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easyJet

Equity Research Division

easyJet plc

A leading European low-cost carrier

Target Price: £7.43

Current Price: £4.87

Upside Potential: **+52.5%**

Recommendation: BUY

Vienna, 31. January 2025



Team Overview

Equity Research



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- Task Distribution
- Story Guideline



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- Company Overview
- Market Overview



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Semester



easyJet plc
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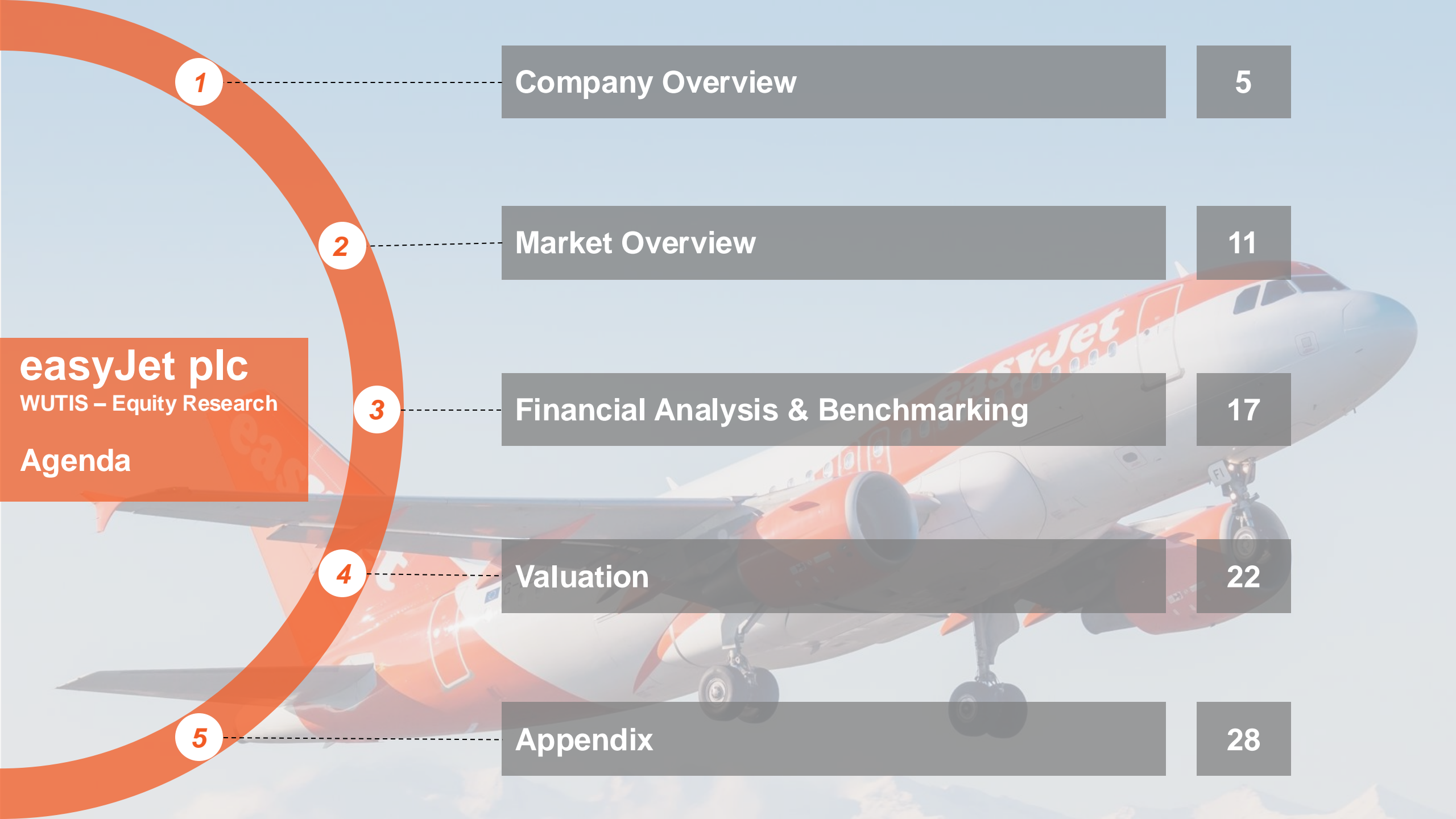
Valuation

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Appendix

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Investment Thesis – easyJet

easyJet is well positioned to capture operating and macroeconomic tailwinds whilst trading at a significant valuation gap

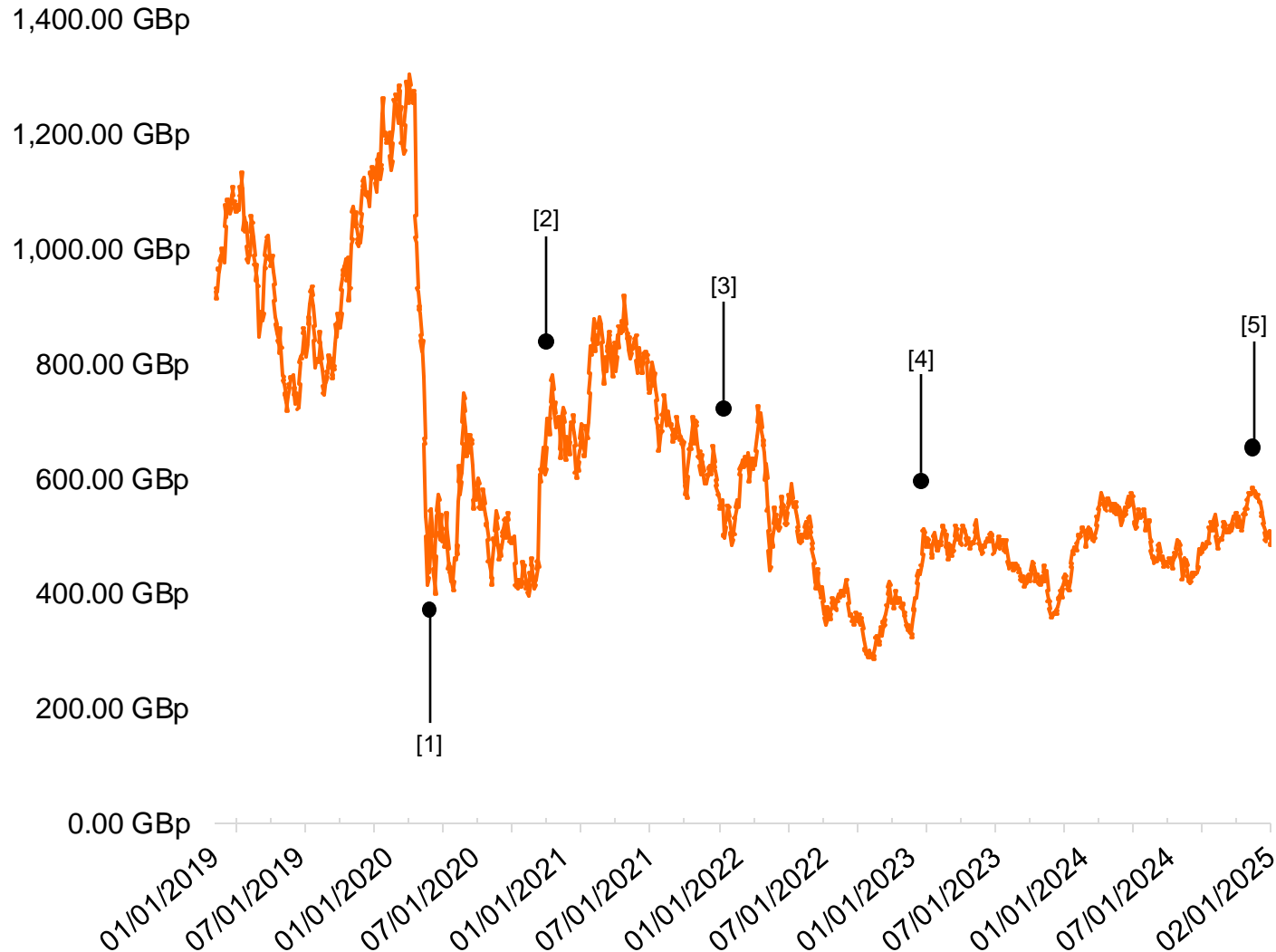


- 1 Leading LCC⁽¹⁾ at a steep discount**
We consider markets to underappreciate the unique competitive position of easyJet with the company trailing other LLC and legacy airlines in multiples
- 2 easyJet Holidays business**
easyJet's packaged holiday service line offers ample opportunity for top- as well as bottom line contribution
- 3 Macroeconomic tailwinds**
Operating in a cyclical industry, easyJet can expect that macroeconomic tailwinds will drive operating performance for the next year(s)
- 4 Strong financial position**
A solid balance sheet and excellent operating performance serve as a basis for easyJet's growth ambitions
- 5 Supply chain risks**
Airlines are heavily dependent on aircraft OEMs, which are currently facing severe order backlogs
- 6 Fierce competition**
Ryanair and Wizz Air are fierce competitors in the European LCC space, with Wizz Air slowly catching up to 2nd place incumbent easyJet

1) LCC = Low-Cost Carrier

Share Price Performance

easyJet's share price has not yet recovered from the COVID-19 crisis



Major Events

- [1] February - March 2020 (-68.54%) – COVID-19 measures restricted air travel and halted economic activity for large areas of the travel industry
- [2] November 2020 (+74.39%) – easyJet secured a £1.4 billion five-year loan, and COVID-19 vaccinations started
- [3] November 2021 (-19.63%) – The £1.2 billion takeover bid from Wizz Air was formally rejected
- [4] January 2023 (+33.32%) – Optimistic travel expectations combined with strong financials
- [5] January 2025 (-12.72%) – easyJet lowers margin guidance as newly introduced routes take longer than expected to scale

Key Stats

- **IPO:** November 2000
- **Ticker:** EZJ
- **52-Week range:** 404.70 – 591.20 GB pence
- **Market Cap (26.01.2025):** £3.684bn



easyJet plc

WUTIS – Equity Research

Company Overview

Company Overview I – Company Snapshot

A powerhouse in the European low-cost carrier segment boasting strong management and financials

Company Description

easyJet is a leading **European low-cost carrier**. Established in 1995, the company quickly grew to become **one of Europe's largest and most important players in the airline space**. The company operates an **all-Airbus fleet** and exclusively offers **short- to medium haul flights in and from Europe**. easyJet also has a **growing packaged holiday business**, which will be a growth driver for years to come.



