



MAKING LOW-COST TRAVEL EASY

We aim to be Europe's most loved airline – winning for our customers, shareholders and our people

We operate at scale where supply and demand mismatch is most acute in Europe

38

Countries

355

Aircraft

164

Airports

c.100m

Seats

1,207

Routes

>£1bn

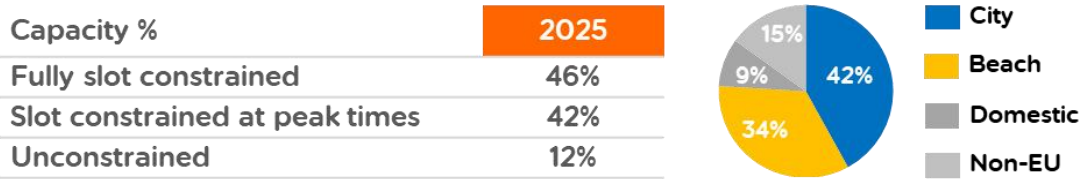
Target PBT

DIFFERENTIATED PROPOSITION

Flexible fleet, powered by efficient CFM engines



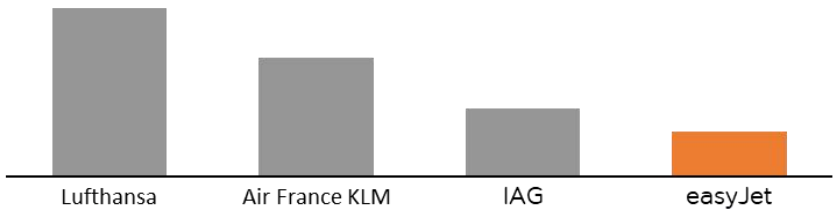
Capacity focussed at highest returns airports



Well-positioned on future fleet – firm orders of 291 (126 A320s and 165 A321s) due by FY34 and 100 purchase rights

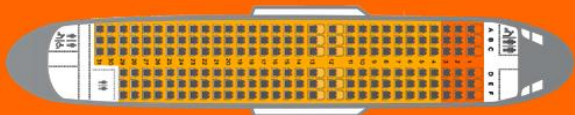
Cost advantage

CASK (excl. fuel) (pence)



Unique business model

- 1 Strategic Rationale**
 - > Europe's best leisure network: Leveraging our high frequency network
 - > Millions of customers already taking holidays on easyJet seats providing a captive audience & reducing marketing spend
- 2 Uniquely positioned business model**
 - > Asset light model with c. 96% variable cost base – no hotel commitments
 - > Digitally delivered – high proportion of bookings direct & no reps
- 3 Excellent customer proposition**
 - > c.75% holidays to 4* or 5* hotels
 - > Customer satisfaction: 84%
 - > 82% of customers likely to re book
- 4 Significant growth opportunity**



International attachment rate in HY25



EXECUTING OUR STRATEGY



Building Europe's best network

- > Irreplicable network
- > Largest airline in Europe at primary airports
- > Point to point routes with high frequency
- > Targeted growth at these airports



Strengthening revenue

- > Laser focussed on driving ROCE and quality of earnings
- > Product offering led by customer demand
- > easyJet holidays - leveraging existing infrastructure and skills
- > Industry leading revenue management



Delivering ease and reliability

- > Ease – customer experience focus
- > Reliability – OTP delivery
- > Operational ramp up complete - Easter strong and reliable

