick Hickey, Director of Engineering*
Ray Conway, Chief Pilot &
David O'Brien, Director of Flight and Ground Operations
- *Eddie Wilson, Director of Personnel and Inflight &*
Caroline Green, Director of Customer Service

12.30 Q&A Session


13.00 Lunch

13.30 Simulator Sessions

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Michael O'Leary – CEO



“Ryanair can be an easy target for critics, but is an exceptionally run business that gives its customers what they want – cheap flights abroad.”

Source:- Questor column, Sunday Telegraph – 26th Sept 2010







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Howard Millar

CFO & Deputy Chief Executive

Current Finance Issues

-  **Fuel Hedge Up-date.**
-  **Currency Hedge - Impact of Strong Dollar.**
-  **Aircraft Fin. – Exim Bond, Jap. leases, Sale & L/Back.**
-  **Current Trading Update.**
-  **Dividend and Cash Generation.**
-  **Unit cost reductions**

Fuel Update



Hedging extended - 90% of FY11 at \$730pmt

- 55% of FY12 at \$755pmt

Cost/Ton	FY10	FY 11	% Mov.	FY 12	% Mov.
Q1	\$613	\$690 (Act)	+13%	\$755 (90%)	+9%
Q2	\$630	\$740 (90%)	+18%	\$755 (90%)	+2%
Q3	\$610	\$730 (90%)	+20%	\$745 (25%)	+2%
Q4	\$630	\$745 (90%)	+18%	-	-

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Michael Cawley

COO & Deputy Chief Executive

Current Commercial Issues

- ✈ **New route planning – Winter'10, Summer'11**
- ✈ **Airport cost reductions**
- ✈ **Improve yield management**
- ✈ **Enhance scheduling/aircraft utilization**
- ✈ **Better Sales and Marketing**
- ✈ **Increase ancillary profitability**

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Mick Hickey - Director of Engineering ,

Ray Conway – Chief Pilot

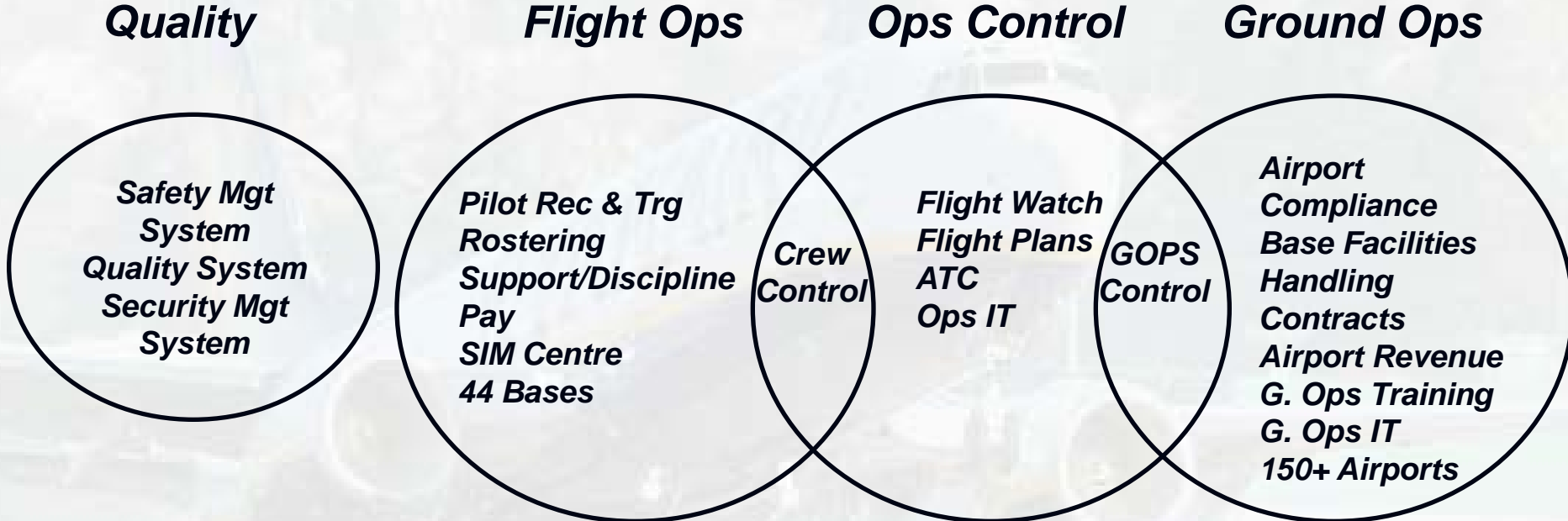
&

David O'Brien - Dir. of Flight & Ground Ops.

Current Engineering Issues

- ❖ **Efficiencies – Maintenance intervals, fleet age, in-house v outsource**
- ❖ **Supplier costs – Boeing, Honeywell, Zodiac**
- ❖ **EU Regulations and New Requirements**
- ❖ **Ensuring Maintenance Stds across Multi Base/National workforce**
- ❖ **Ensuring Standards of De-Icing Suppliers**

Current Flight & Ground Ops Issues



Key Elements:

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> • Strict SOP's • Crew Friendly Roster • 66% Payroll Prod. Based • 4 Yr Deals (exp 2013 – 2015) | <ul style="list-style-type: none"> • Simple Schedule • Stable FTL • Crew Abs <2% • High Maint Reliability | <ul style="list-style-type: none"> • Simple Procedures • 100% Web Chk-in • 0.4 Bags/Pax • Trained Pax |
|---|--|---|

Challenges:

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> • EASA – Social Agenda • Re-regulation | <ul style="list-style-type: none"> • Euro “Control” • “FAB” Subversion | <ul style="list-style-type: none"> • Big Airports • Re-regulation |
|---|--|---|

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***Eddie Wilson - Director of Personnel & Inflight
&***

Caroline Green - Director of Customer Service

Current Personnel & Inflight Issues



Personnel

- ▼ **Challenges to Irish contracts & EU transport legislation**
- ▼ **Keeping Direct Negotiations**
- ▼ **Maintaining Contractor ratios**
- ▼ **Retaining pilots, cabin crew and engineers – Tiny Turnover**
- ▼ **Maintaining Ryanair culture - communications**



Inflight

- ▼ **Getting onboard sales to €2 per pax**
- ▼ **Maintaining consistency sales and customer service delivery**
- ▼ **Expanding products, churning underperformers**
- ▼ **Rewarding crews – comms, incentives, prizes – culture**
- ▼ **Grooming cabin crew & replace CEO!!**

Current Customer Service Issues

-  **Volcanic Ash Claims – EU261 reform needed**
-  **Complete processing of outstanding volcanic claims by Dec 10**
-  **Dispute adverse ECJ judgements – passenger rights Promote key**
-  **Promote key USP's with MEP's and Transport Committee**
-  **Create/Promote in Brussels the ELFAA Consumer Affairs Manifesto**