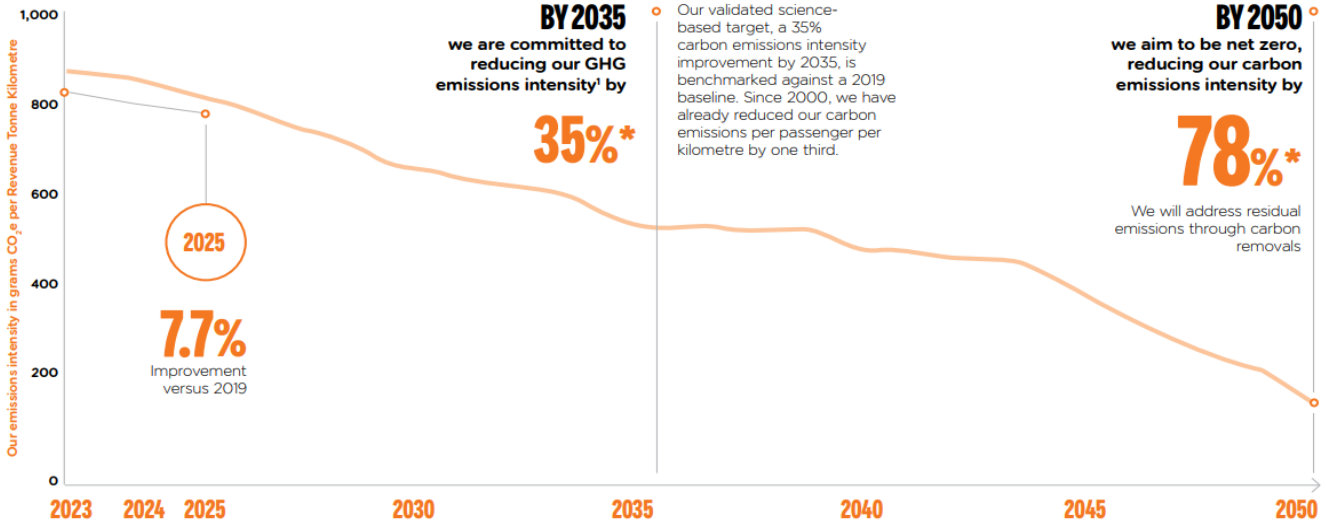
OUR DECARBONISATION ROADMAP

HOW WE WILL GET THERE



Reduce
our energy use

- **Fleet renewal with NEO**
  Minimise fuel burn and emissions through current technology
- **Operational efficiencies**
  Fuel saving through initiatives including single engine taxi and engine washing
- **Airspace modernisation**
  Aiming for 10% emission reduction by 2035 through Single European Sky and modernisation of UK airspace

Replace
fossil fuels with low-carbon and zero carbon emissions sources

- **Sustainable Aviation Fuel**
  Use at scale in line with EU and UK mandates
- **Zero carbon emission aircraft**
  Aiming to be an early adopter in transitioning the fleet

Remove
residual emissions to reach net zero

- **Carbon removal**
  Residual emissions will be removed to reach net zero by 2050

* versus 2019.
1) easyJet plc commits to reduce well-to-wake GHG emissions related to jet fuel from owned and leased operations by 35% per revenue tonne kilometre (RTK) by FY35 from a FY19 base year.

Note: 2024–25 targets based on Roadmap published in FY24 Annual Report as these were the official targets. All other figures have been updated in Oct 2025.

ROADMAP COMPONENTS

REDUCE

Fleet renewal with NEO
Minimise fuel burn and emissions through current technology

> Fleet to comprise of c. 80% NEO aircraft by FY34

Operational efficiencies
Fuel savings through a range of initiatives, e.g.

> Descent profile optimisation

> Lightweight paint

> Engine washing

Airspace modernisation
Up up to 10% emissions reduction by 2035 through UK and European airspace reform

> Advocating for change by decision makers

> IRIS satellite communications programme

REPLACE

Sustainable Aviation Fuels (SAF)
Use at scale in line with UK and EU mandates

Zero and low carbon emission aircraft development
Intention to be an early adopter in transitioning the fleet

> Partnerships including Rolls-Royce, Airbus and Jet Zero

REMOVE

Carbon removal
Residual emissions will be removed to reach Net Zero by 2050

> Early backer of Direct Air Carbon Capture and Storage (DACCS) through Airbus carbon capture offer with 1PointFive

GOVERNANCE

Sustainability governance

> The recommendations and management of the sustainability function are signed off, and approved, by a steering committee and the management board

> The PLC board are updated regularly and will approve any changes in strategy and major spend

