

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

37 Countries

356 Aircraft

163 Airports

c.104m Seats

1,202 Routes

>£1bn Target PBT

DIFFERENTIATED PROPOSITION

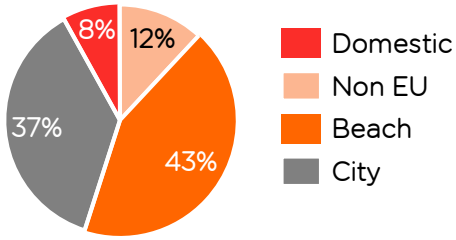
Flexible fleet, powered by efficient CFM engines



82	180	75	19
A319	A320	A320neo	A321neo

Capacity focussed at highest returns airports

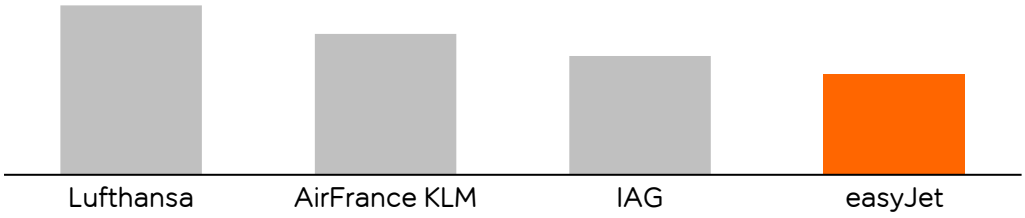
Capacity %	2025
Fully slot constrained	46%
Slot constrained at peak times	42%
Unconstrained	12%



Well-positioned on future fleet – firm orders of 290 A320 neo and A321 neos due by FY34 and 100 purchase rights

Cost advantage

CASK (excl. fuel) (pence)



Unique easyJet holidays 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 >96% variable cost base – no hotel commitments

> Digitally delivered – high proportion of bookings direct & no reps

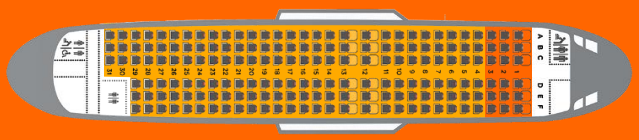
3 Excellent customer proposition

> c.76% holidays to 4* or 5* hotels

> Customer satisfaction: 83%

> 83% of customers likely to re book

4 Significant growth opportunity



7%

International attachment rate in FY25



EXECUTING OUR STRATEGY

Building Europe's best network

- Build scale by densifying our core market
- Maintain & build leadership positions in slot-constrained airports
- Optimal capital allocation to maximise group profits
- Additional expansion where opportunities arise

Strengthening revenue

- Develop and grow easyJet holidays business
- Enhance our ancillary and retail commerce capabilities
- Diversify our sources of revenue while continuously working to further enhance our existing revenue management system

Delivering ease and reliability

- Invest in building a reliable service aligned to our low-cost model
- Build an effortless web and app shopping experience
- Lead with a digital-first approach to increase personalisation and drive ease of customer interactions with us
- Establish sustainability leadership

Driving our low cost model

- Drive our business with sustainable efficiency
- Leverage automation
- Invest in our fleet
- Deliver strong productivity

Strategic priorities that will create value for our shareholders

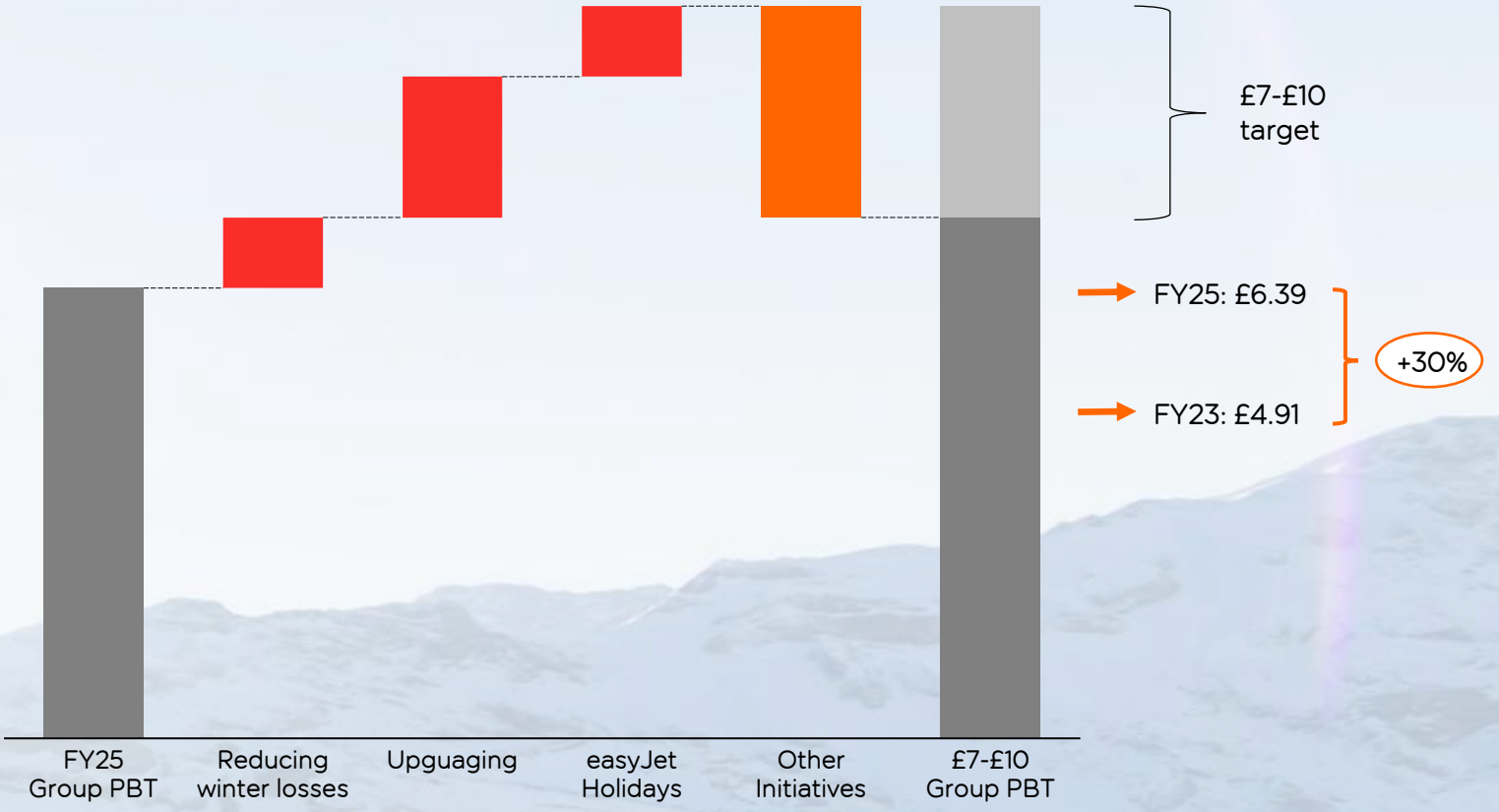
AMBITION TO DELIVER >£1BN OF PBT

Group PBT[1] per seat of £7-£10

Holidays PBT[1] to £450m by FY30

High teen ROCE[2]

Disciplined capacity growth up to 5%



Disciplined capital allocation & targeted growth + **Capital light Holidays business** + **Infrastructure & capacity constrained** + **Strong, investment grade balance sheet**

BBB+/Baa2 Credit rating

£602m net cash

£1.6b net cash ex. lease liabilities

(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) Annual growth

Attractive long term shareholder value