Headquarters
Luton, England



Established in
1995



Fleet
354



Employees
>13,000

Financials

	FY2020	FY2021	FY2022	FY2023	FY2024
Sales (£M)	3,009	1,458	5,769	8,171	9,309
ASK⁽¹⁾	62,380	33,348	97,287	113,334	122,885
EBITDA (£M)	-273	-556	537	1,130	1,367
EBIT (£M)	-777	-1036	3	476	597
Net Income (%)	-27.75%	-77.91%	-2.54%	4.17%	4.93%

Management



Kenton Jarvis
Group CEO
Since 2025, ex. CFO



Kenton Jarvis is an **aviation and tourism expert with over 20 years of experience**



David Morgan
COO (Airline Board)
Since 2022



David Morgane was **Chief Pilot/Flight Operations Officer at Wizz Air** before he joined easyJet



Jan De Raeymaeker
Group CFO
Since 2025



Jan De Raeymaeker brings a wealth of expertise gained from his experience as **CFO at Líneas and British Airways**



Garry Wilson
CEO easyJet Holidays
Since 2018

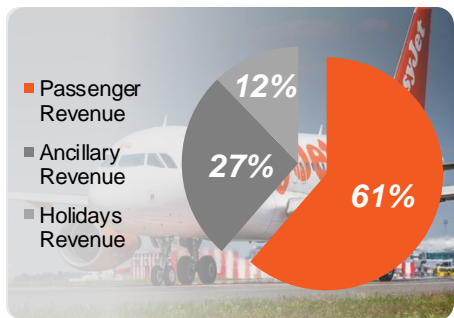


Garry Welson made the **easyJet Holidays** division **profitable** in its first year after establishing it

Company Overview II – Service Lines & Network

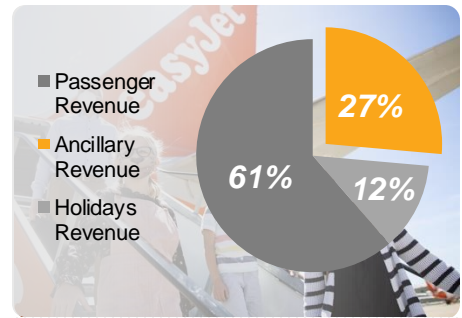
Building a strong and well-connected low-cost carrier network in the heart of Europe

Passenger Revenue



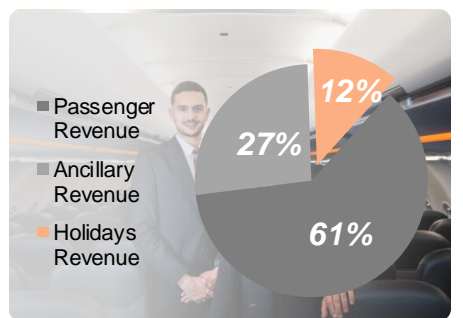
- Driven by **ticket sales** and **passenger volume**
- Influenced by **pricing strategies** and **demand**
- Affected by **seasonality** and **travel trends**

Ancillary Revenue



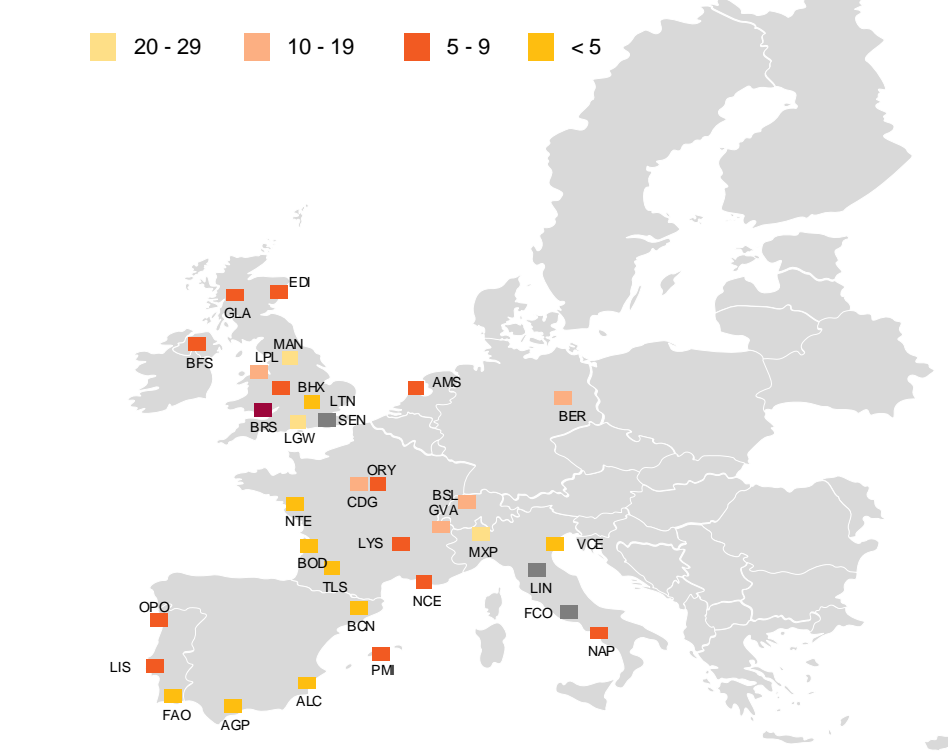
- Includes **baggage, seats** and **priority boarding**
- Retail sales** and **in-flight purchases**
- Represents a **growing** source of airline income

Holidays Revenue

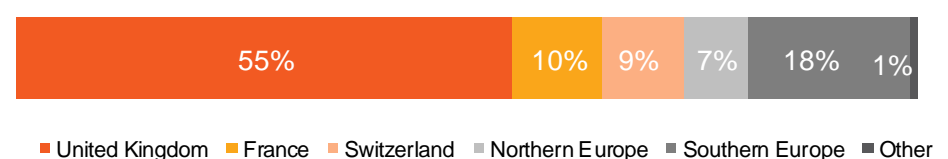


- Includes **flights + hotel packages**
- Targets **leisure travellers** seeking convenience
- Strong growth from **holiday market expansion**

Aircraft per easyJet Base



Sales per Region (%)



easyJet is one of the **only low-cost carriers operating out of primary airports**. Furthermore, the company is actively expanding their network, **having added 158 routes over the last year**

Company Overview III – Value Proposition

easyJet offers a compelling value proposition in the European airline space

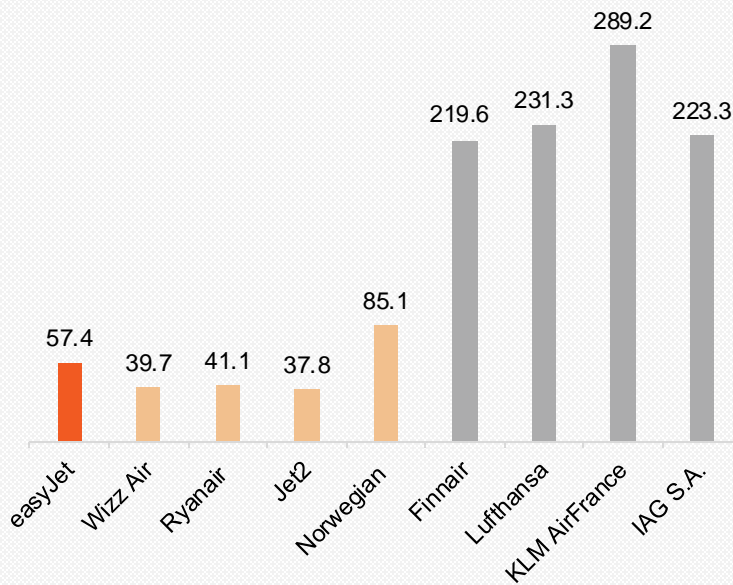
Overview of Satisfaction Ratings

Ticket Price Advantage



easyJet's average ticket price remains highly competitive among low-cost carriers, positioning it attractively for budget-conscious travelers

Average Ticket Price in EUR, 2023

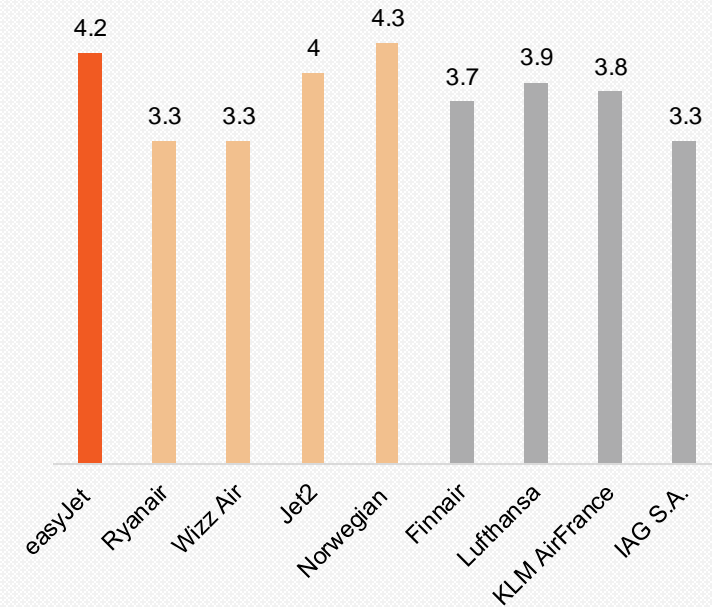


Employee Engagements and Satisfaction



easyJet has the second highest employee satisfaction score after Norwegian in an industry plagued by labor shortage

Employee Satisfaction (5-point scale)

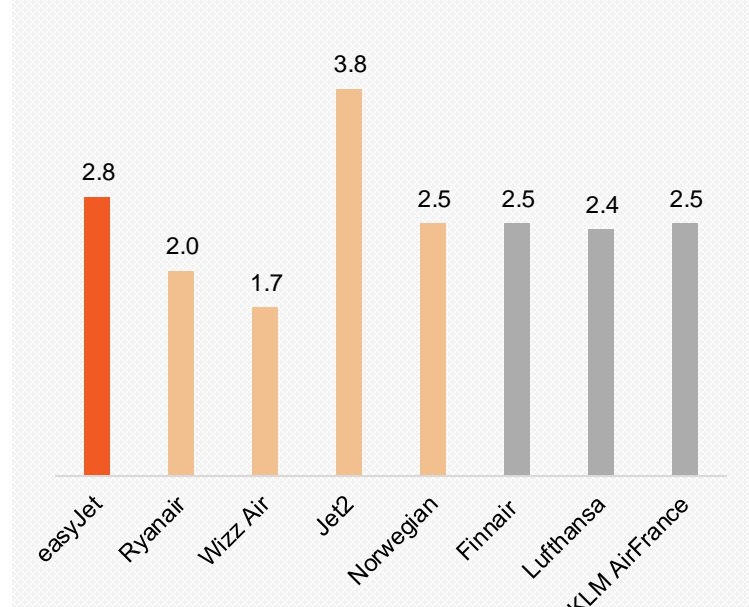


Overall Satisfaction and Rating Trends



Overall satisfaction ratings for flights with easyJet are better than six out of seven peers, only being surpassed by smaller operator Jet2