Fleet acquisition governance

> All fleet transactions will follow the standard evaluation and approval process and will be subject to financial viability

> Fleet transactions undergo 6 layers of review, culminating in approval from the PLC

Executive remuneration aligned

20% of the annual CEO and CFO bonus is based on individual objectives, which include sustainability delivery. In FY'25 these were:

> Continued delivery made against net zero targets

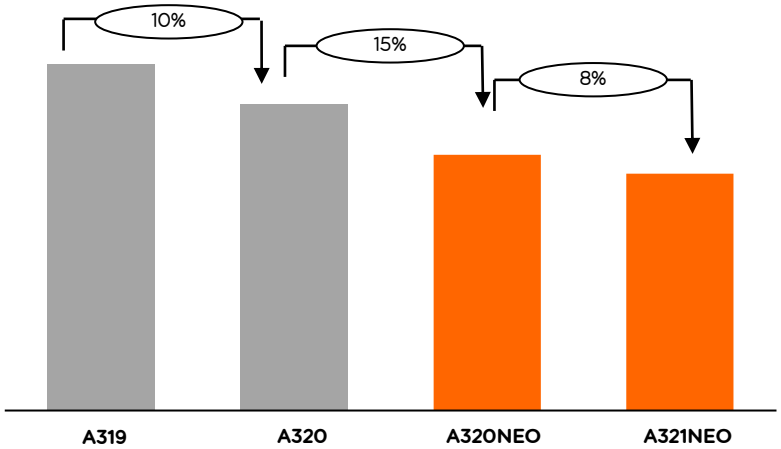
> Maintained leading position on sustainability against sector peers, evidenced through position on key indices

> Immediate SAF requirements in place and future strategy under review

DRIVING CHANGE

A320NEO FAMILY FLEET RENEWAL

Aircraft type: Indicative fuel burn per seat



Current fleet[1]

A319	A320ceo	A320neo	A321neo
82	180	75	19

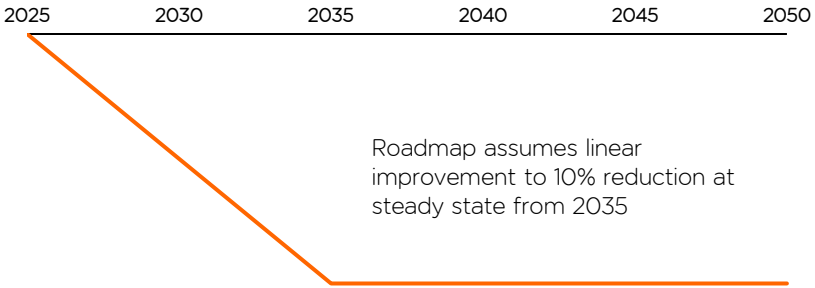
- Fleet replacement with A320neo and A321neo provides significant short and medium term improvements in emissions intensity
- NEO aircraft are c15% more fuel efficient & 50% quieter versus last generation models
- Up gauging by replacing A319 & A320ceos with A320neo and 321neo aircraft further reduces emissions intensity
- easyJet has >290 A320neo and A321neo on order by FY34

1) Fleet as at 30 September 2025.

AIRSPACE MODERNISATION

Driving up to 10% reduction in CO_2/RPK

Carbon intensity reductions due to airspace modernisation[1]



> A 10% reduction in industry emissions would prevent c.18m tonnes[2] of CO_2 from being released annually in EU skies

Current airspace

> The UK and EU consists of a complex network of flightpaths that have seen little development over the last 70 years

> This causes additional fuel burn through aircraft operating inefficient indirect routings and climb and descent profiles

Collaboratively advocating for change

> Aim to enable aircraft to fly more direct, precise routes cutting unnecessary fuel burn and emissions

> Implementing an advocacy strategy that targets national decision makers, alongside other airlines, to drive the decarbonisation of EU and UK airspace

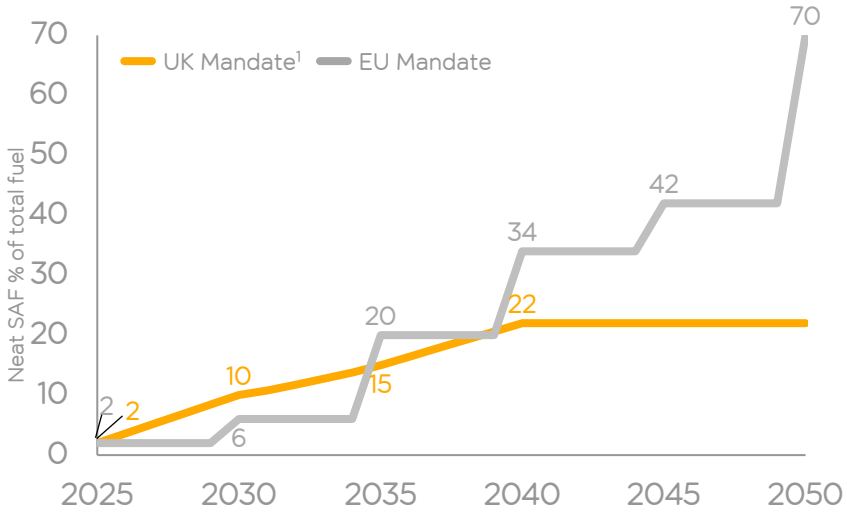
> Supporting the change through the IRIS Programme, trialling next generation satellite communications systems in partnership with European Space Agency, Airbus and Viasat

