



Mr. Michael O'Leary  
Chief Executive  
Ryanair  
Corporate Head Office  
Dublin Airport  
Dublin

17 February 2012

Dear Michael,

Thank you for your letter of 2 February 2012.

I respond below, using the same headings as you, to correct a number of points in your letter. I have not repeated replies on issues answered in my previous letter.

1 DAA price increases and traffic declines

Please see the contents of my letter of 26 January 2012.

2 Over-staffing

Your view that 280 travel industry licences could be renewed by one part-time part-qualified accountant, and other CAR functions on a similar basis, is not one to be taken seriously.

You mis-state the level of work in the passenger rights area. In 2010, staff of the CAR responded to over 5,000 requests for information and complaints by members of the public. This does not correspond to less than one a day.

3 Excessive staff costs

Your assertion that the CAR's "salaries ... average over €100,000 each" (p.3) is incorrect. Your 13 January letter recognised that to obtain a total of €1.8m, it would be necessary to add salaries and pension costs and travel and subsistence and conference and training and recruitment costs. The CAR's actual 2010 salary figure was €1.4m.

4 Other waste

Please see the contents of my letter of 26 January 2012.

Yours sincerely,

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

Cathal Guiomard  
Commissioner

c.c. Mr. Leo Varadkar T.D., Minister for Transport, Tourism and Sport  
Secretariat, Oireachtas Committee of Public Accounts  
Secretariat, Oireachtas Committee on Finance, Public Expenditure and Reform.