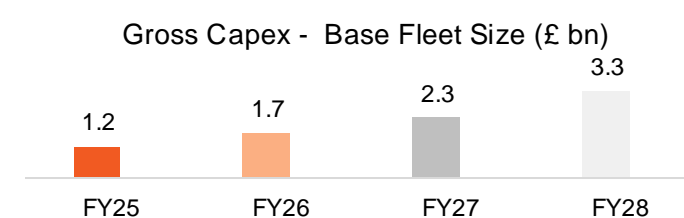
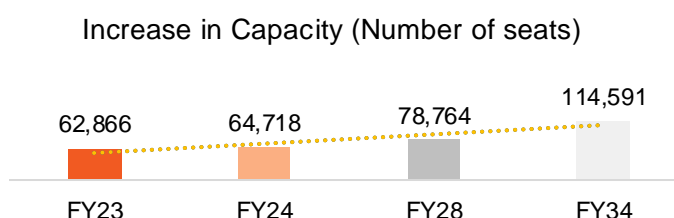
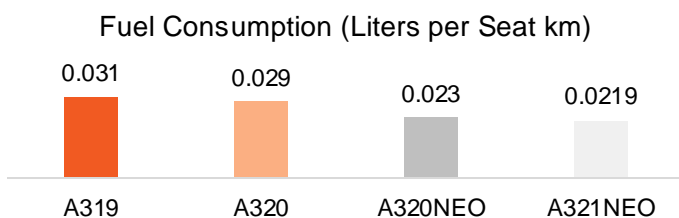
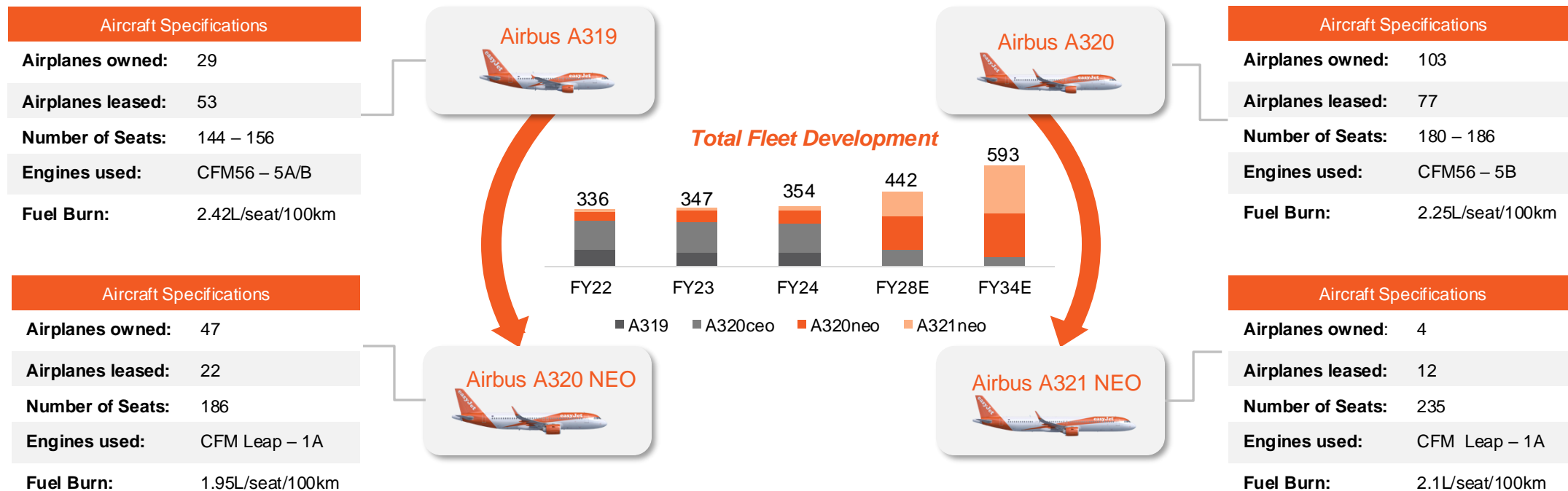
Satisfaction Rating (5-point scale)



> easyJet offers a unique value proposition within the European airline space, setting high standards in terms of stakeholder satisfaction

Company Overview IV – Fleet Management

Unlocking efficiencies through an increased share of NEO airplanes in easyJet's fleet



> Through a **strategic fleet renewal**, easyJet is achieving substantial efficiency gains due to **15% lower fuel consumption of the CFM Leap – 1A**, reducing emissions while also increasing capacity, laying the foundation for a successful future within the European low-cost carrier segment

Company Overview V – easyJet Holidays

Establishing a fast growing and profitable service line as a basis for peer outperformance

Overview of easyJet Holidays

easyJet's Offering

A package holiday business combining flights & hotel stays with competitive pricing and flexibility

Seamless Booking

Customers book flights, accommodations, and optional add-ons through a digital platform

Affordable Travel

Providing budget-friendly, hassle-free holiday experiences built upon its existing route portfolio

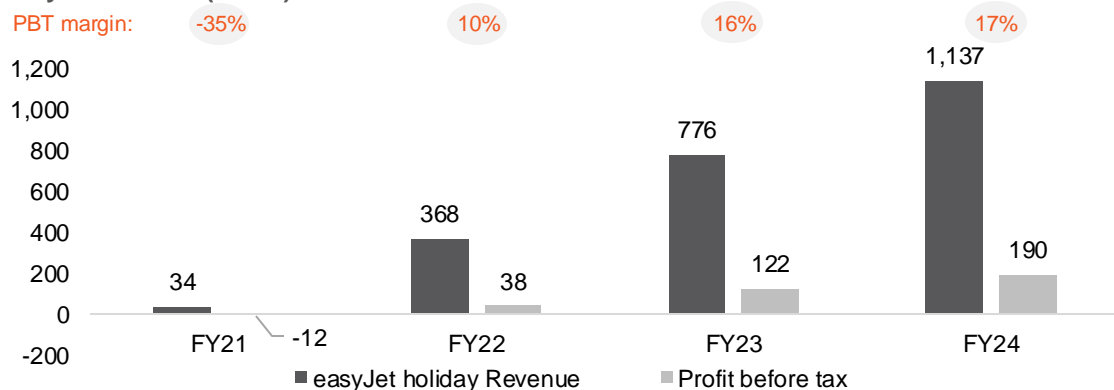


Benefits and Outcomes

easyJet

- Europe's Best Leisure Network**
With +1,000 routes & ca. 100m seats easyJet ensures scalability and access to vast customer base
- Low Overheads**
96% variable cost base and low acquisition cost with 86% of direct bookings via unpaid channels
- Digitally Delivered**
With a single, scalable pan-European platform easyJet sets itself apart avoiding costly in-resort representatives

Key Financials (in m£)



Outcomes

- Revenue Diversification and Acceleration**
Winter-holiday packages reduce seasonal revenue volatility while expanding market share in high-growth segments
- Profitability Boost**
Leveraging low-cost synergies and route optimization minimizes winter losses and enhances overall margins
- Market Timing**
easyJet is set to grasp market share due to the insolvency of Europe's third largest tour operator "FTI" (06.2024)

> easyJet Holidays **harnesses market tailwinds** and easyJet's expansive route network to drive **scalable growth, enhance revenue diversification, and boost profitability** through an innovative and digitally-driven approach



easyJet plc

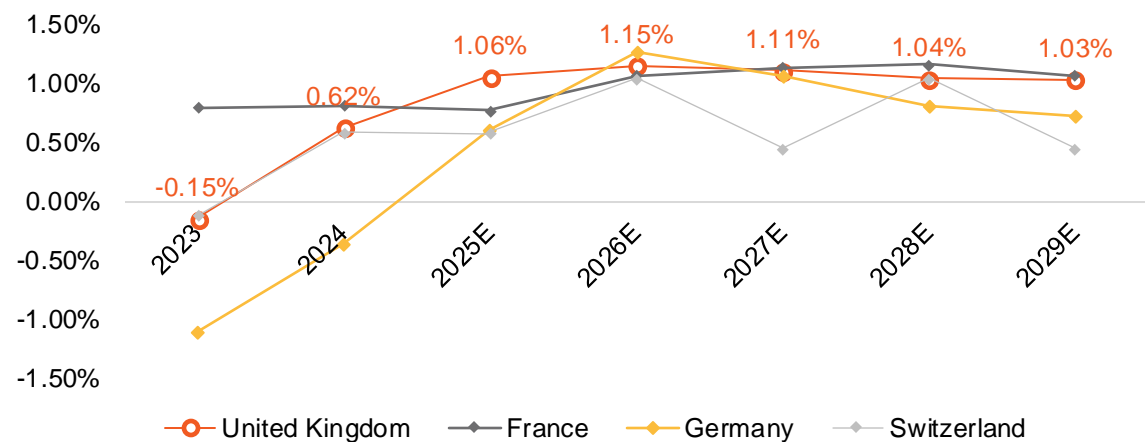
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Market Overview