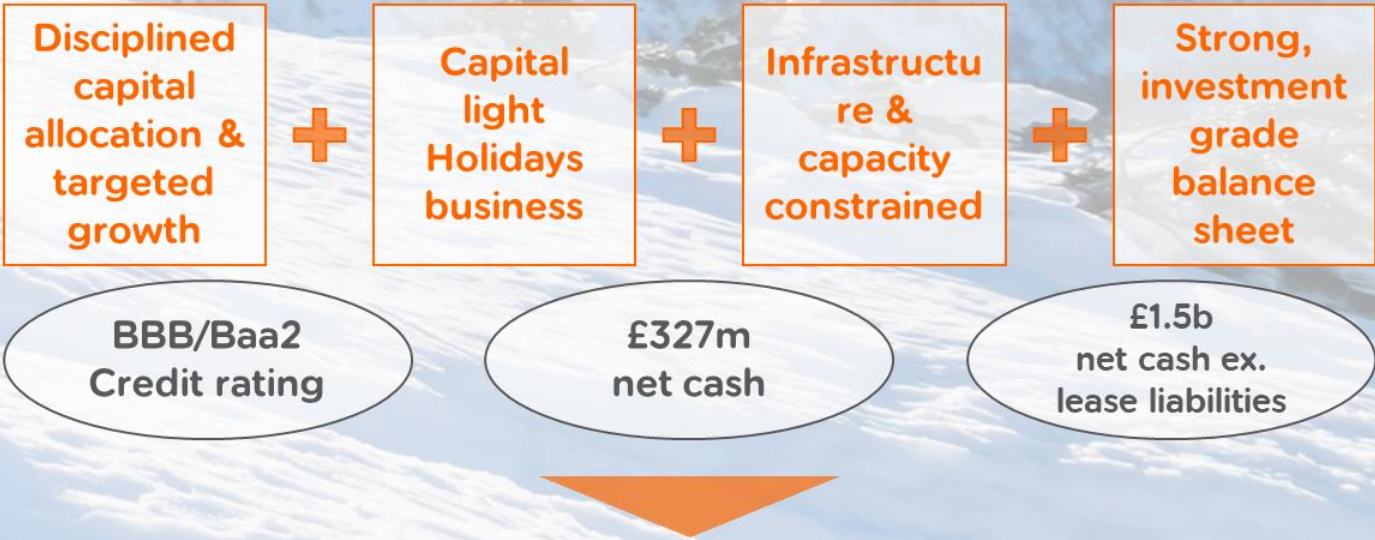
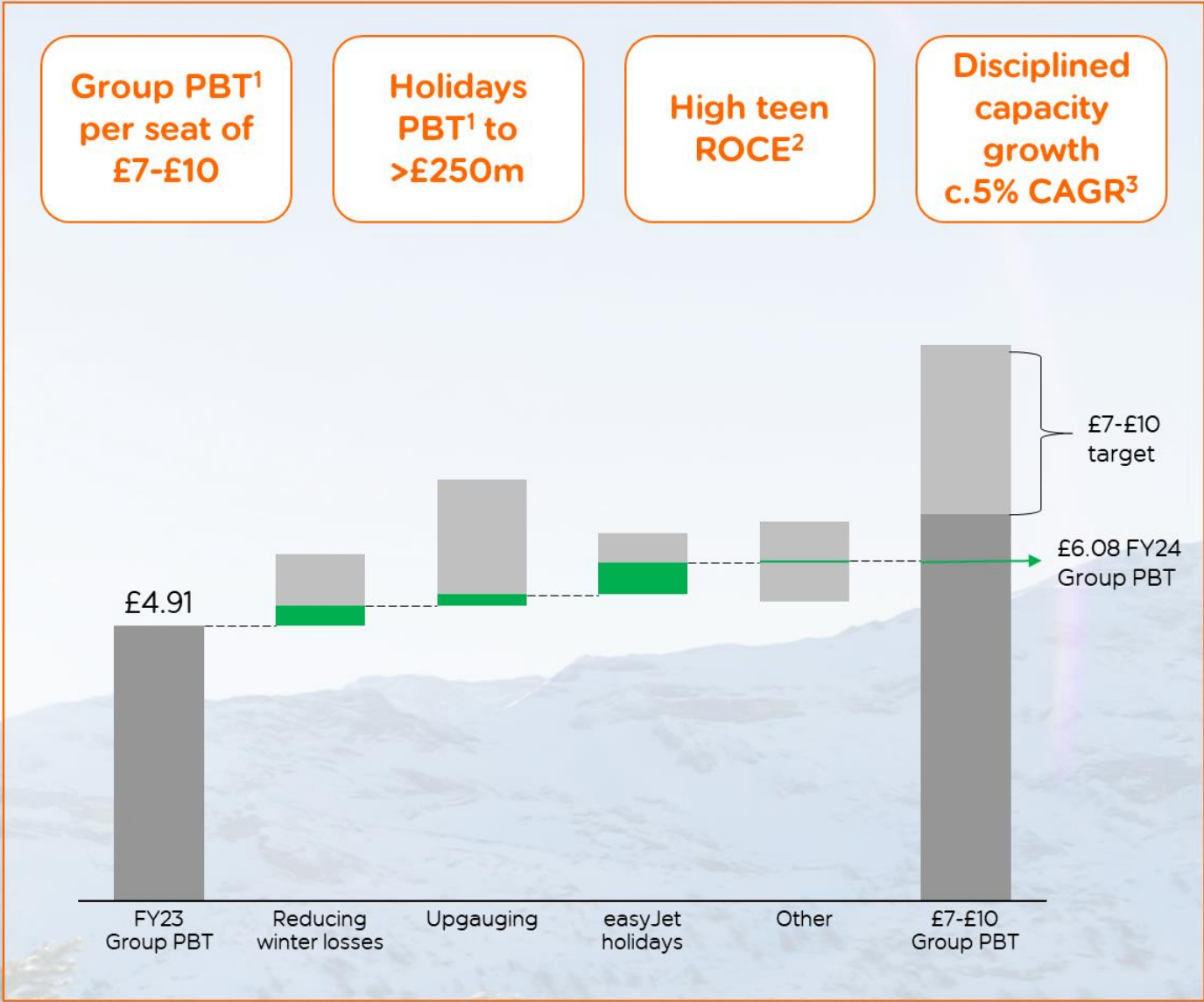


Driving our low cost model

- > Lowest cost carrier on our primary network
- > Single fleet type with standard specification
- > Short turn around times with high density, single class cabin

Strategic priorities that will create value for our shareholders

AMBITION TO DELIVER >£1BN OF PBT



Attractive long term shareholder value

(1) Headline result before non-headline items; (2) ROCE is calculated by taking headline profit/loss before interest and tax, applying tax at the prevailing UK corporation tax rate at the end of the financial year, and dividing by the average capital employed. Capital employed is shareholders equity, excluding the hedging and cost of hedging reserves, plus net debt; (3) Capacity growth between 2023 and 2028.