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OPERATIONS AND CUSTOMER SEMINAR

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5th July 2023



AGENDA

- Summer 23
- Cost:
  - Productivity and Utilisation
  - Upgauging benefits
  - Other cost actions
- Sustainability
- Delivering ease and reliability
- Q&A



SUMMER 23

- Executed recruitment plan
  - Started earlier than ever before
  - Insourced key processes – ID checks
  - Pilot pipeline
- Mitigating disruption
  - Managing the uncontrollable & on the day disruption
    - Resilience proactively added
    - London Gatwick – added terminal & fleet manager roles to allow more agile decision making at our largest base
- Proactively managing supply chain challenges
  - Mid life aircraft additions higher than previously seen
  - Resilience provided from spare parts pool

Macro environment - Far from ordinary

- ATC strike days to date +40% vs 2019
- Closed airspace around Ukraine moves traffic west – congestion within airspace easyJet operates within



PRODUCTIVITY & UTILISATION

> Capacity growth
- Summer FY23 up +9% YoY
- FY24 up >10% YoY

> Crew productivity
- Seasonal contracts
- H1 capacity growth
- Schedule & roster optimisation

> Aircraft utilisation
- Focus on winter to drive improved year round utilisation

Higher asset utilisation = lower unit costs



UPGAUGING

Airbus order book: 163 aircraft (130 A320s, 33 A321s) for delivery between FY23 & FY28

Aging 319s: to be retired before reaching 20 years driving:

- >£3 CPS saving
- 6% capacity growth on exciting fleet size

Average gauge of 179 seats to move to move to low 190s when A319s retired

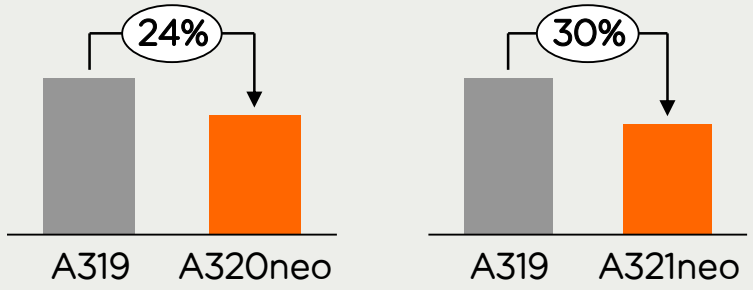
	A319	A320ceo	A320neo	A321neo
Number of seats	156	180/186	186	235
Current fleet (at H1'23)	96	168	49	15
Average age (years)	15	9	3	3
Pilots needed Cabin crew needed	2 pilots 4 crew	2 pilots 4 crew	2 pilots 4 crew	2 pilots 5 crew

>£3 unit cost savings driven through

- Fuel burn reduction per seat
- Pilot & Crew efficiency
- Navigation charges
- Airport incentives

Opportunity to grow capacity at slot constrained airports

Fuel burn saving per seat



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OTHER COST ACTIONS

- Insourcing aircraft maintenance
  - Berlin hangar opened Jan 23
  - 41% average cost saving per aircraft visit
- Self service disruption management (SSDM)
  - >70% disrupted customers using online platform
- Deleveraging underway – reducing finance costs
  - €500m Eurobond repaid Feb 23
  - $950m UKEF repaid June 23