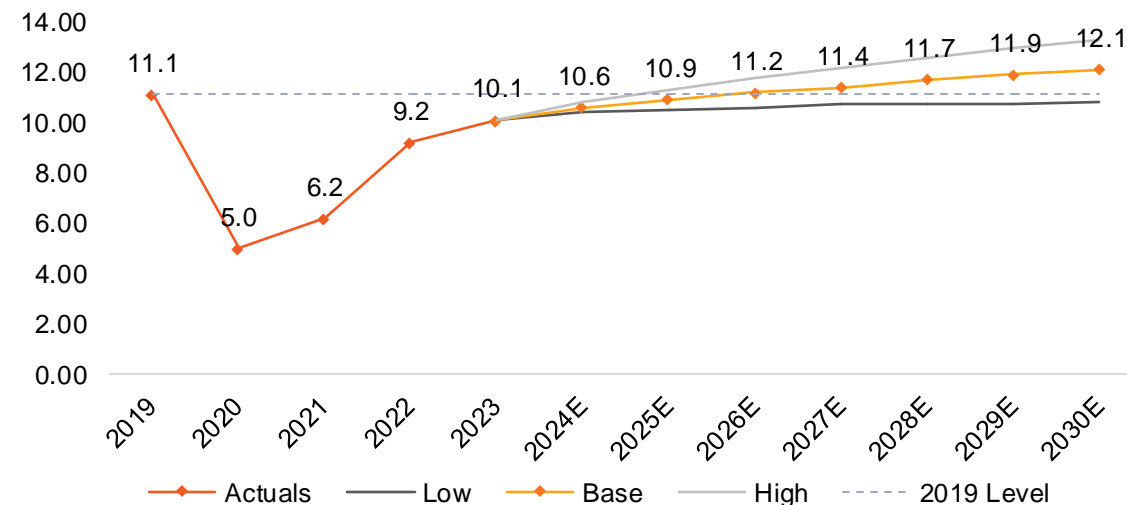
Market Overview I – Macroeconomic Backdrop

The European airline industry is backed by a favourable macroeconomic environment

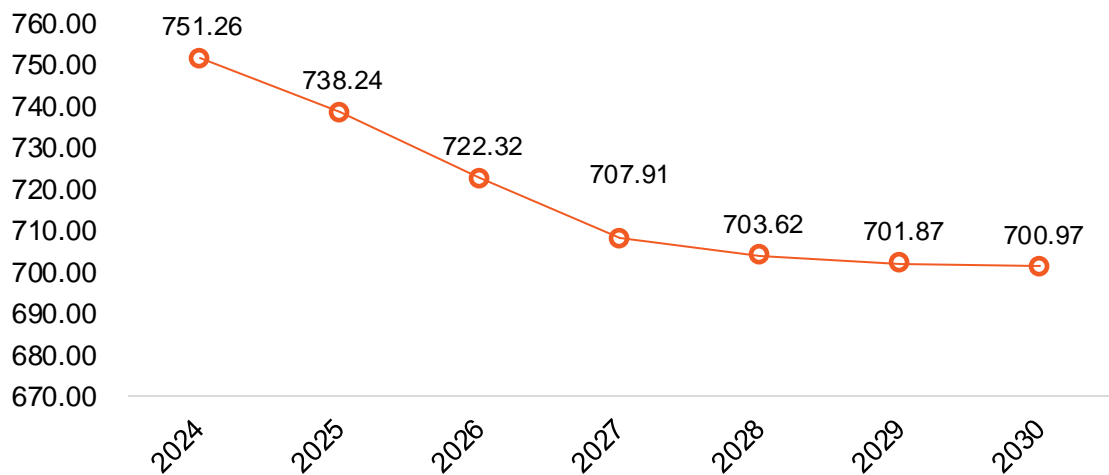
GDP per Capita Growth Forecast



Number of Intra-European IFR Flights (in million)



European Fuel Price Futures (PLATTS Jet Fuel CIF Europe Spot Price)



Fuel Prices

Futures point towards **decreasing fuel prices** for the foreseeable future

GDP Development

After a recessionary environment over the last year, **GDP per capita** is expected to **pick up** again

Flight Development

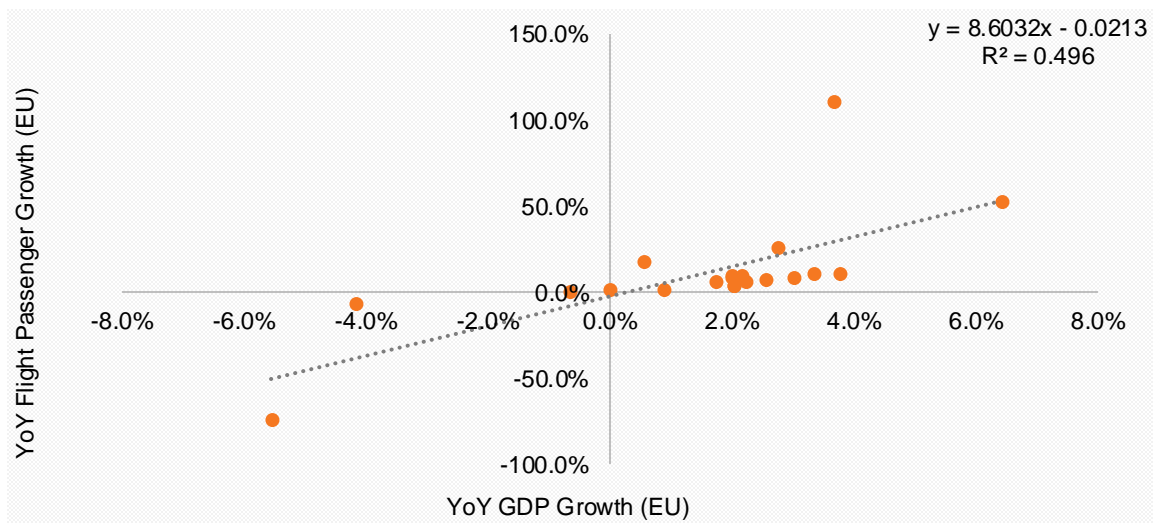
The number of European **flights** is expected to **increase**, reaching the 2019 level in 2026



Market Overview II – Cyclicity

We consider both short-term as well as long-term cycles as tailwinds for easyJet

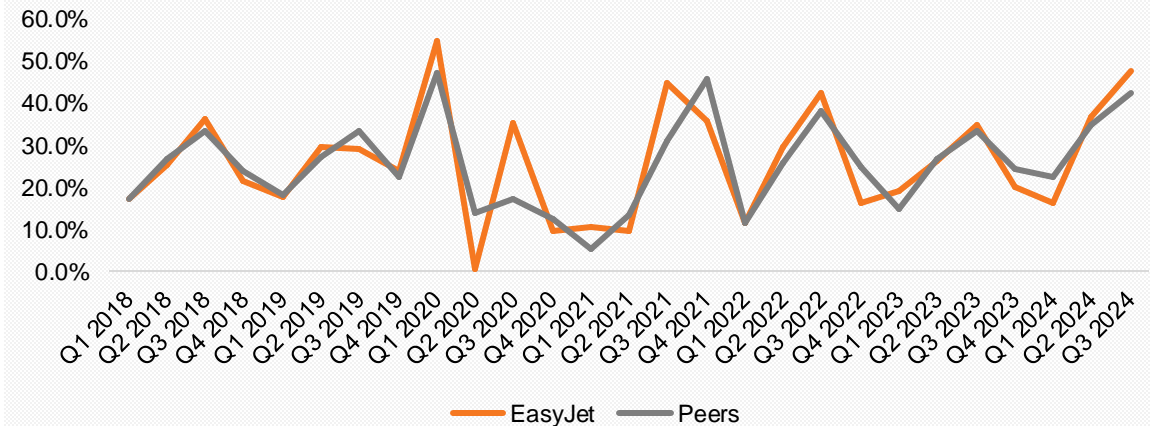
Multi-year Cyclicity



According to our analysis and multiple academic studies, the **long-term cycle of the air traffic demand is mostly endogenous and strongly correlated with movements in GDP**. Our own model for the EU confirms this hypothesis.

Intra-year Cyclicity

Quarterly Revenue as % of Full Year Revenue

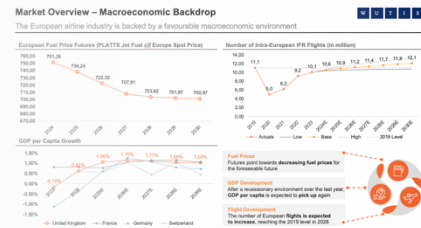


The **airline industry exhibits high intra-year cyclicity**, with peak revenues concentrated in calendar year Q2 and Q3 driven by summer travel demand. Q1 and Q4 lag behind due to lower leisure and business.

Implications for easyJet

Economic rebound in the EU is driving a **strong recovery** in air travel demand, closely tied to GDP growth trends

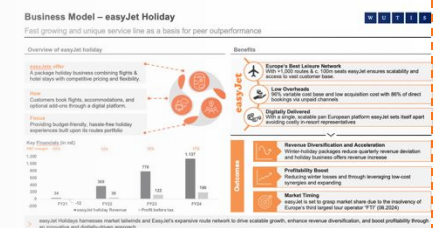
easyJet is **set to capitalize** on this growth with its fleet strategy, ensuring readiness to **meet rising demand**



Implications for easyJet

easyJet has a **slight increased dependency** on Q3 and Q4 quarterly revenue

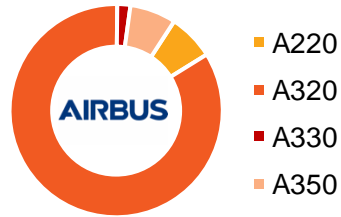
Thus, the firm has initiatives in place to **expand capacity** on winter routes and build up its **holiday service line**



Market Overview III – Supply Chain Development

Persistent supply chain crunches are the biggest challenge facing the airline industry

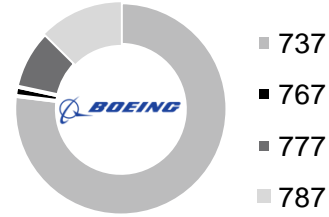
Order Backlog and Delivery Time



Airbus Family



Over 12.5 years delivery time at current production rates

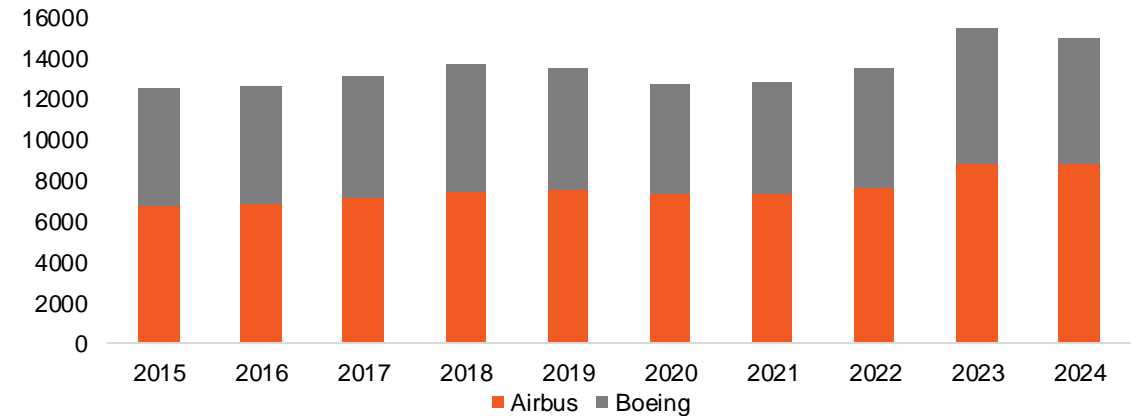


Boeing Family



Over 9 years until delivery at current production rates

Backlog Development (in units)



