

OPEN LETTER

Snr. António Costa
Prime Minister of Portugal

16th Feb 2022

Dear Prime Minister,

Congratulations on your success in the recent General Election, and I wish you every success as you form your new Government.

Ryanair is one of Portugal's largest overseas investors, with 30 aircraft (an investment of over \$3 billion) based at our 6 Portuguese airports, where we carry over 11m passengers annually, support almost 1,000 highly paid direct jobs, and help to sustain more than 7,000 jobs for airport support and handling services. By opening a new base in Madeira and adding new aircraft in Porto and Faro, Ryanair will, in 2022, lead Portugal's post Covid recovery with new aircraft, new routes, new jobs and many new visitors.

However, as you may be aware, our growth at Lisbon will be reversed this summer, solely because TAP – who are receiving €3bn of State Aid from your Govt – refuse to release any of the slots they hold in Lisbon Portela Airport, despite the fact that they have reduced their fleet by 20%, and are, on a weekly basis, not using over 25% of these pre-Covid slots.

Ryanair increased our investment in Lisbon Portela last winter by adding 3 aircraft (growing from 4 to 7 aircraft), opening over 30 new routes, and maintaining traffic and tourism growth in Lisbon throughout the difficult winter season while most of the TAP fleet was grounded. However, we have been unable to secure slots for these 3 additional aircraft for the S22 schedule. This is because TAP, despite not needing or using these slots, refuse to return them to the slot pool or release them to other competitors. The European Commission has obliged TAP to release 18 daily slots as part of its EU State Aid approval package, but this release only takes place in Nov 2022, which will be too late for the S22 schedule.

I am hereby writing to ask you personally to request TAP to release these 18 daily slots – which TAP cannot and will not use in summer 2022 – to Ryanair so that we can continue to maintain our 7 aircraft in Lisbon this summer, and avoid the closure of 22 routes and the loss of more than 150 pilot and cabin crew jobs. If you support this initiative, and TAP releases this tiny number of daily slots (less than 2% of their total holding), then Ryanair will continue to maintain 7 aircraft investment in Lisbon in Summer 2022. With these slots, we will deliver an extra 1 million passengers for Lisbon and for Portugal through the summer season, and we will continue to maintain and increase the number of highly paid jobs we have created for our pilots, our cabin crew, and our engineers in Lisbon.

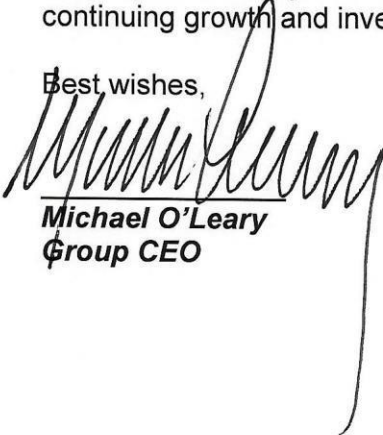
If you fail/refuse to act, and TAP is allowed to block these slots, which they cannot and will not use, then Ryanair will be forced to remove these 3 aircraft from Lisbon this Summer, and move them to other EU countries, and we will be forced to close 20 routes from Lisbon temporarily this summer with the loss of 150 jobs. I know you and your Government are committed to Portugal's economic recovery, and this will be led by Ryanair and the tourism sector.

Ryanair, by investing heavily in Portugal in recent years, has grown to be Portugal's No.1 airline, and with your help, we can deliver 12.5m passengers to our 6 Portuguese airports in 2022, rather than 11.5m passengers. This 1m additional passengers will spend some €250m in the Lisbon and Portuguese economy without any cost or loss to TAP because they cannot and will not use these slots, and will have to surrender them in Nov 2022 in any event.

Dear Prime Minister, I call on you to act in Lisbon and Portugal's economic interests with urgency. If your Govt can procure that TAP releases these 18 daily slots before the end of Feb, then we will continue to keep these 7 aircraft in Lisbon, we will keep these 20 routes open this Summer, and we will deliver 1m additional passengers, with an additional tourism spend of €250m in Lisbon and Portugal in the first year of your new Govt.

Thank you sincerely for reading this letter, and thank you for your support for Ryanair's continuing growth and investment in Portugal.

Best wishes,

A handwritten signature in black ink, appearing to read 'Michael O'Leary', written over a horizontal line. The signature is fluid and cursive, with a long vertical stroke extending downwards from the end.

Michael O'Leary
Group CEO

Portugal current developments

- €3bn in state aid wasted on TAP – keeps shrinking
- TAP continues to block slots it won't use
- RYR will be forced to cnx up to 20 Lisbon routes in S22
- Eco tax - a direct tax on tourism
- Montijo Airport needs to open ASAP
- Portugal needs tourism recovery – 20% of GDP
- RYR can lead Portugal's recovery with €0 State Aid





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What stops Portugal's recovery - TAP


	23/01/2022	30/01/2022	06/02/2022	13/02/2022
TAP flights W18/19	1,014	1,007	996	985
TAP slots W21	729	744	691	745
Late hand backs	92	130	236	217
TAP flights W21 latest	731	742	687	711
W21 slots cut	-28%	-26%	-31%	-28%


- €3bn in state aid wasted on TAP
- TAP releases unused slots at late notice (2/3 weeks)
- TAP consistently block competition by holding slots it can't use
- RYR forced to cut 3 a/c, 20 routes, flights & jobs by end Feb



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Portugal's Rapid Recovery Plan

<p>PT GOVT MUST:</p> <ul style="list-style-type: none"> → Release TAP's unused slots → Stop TAP State aid → Scrap aviation tax → Open Montijo apt 		<p>RYANAIR WILL:</p> <ul style="list-style-type: none"> → +Add a/c and capacity → Deliver 5m pax in Lisbon → Invest \$500m in Montijo → Create +5,000 new jobs
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Ryanair Portugal S.22

<ul style="list-style-type: none"> → 6 airports (5 bases) → 30 aircraft - \$3bn+ invest. → 165 routes (TAP just 58) → 15+ new routes in S22 → 11.5M pax in FY23 → 750 direct jobs → Over 9,000 on-site jobs 	
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