Fuel savings

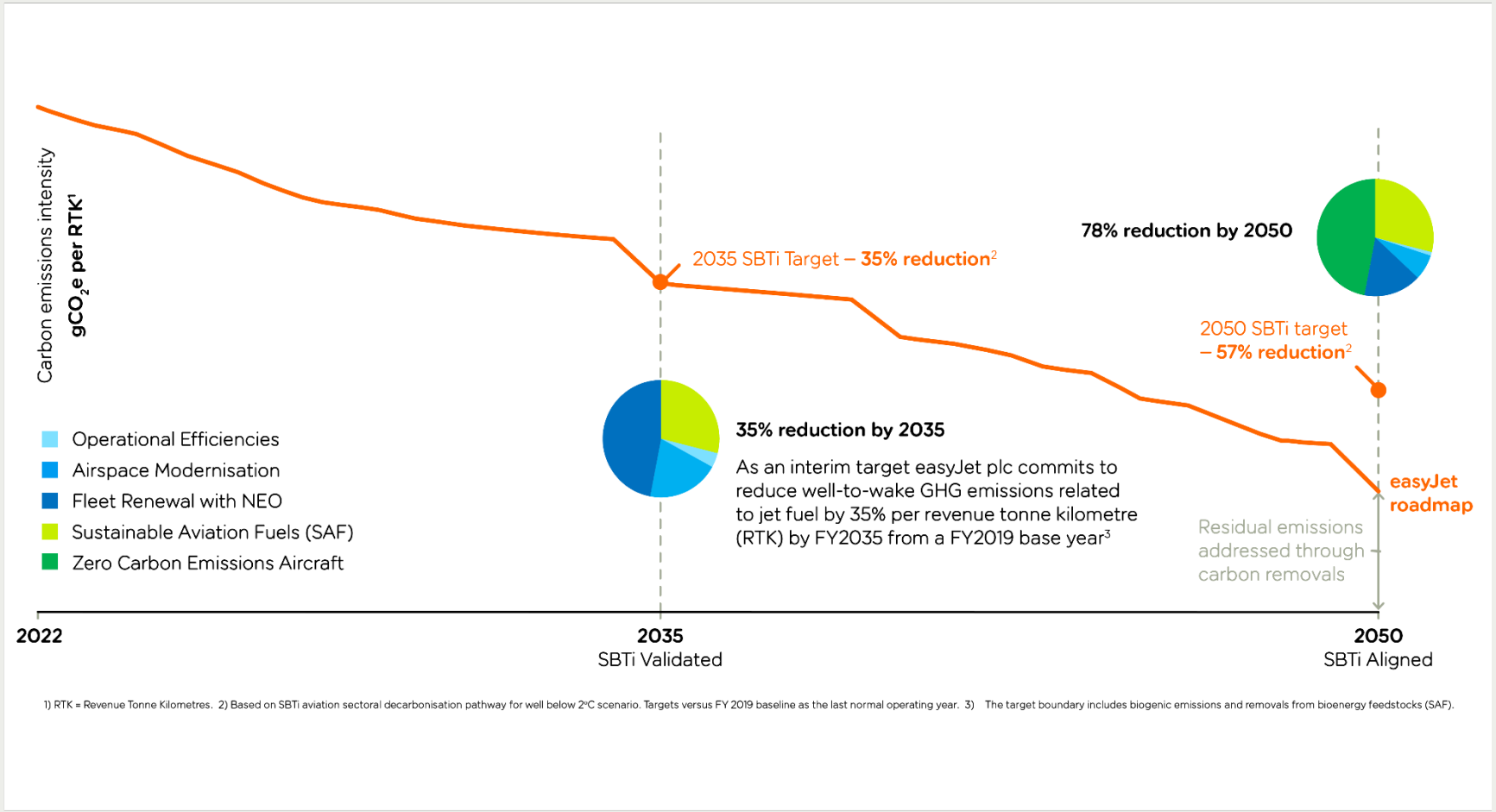
- Descent profile optimisation
  - Software retrofit on 135 aircraft
  - Lower thrust & fuel burn saving 50kg fuel per flight
- SkyBreathe fuel management tool
- Single engine taxi & engine washing

Future cost actions identified

PIONEERING SUSTAINABLE TRAVEL

Net zero roadmap - development

- ✓ SAF supply secured to 2027
- ✓ Descent profile optimisation - 135 aircraft upgraded
- ✓ World's first run of an aeroplane engine fuelled by green hydrogen
- ✓ Improved or maintained all ESG ratings



1) RTK = Revenue Tonne Kilometres. 2) Based on SBTi aviation sectoral decarbonisation pathway for well below 2°C scenario. Targets versus FY 2019 baseline as the last normal operating year. 3) The target boundary includes biogenic emissions and removals from bioenergy feedstocks (SAF).

DELIVERING EASE AND RELIABILITY

Industry leading customer perception - #1LCC[1]

	UK	FR	CH
Brand awareness	#1	#1LCC	#1LCC
Delivering on value	#1	#1	#1LCC
Delivering on network	#1LCC	#1LCC	#1
Delivering on reliability	#1LCC	#1LCC	#1LCC
Making travel easy	#1LCC	#1LCC	#1LCC

1) Source: Kantar Brand Tracker (Sep 22)

Investment into resilience delivering



Driving customer preference through

Ease – customer experience focus

Communications
- Mitigating anxiety through timely information flows

Airport journey
- Reduce queuing through technology enhancements

Inflight offering
- Leveraging insourced model

Personalisation
- Utilising connected technology

Disruption management
- Streamlined policies & automated solutions

Reliability – on time performance delivery

Processes oversight:
- Base driven focus & reporting

Prior to Departure
- Crew rostering & standby allocation

On the day
- First wave execution, key to delivery

Improving the customer journey

1) Core markets of UK, France, Germany, Italy, Netherlands and Switzerland where a carrier has >10% market share.

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Q&A