Market Threats

- Aircraft Delivery Delays**
 Boeing has faced many production restrictions due to safety concerns since before the pandemic and has repeatedly faced public outrage over malfunctions
- Limited Maintenance Slots**
 Maintenance delays and parts shortages are straining airline operations, causing extended downtime for aircraft
- Labor Shortages and Strikes**
 After pandemic layoffs and labor shortages in 2022-2023, the aviation industry struggles to replace skilled workers and faces an unsatisfied workforce

Market and easyJet Remedies

- All-Airbus Fleet with Short-Term Delivery**
 The renewal of the fleet has been secured by easyJet, as it has 299 firm orders. Deliveries will be spread over the next 9 years, significantly below the expected current waiting time
- In-House Maintenance and Non-PW1100G Fleet**
 easyJet ensures reliability with all-Airbus CFM LEAP – 1A fleet and in-house maintenance, including its newly acquired Malta facility, for efficient checks and parts access
- Adjusting Remuneration for Employees to attract Workforce**
 Airlines like easyJet have introduced new training programs and enhanced compensation to attract talent. easyJet also ranks as a top 20 employer in the UK

Market Overview IV – PW1100G Engine

A major disruption in the European low-cost carrier sector – easyJet fortunately remains unaffected

The PW1100G – further Disruption ahead

Airbus A320 NEO



ca. 40% PW

Boeing 737 MAX



ca. 60% CFM

100% CFM

PW1100G Engine

- ▶ Weight: 1.7t – 2.8t
- ▶ Fan Diameter: 206cm
- ▶ Thrust: 110 – 160kN
- ▶ Bypass ratio: 12.5 : 1
- ▶ Service entry: 01/2016
- ▶ Max. Rpm: 20 000



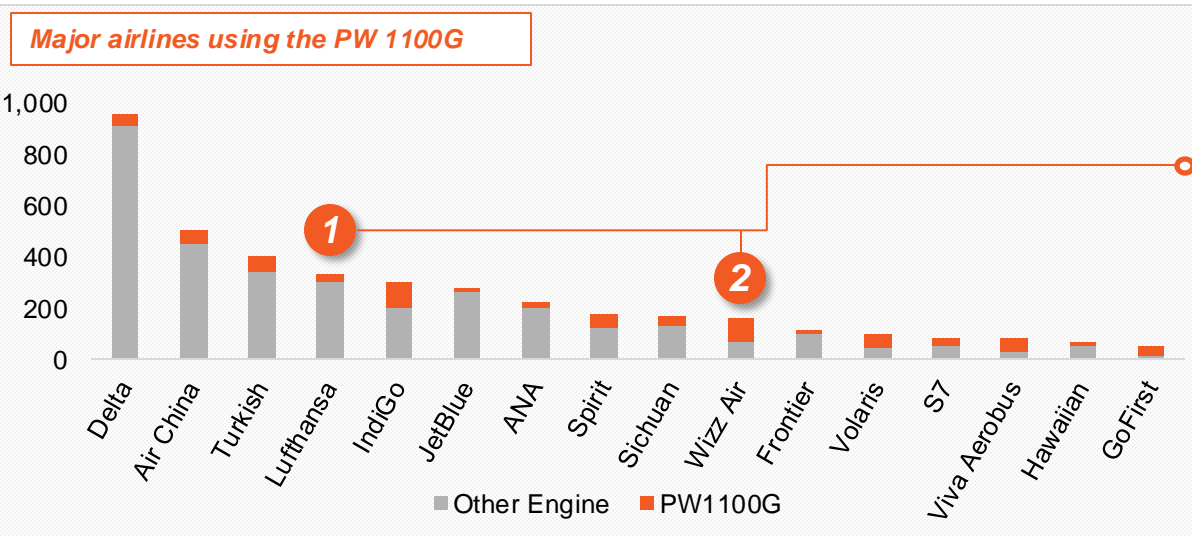
CFM Leap – 1A Engine

- ▶ Weight: max. 3.2t
- ▶ Fan Diameter: 198cm
- ▶ Thrust: max. 143kN
- ▶ Bypass ratio: 11 : 1
- ▶ Service entry: 09/2013
- ▶ Max. Rpm: 19 391



PW1100G Engine Problems

- ▶ Since the launch of the PW1100G, customers have **been plagued by unreliability** and unexpectedly long maintenance work
- ▶ Multiple airlines **cited long down-time and fast corrosion** of the engine as **reasons for their bankruptcy** (GoAir & IndiGo)
- ▶ In 2023, PW discovered a **manufacturing defect** in all of their delivered engines and **announced a full recall**
- ▶ This led to an **average of 350 airplanes being grounded until 2026**, causing sig. financial harm to airlines that fly the PW1100G



- 1 Lufthansa**

Lufthansa subsidiary Swiss is facing difficulties with the Pratt & Whitney engines mounted to their A320 and A220 fleet, leading to **groundings of more than 10 aircrafts**
- 2 Wizz Air**

Wizz Air, a T1 competitor of easyJet, is amongst the airlines **hit hardest** from the PW engine recall, with ca. **25%** of their **fleet grounded** until 2026 (ca. 40 aircraft)

➤ We believe that the **decreased competition in the LCC segment**, as well as in the **strategically important Swiss market** will be beneficial for easyJet

Market Overview V – Segmentation


easyJet is bridging the gap between classical low-cost carriers and the convenience of primary airports

Low Cost Operators – T1 Peers

(Mostly) Secondary Airports

Low Ticket Prices

The low-cost airline industry offers affordable flights by reducing operational costs, using secondary airports, standardised fleets, and earning through ancillary services

HQ

Swords, IE Budapest, HU Fornebu, NO Leeds, UK

ASK (bn)

221.3 121.8 32.3 13.6

EV/EBITDA

6.2x 6.3x 2.6x 1.0x

Fleet Size

584 208 87 146

Number of Destinations

235 200 105 70

Load Factor

94.7% 90.3% 84.7% 88.9%

easyJet

Primary Airports

Low Ticket Prices

easyJet combines the affordability of low-cost carriers with the convenience of primary airports



HQ

Luton, UK

ASK (bn)

122.8

EV/EBITDA

2.7x

Fleet Size

347

Number of Destinations

157

Load Factor

90.8%

Legacy Airlines – T2 Peers

(Mostly) Primary Airports

High Ticket Prices

Legacy Airlines offers full-service air travel with extensive networks, premium services, multiple cabin classes and hub-and-spoke operations

HQ

Vantaa, FL Cologne, DE Paris, FR London, UK

ASK (bn)

36.2 300.6 106.3 323.1

EV/EBITDA

8.9x 3.5x 3.6x 4.5x

Fleet Size

79 721 221 609

Number of Destinations

134 258 230 279

Load Factor

76.4% 82.9% 87.1% 85.3%

> easyJet occupies the **upper-end low-cost** carrier segment, maintaining **low ticket prices while targeting primary airports**



easyJet plc

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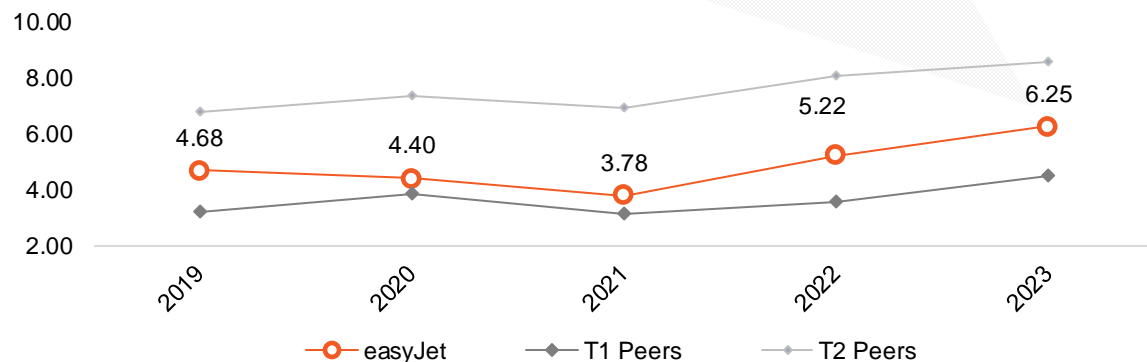
Financial Analysis and Benchmarking

Financial Benchmarking I – Operating Performance

KPI benchmarking confirms easyJet's unique market position between legacy carriers and low-cost carriers

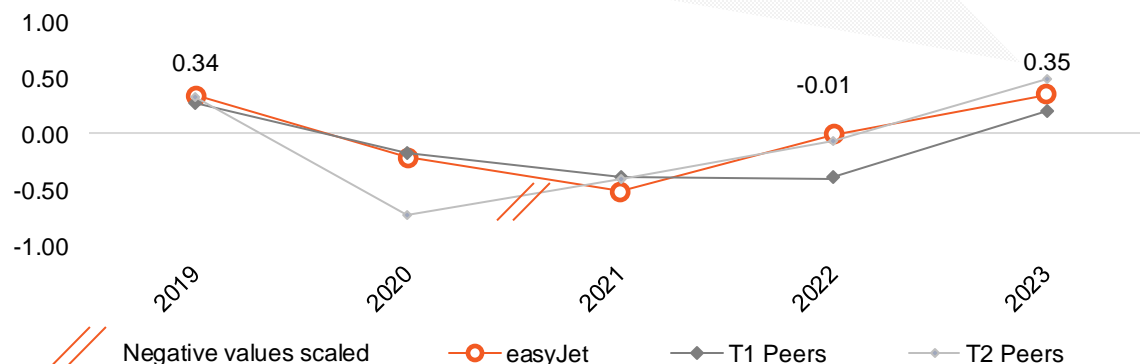
RASK⁽¹⁾ (in GBP)