1) % reduction in CO_2/RPK by year 2) Based on easyJet airspace map.

SUSTAINABLE AVIATION FUELS (SAF)

> SAF mandates, as specified by ReFuelEU Aviation Regulation and the UK government, have now taken effect

UK & EU SAF Mandates



SAF key to industry decarbonisation

> Although SAF also produces CO_2, it enables significant lifecycle CO_2 reductions and will be a key component in the aviation sector's decarbonisation strategy

Sourcing SAF

> SAF is currently purchased through offtake agreements with regular fuel suppliers who have direct contracts with neat SAF producers

> In the short term there is sufficient SAF production to secure delivery from our fuel suppliers & easyJet is exploring options to support long-term supply

1) Under the UK mandate, the required volume of SAF is determined by its carbon intensity; volumes shown assume the 'standard value' intensity set out in the mandate. The post 2040 UK mandate will be kept under review and updated to reflect market developments over time.

NEXT GEN AIRCRAFT TECHNOLOGY

Ambition to operate the lowest impact fleet possible

> Minimising emissions is not only the best path for the planet, but also potentially financially due to escalating carbon costs materially increasing the cost of burning fossil fuels

Blended Wing Body Aircraft

> easyJet has partnered with US start-up JetZero since 2024, as their first European airline partner

> JetZero's goal is to develop a blended wing body aircraft that can provide up to 50% lower fuel burn compared to traditional designs, made possible by advances in manufacturing and avionics.

Hydrogen

> Hydrogen aircraft offer another exciting path forward through;

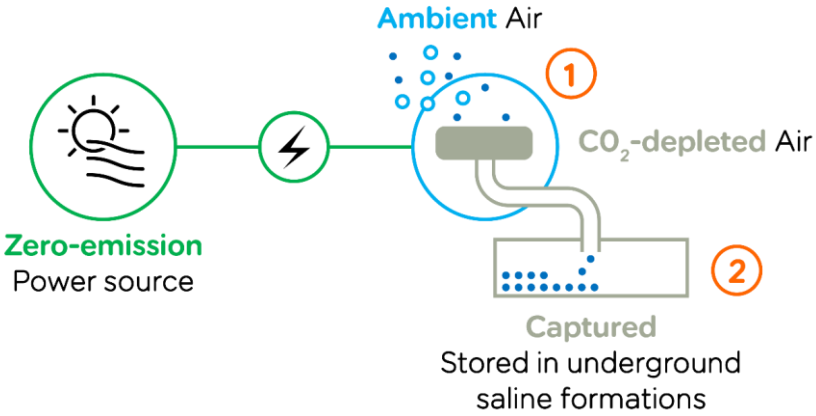
- Hydrogen combustion
- Hydrogen fuel cell powering an electric motor
- Hybrid combustion/fuel cell

> Early zero carbon emission fleet would concentrate at a single airport, likely starting with domestic services, with entry-into-service built into our roadmap from around the mid to late 2040s

> Due to its low weight, hydrogen offers the opportunity to tanker fuel at negligible cost, which would allow easyJet to operate return trips from a base airport without refuelling down route

> easyJet is collaborating with a range of partners to support the development of the hydrogen ecosystems required to enable commercial zero carbon emissions flying at scale

DIRECT AIR CARBON CAPTURE & STORAGE (DACCS)



1. Direct Air Carbon Capture: Ambient air is passed through filters which extract CO_2
2. Storage: Captured CO_2 is compressed and injected into saline formations over a kilometre below the earths surface[1]

Industry leading investment

- Carbon removals are critical to address residual emissions.
- One of the first airlines in the world to invest in a new technology recognised as critical to decarbonisation
- Contracted to purchase a set amount of Carbon Dioxide Removal (CDR) units for 4 years from 2026 at a fixed cost
- Provides early access to CDRs and develops the partnership to ramp up volume in the future provided it is commercially viable