Operating a passenger focused service

ESADE’s XIII International Leisure & Tourism 22 April 2004
Europe’s No 1. Low Fares Airline

• Established 1985 – 20 years experience.
• No. 1 for traffic – over 23m passengers last year
• No. 1 for Lowest Fares – nobody beats our prices.
  – so low the EU fines us

• No. 1 for Customer Service
• No. 1 for European Routes (150) and Bases (11)
• No. 1 for passenger growth
Ryanair’s Traffic Growth

Pax Millions

Year | Pax Millions
--- | ---
95 | 1
96 | 2
97 | 3
98 | 4
99 | 5
00 | 6
01 | 7
02 | 8
03 | 9
04 | 22
Ryanair
Knowing what the customer wants & how to provide it
Ryanair
No 1 for lowest fares
Ryanair No.1 for lowest fares

<table>
<thead>
<tr>
<th>Company</th>
<th>Average Fare</th>
<th>Net Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ryanair</td>
<td>€ 42</td>
<td>26%</td>
</tr>
<tr>
<td>Easyjet</td>
<td>€ 62</td>
<td>48%</td>
</tr>
<tr>
<td>Air Berlin</td>
<td>€ 102</td>
<td>143%</td>
</tr>
<tr>
<td>Deutsche BA</td>
<td>€ 114</td>
<td>171%</td>
</tr>
<tr>
<td>Germanwings</td>
<td>€ 131</td>
<td>212%</td>
</tr>
<tr>
<td>Iberia</td>
<td>€ 151</td>
<td>260%</td>
</tr>
<tr>
<td>Alitalia</td>
<td>€ 153</td>
<td>264%</td>
</tr>
<tr>
<td>British Airways</td>
<td>€ 174</td>
<td>314%</td>
</tr>
<tr>
<td>Air France</td>
<td>€ 203</td>
<td>383%</td>
</tr>
<tr>
<td>Luftansa</td>
<td>€ 220</td>
<td>424%</td>
</tr>
</tbody>
</table>

Source: Ryanair 12 Months to Dec 2003 & latest published Company Annual Reports
Ryanair
No 1 for Customer Services
### Ryanair is No. 1 for Customer Service

<table>
<thead>
<tr>
<th>Airline</th>
<th>% On Time*</th>
<th>Bags missing per 1,000 passengers</th>
<th>% completions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ryanair</td>
<td>92.0</td>
<td>0.63</td>
<td>99.4</td>
</tr>
<tr>
<td>SAS</td>
<td>85.5</td>
<td>10.6</td>
<td>98.7</td>
</tr>
<tr>
<td>Lufthansa</td>
<td>81.6</td>
<td>17.9</td>
<td>98.2</td>
</tr>
<tr>
<td>British Airways</td>
<td>80.6</td>
<td>14.2</td>
<td>98.9</td>
</tr>
<tr>
<td>Air France</td>
<td>78.9</td>
<td>12.6</td>
<td>RTP</td>
</tr>
<tr>
<td>Iberia</td>
<td>78.7</td>
<td>9.20</td>
<td>98.0</td>
</tr>
<tr>
<td>Easyjet</td>
<td>77.5</td>
<td>RTP</td>
<td>RTP</td>
</tr>
<tr>
<td>Alitalia</td>
<td>71.9</td>
<td>10.2</td>
<td>94.9</td>
</tr>
</tbody>
</table>

* Flights arriving within 15 minutes of STA. Validated by CAA 3 months in arrears. 
Source: Ryanair monthly stats compared to Association of European Airlines: February 2004.
Ryanair the innovator

- First & only airline with the lowest cost base
- First scheduled airline to operate at Regional & Secondary Airports
- First airline in Europe to operate *no frills* service
- First to cut ties with Travel Agents & become ticketless
- First to make all tickets changeable & flexible
- First airline to give away free seats
- First airline to advertise immediately after 9/11
- First airline to pay passengers to fly
- First & only airline to publish complete customer service stats monthly on the website
Ryanair No.1 for London-Europe – 69 routes
European Bases continue to grow – 60 routes
16 routes from Barcelona’s secondary airport Girona
Ryanair - www.ryanair.com

- 8 million unique users per month
- 800 million page impressions per month
- The World’s Number 5 Web Brand
- 97% of Ryanair tickets are purchased on our website
- Online spending exceeds €1bn pa
Ryanair – Advertising through overseas campaigns

• One Size Fits All

• Presentation as “Visually Offensive” as possible

• Our “Sales” Function is PR Driven

• No Market Research: Just Common Sense
Ryanair believes that the best way to respond to the terrorist attacks in the U.S. is to keep people flying, to ensure that business & leisure passengers have even more low fare reasons to travel and to keep business and the economy going.