RASK benchmarking confirms **easyJet's market niche between legacy carriers and LCC**

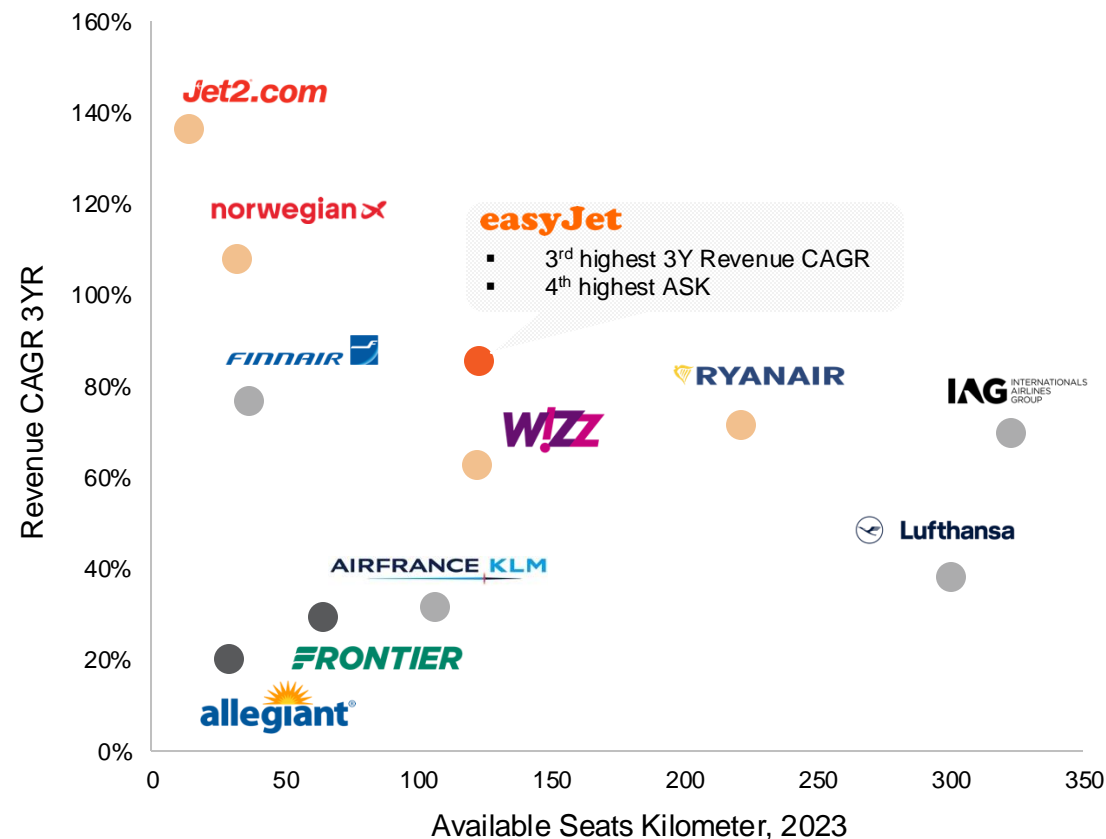


Spread between RASK and CASK⁽²⁾ (in GBP)

Operating **Profit per Seat is higher for easyJet than** for other **LCCs**, but trailing legacy carriers



Competitor Matrix



easyJet has the **highest 3YR Revenue CAGR for its given size**, only being outgrown by much smaller carriers Jet2 and Norwegian

Financial Benchmarking II – Balance Sheet Strength

easyJet's balance sheet strength amongst best in peer group

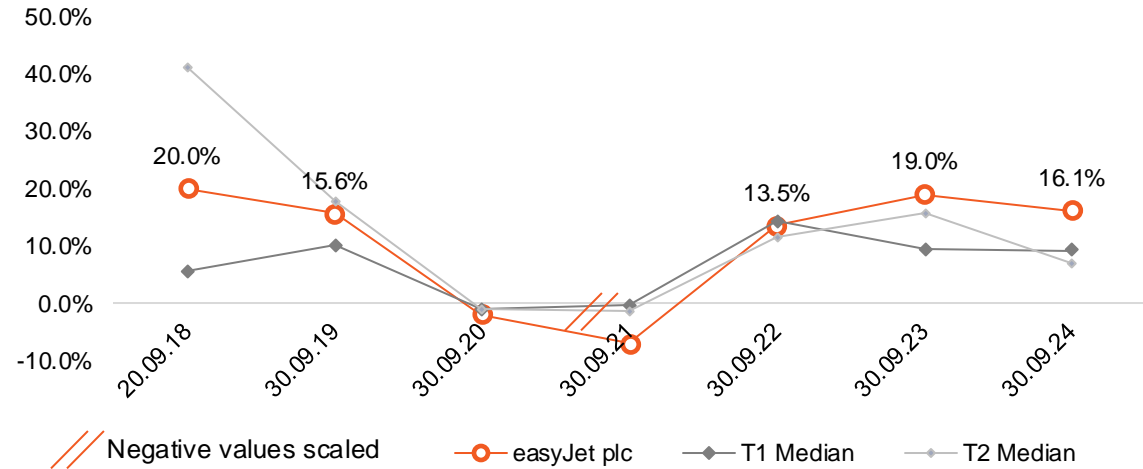
	easyJet	WIZZ	RYANAIR	norwegian	Jet2.com	FINNAIR	Lufthansa	AIRFRANCE KLM	IAG INTERNATIONAL AIRLINES GROUP
Revenue, m, LTM	£9,309.00	£4,236.55	£11,297.61	£2,329.03	£6,933.3	£2,503.19	£30,753.44	£25,797.35	£26,043.16
EBITDA, m, LTM	£874.00	£238.86	£2,267.41	£250.50	£660.0	£269.10	£2,359.08	£2,084.16	£3,932.79
FFO ⁽¹⁾ , m, LTM	£1,313.00	£739.92	£2,213.51	£122.60	£770.5	£351.87	£2,512.98	£4,308.58	£4,266.73
EBITDA, %	9.39%	5.64%	20.07%	10.76%	9.52%	10.75%	7.67%	8.08%	15.10%
FFO, %	14.10%	17.47%	19.59%	5.26%	11.11%	14.06%	8.17%	16.70%	16.38%
Net Leverage									
Capital Structure excl. LT Leases									
Credit Rating S&P, Moody's, Fitch	BBB / Baa2 / -	- / Ba1 / BB+	BBB+ / - / BBB+	- / - / -	- / - / -	BB+ / - / -	BBB- / Baa3 / BBB-	BB+ / B2 / BB-	BBB- / Baa2 / BBB

> easyJet is **committed to a solid investment grade rating**, maintaining a BBB rating from S&P with strong balance sheet strength for the airline industry

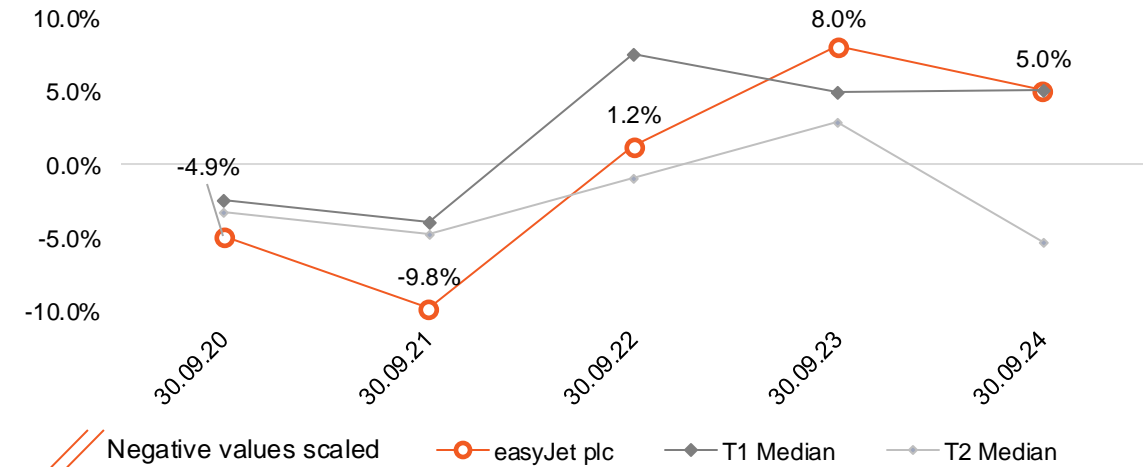
Financial Benchmarking III – Cashflow Benchmarking

easyJet leading as best-in-class in cashflow metric driven benchmarking

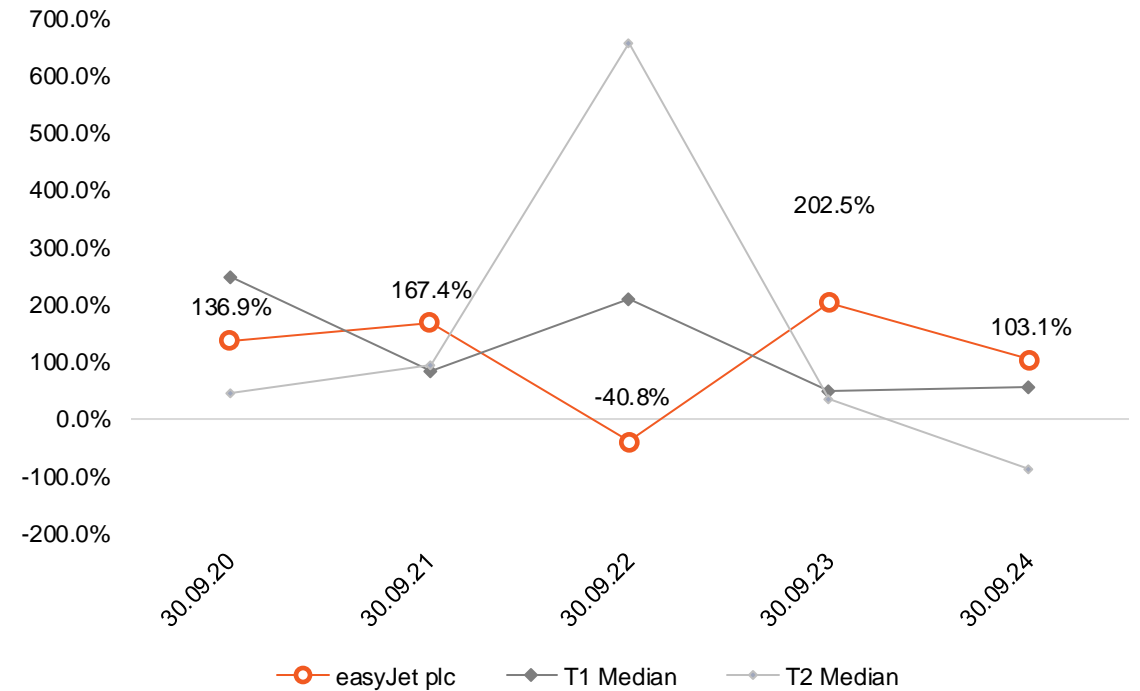
Operating Cashflow Yield (LTM)



Free Cashflow Yield⁽¹⁾ (LTM)



Earnings Conversion (FCF / Net Income)



easyJet tends to perform better on cash-based benchmarking than on headline EBITDA, especially when looking at operating cashflow

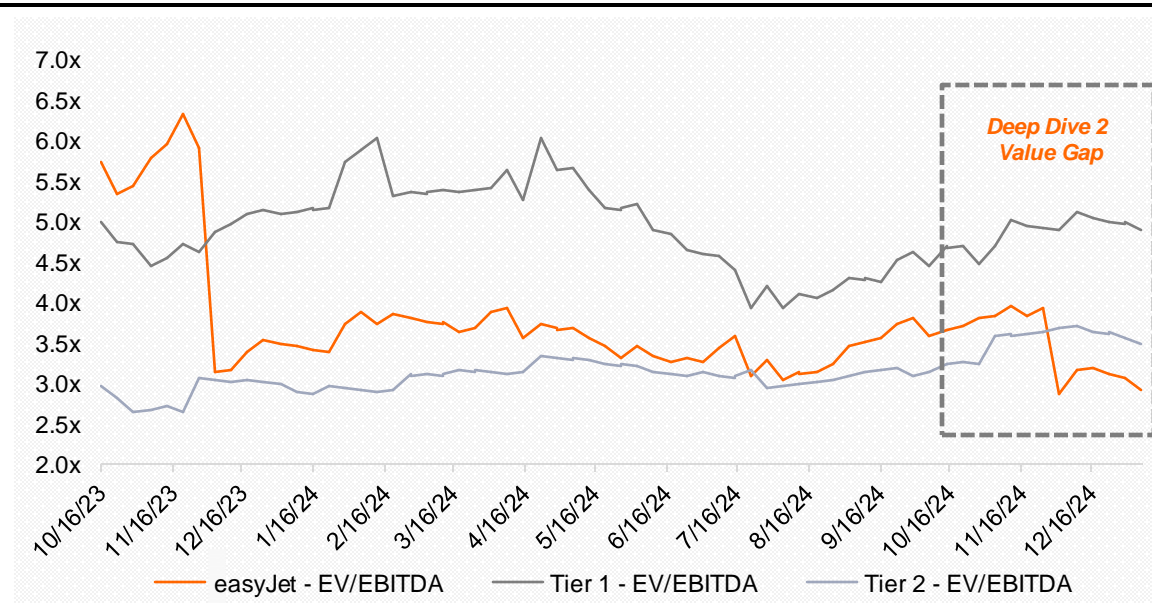
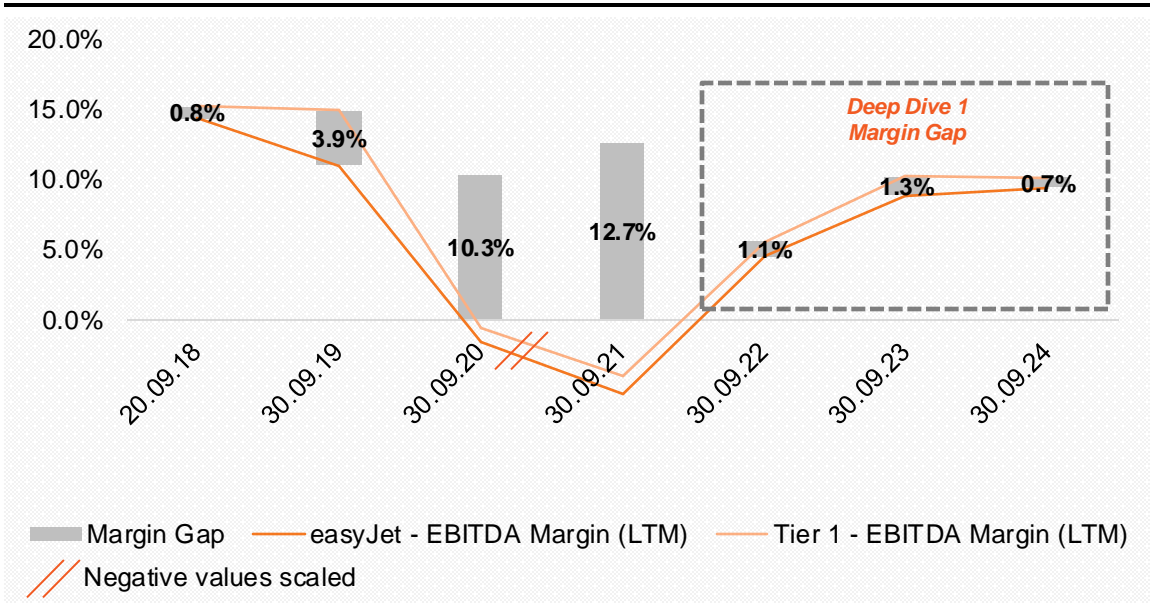


We deem Free Cashflow (inkl. leases) to be a more appropriate benchmarking metric for the industry than headline PBT, as it fully accounts for fleet specifications

Sources: CapitalIQ, Company Filings
 (1) FCF = Operating CF – CAPEX – Lease Repayments

Financial Benchmarking IV – Multiple Gap

While the margin gap between easyJet and peers has narrowed, the multiple gap has widened



Deep Dive 1



Historically, **easyJet had worse EBITDA margins** than other European low-cost carriers, due to its **primary airport operations**



Over the last years, **easyJet has been continuously able to close the margin gap**, reaching a historic low during their last fiscal year

Deep Dive 2



Low-cost carriers trade at a significantly **higher EV/EBITDA multiple** than legacy carriers (ca. 2.5x). Overall, multiples for T1 and T2 have remained mostly stable



While industry EV/EBITDA has remained mostly stable, **easyJet experienced a significant decline not founded in operating performance**, opening a **value gap**

> We consider the gap in **multiples to be unreconcilable with the operating performance** of easyJet and its peers. By further **closing the margin-** as well as the unfounded **multiple gap**, we see **significant headroom for a valuation uplift**



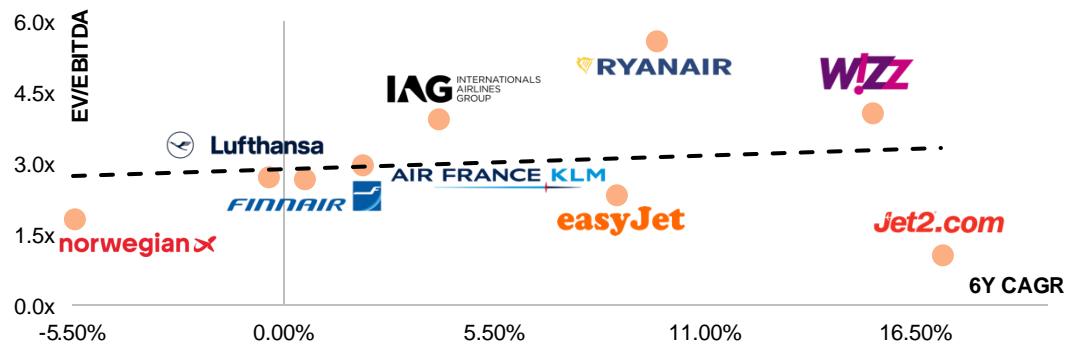
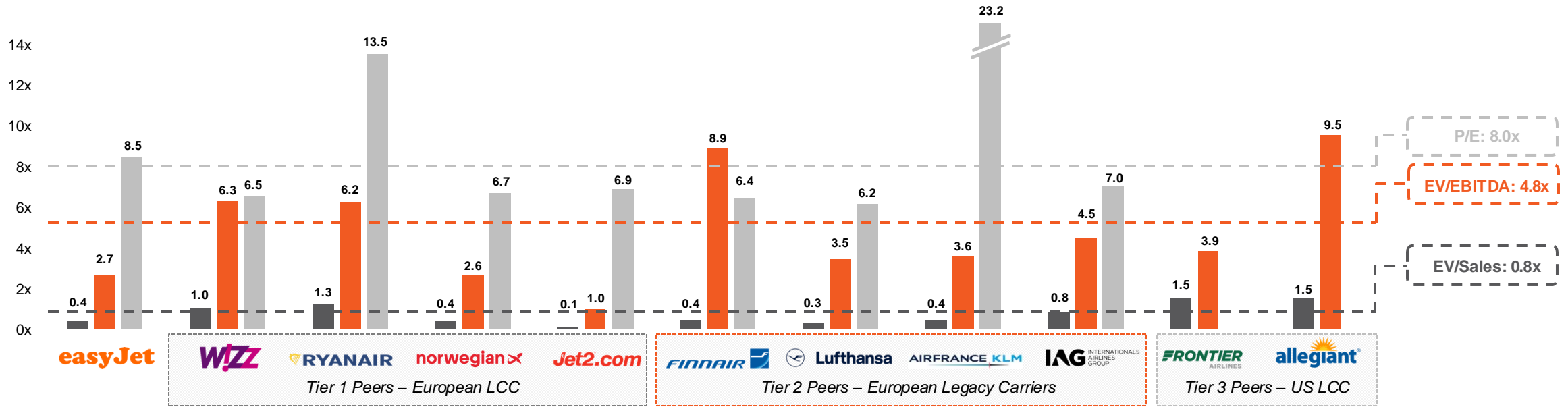
easyJet plc

WUTIS – Equity Research

Valuation

Valuation I – CCA

easyJet trades at a significant discount to peers – even when adjusting for its growth and margin profile



> We believe the market's assessment of easyJet's valuation multiples is unwarranted, given its CAGR trajectory and general operating performance