Ryanair will keep Britain flying by lowering our lowest ever air fares. Furthermore we will not make any of our people redundant, we will take delivery of our eight new aircraft, we will open up new routes, and add new flights to existing routes.

WE WILL SELL ONE MILLION SEATS AT £9.99 ONE WAY FOR TRAVEL DURING SEPTEMBER, OCTOBER, NOVEMBER.

THESE SEATS ARE ON SALE TODAY ONLY AT RYANAIR.com THE ‘FIGHTING BACK’ LOWFARES AIRLINE
Ryanair – 1st to offer 2 Million

THANKS TO ALL 2,140,000 PASSENGERS WHO FLEW WITH US IN AUGUST!

2 MILLION SEATS!

BOOK TODAY!
OR THE SEATS WILL BE GONE!

KARLSRUHE
BRUSSELS
STEMEN
REIMS
HAUGESUND
BLACKPOOL
NIEDERRHEIN
TOURS

ONE WAY FROM

£12

RYANAIR.COM

Book until midnight 04.09.03. Travel from 11.09.03 until 30.11.03. Subject to terms & conditions. £4 handling fee for credit card payments and £1 handling fee for debit card payments. Direct from London Stansted.
Ryanair – 1st for low fares discounts

Offer extended until midnight Thursday!

£20 OFF ALL RETURN FARES!

Available everyday on all routes!

Ryanair.com

Book until midnight 30.10.03. Subject to availability, terms & conditions. £4 handling fee for credit card payments and £1 handling fee for debit card payments. Direct from London Stansted.

Ryanair’s biggest ever discount!

£30 OFF EVERY SEAT, ALL RETURN FLIGHTS!

Ryanair.com

The low fares airline

Travel period: Any flight available on www.ryanair.com. Book from 21.04.03 - 26.04.03. Subject to terms & conditions. *Not valid with any other fare or special promotion. £4 handling fee for credit card payments and £1 handling fee for debit card payments. Direct from London Stansted.
Ryanair – 1st to offer 2 Million seats

2 MILLION FREE SEATS!
... all you have to pay is the taxes & charges!

SALE NOW EXTENDED UNTIL MIDNIGHT THURSDAY!!

<table>
<thead>
<tr>
<th>Week of Travel</th>
<th>Availability</th>
<th>Week of Travel</th>
<th>Availability</th>
<th>Week of Travel</th>
<th>Availability</th>
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</thead>
<tbody>
<tr>
<td>SEPT. 25-30</td>
<td>Little Left</td>
<td>OCT. 24-31</td>
<td>None</td>
<td>NOV. 24-30</td>
<td>Excellent</td>
</tr>
<tr>
<td>OCT. 01-07</td>
<td>V.Good</td>
<td>NOV. 01-07</td>
<td>Excellent</td>
<td>DEC. 01-08</td>
<td>Excellent</td>
</tr>
<tr>
<td>OCT. 08-15</td>
<td>V.Good</td>
<td>NOV. 08-15</td>
<td>Excellent</td>
<td>DEC. 09-17</td>
<td>Excellent</td>
</tr>
<tr>
<td>OCT. 16-23</td>
<td>Little Left</td>
<td>NOV. 16-23</td>
<td>Excellent</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

RYANAIR.com

Book until midnight on 08.08.03. Travel from 20.09.03 until 12.12.03. Includes school holidays, major sporting events & bank holidays, subject to availability and conditions. £6 handling fee for credit card payments and £3 handling fee for debit card payments. Direct from London Stansted. Visit www.ryanair.com for details.

EXTRA SEATS ADDED!
RYANAIR PAYS PASSENGERS!

Book before Nov 20 and we’ll pay £1 off your airport tax as well as giving you a FREE fare.

EVERY ROUTE! EVERY DAY!

RYANAIR.com

Book until midnight 20.11.03. Travel from 20.11.03 until 31.01.04. Subject to terms & conditions. £4 handling fee for credit card payments and £1 handling fee for debit card payments. Direct from London Stansted.
A SIMPLE FORMULA

Lower Fares = More Passengers = Lower Costs = Lower Fares!