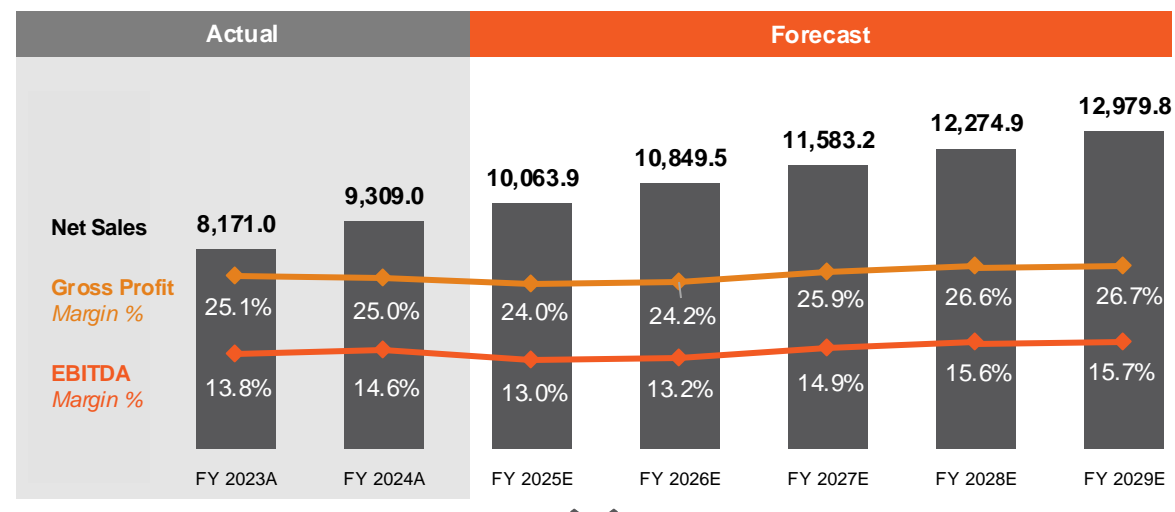
Valuation II – Discounted Cashflow Assumptions

Conservative top-line coupled with an uplift in margin due to the Holidays segment

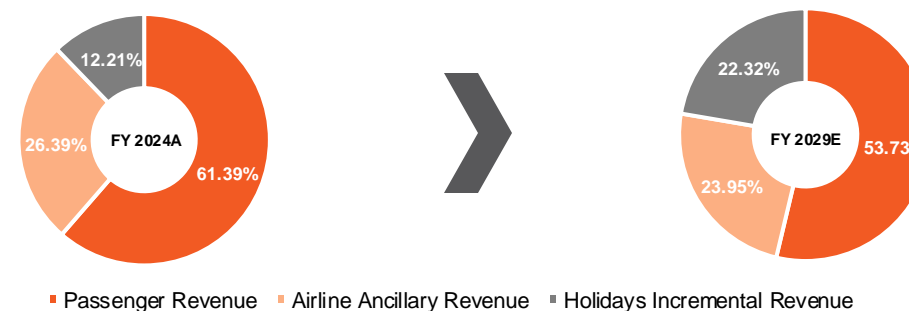
Assumptions for Main Value Drivers

Net Sales	Net Sales Growth %			Comments
	FY 2024A	YoY	13.9%	
	FY 2025-2029E	CAGR	6.8%	
	Analyst Consensus (2025-2027)		7.0%	<ul style="list-style-type: none"> Revenue forecast in line with management guidance Holidays segment as strongest growing segment
COGS	COGS Development			
	FY 2024A	Margin on Sales (%)	75%	
	FY 2025-2029E	Margin on Sales (%)	73-76%	
Gross Profit & EBITDA Margin Reduced COGS margin on sales due to scale effect in direct holiday costs and OPEX will boost profit and EBITDA margins, starting 2027				
Capex & Leases	Fleet Ownership Development			
	Aircraft Deliveries between FY 2029-2024			
	A320neo	127		<ul style="list-style-type: none"> easyJet is planning to increase its fleet ownership, thereby reducing aircraft leases
	A321neo	39		

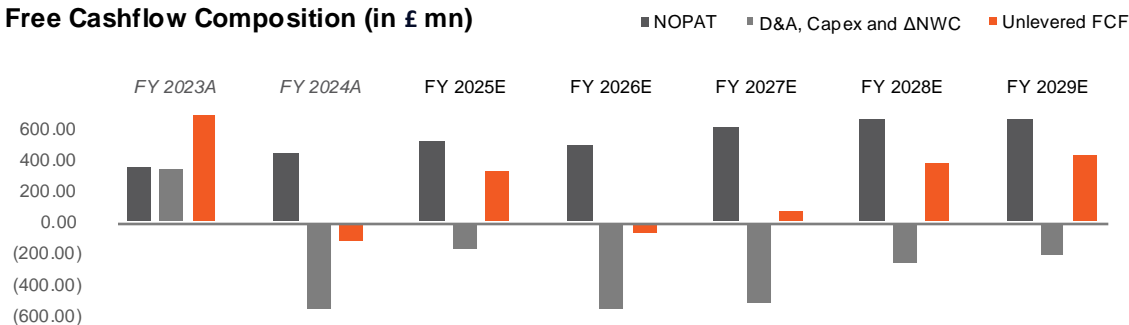
Topline and Margin Forecast (in £ mn)



Segment Development



Free Cashflow Composition (in £ mn)



easyJet's proportional change in revenues is driven by the **expansion** of their **Holidays segment** and efforts to increase of **in-flight retail revenues**

Valuation III – Valuation Results

Arriving at a strong upside potential across all cases and most relative metrics

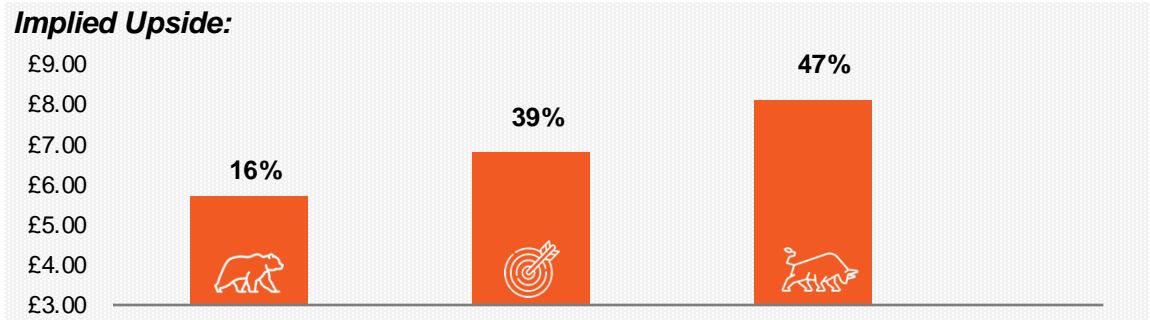
Introduction to the Cases and Upside Potential



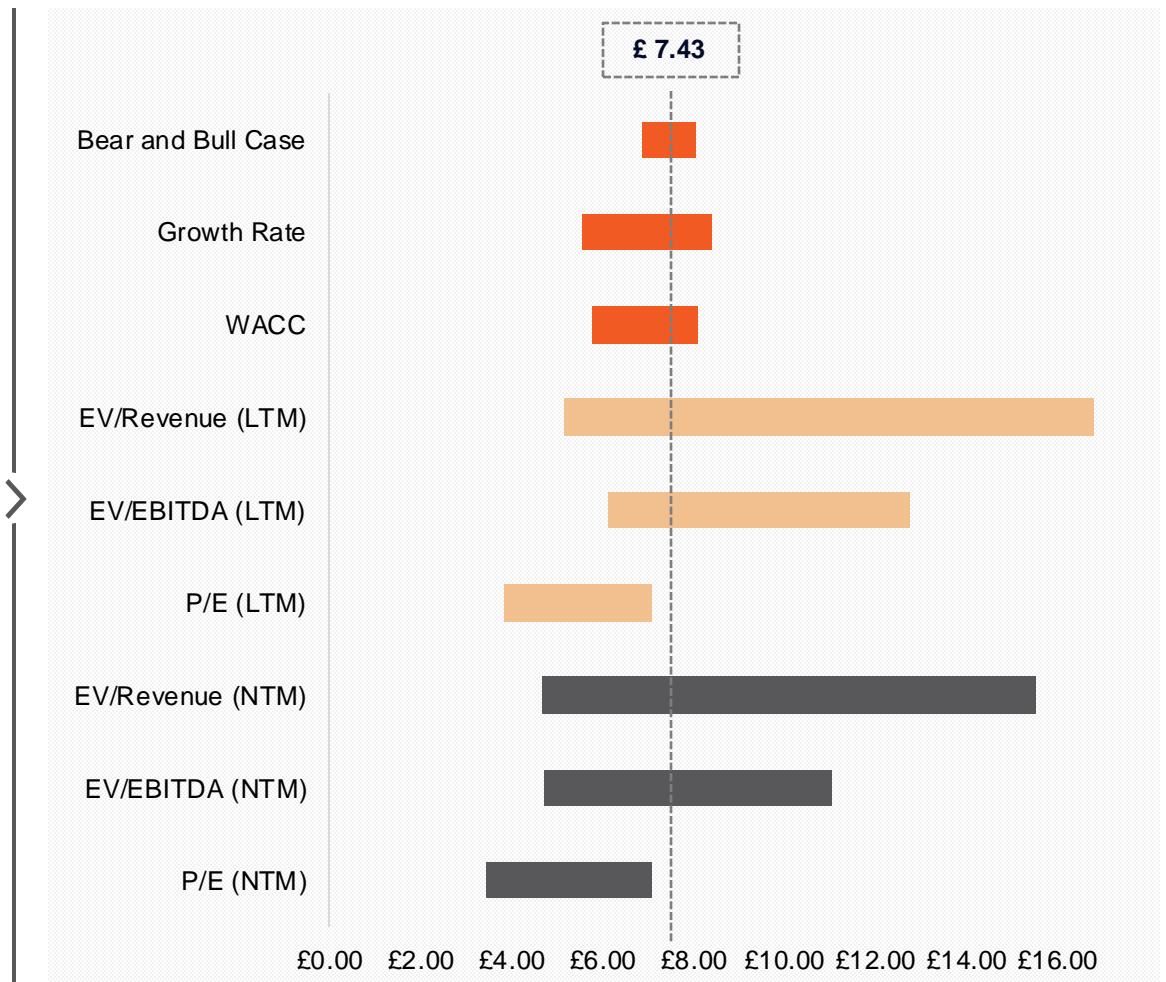
Bear Case
 10% less revenue than in base case in 2026 and 2027 due to economic downturn. Increased payments for disruptions and increased capex due to increase in airplane prices.

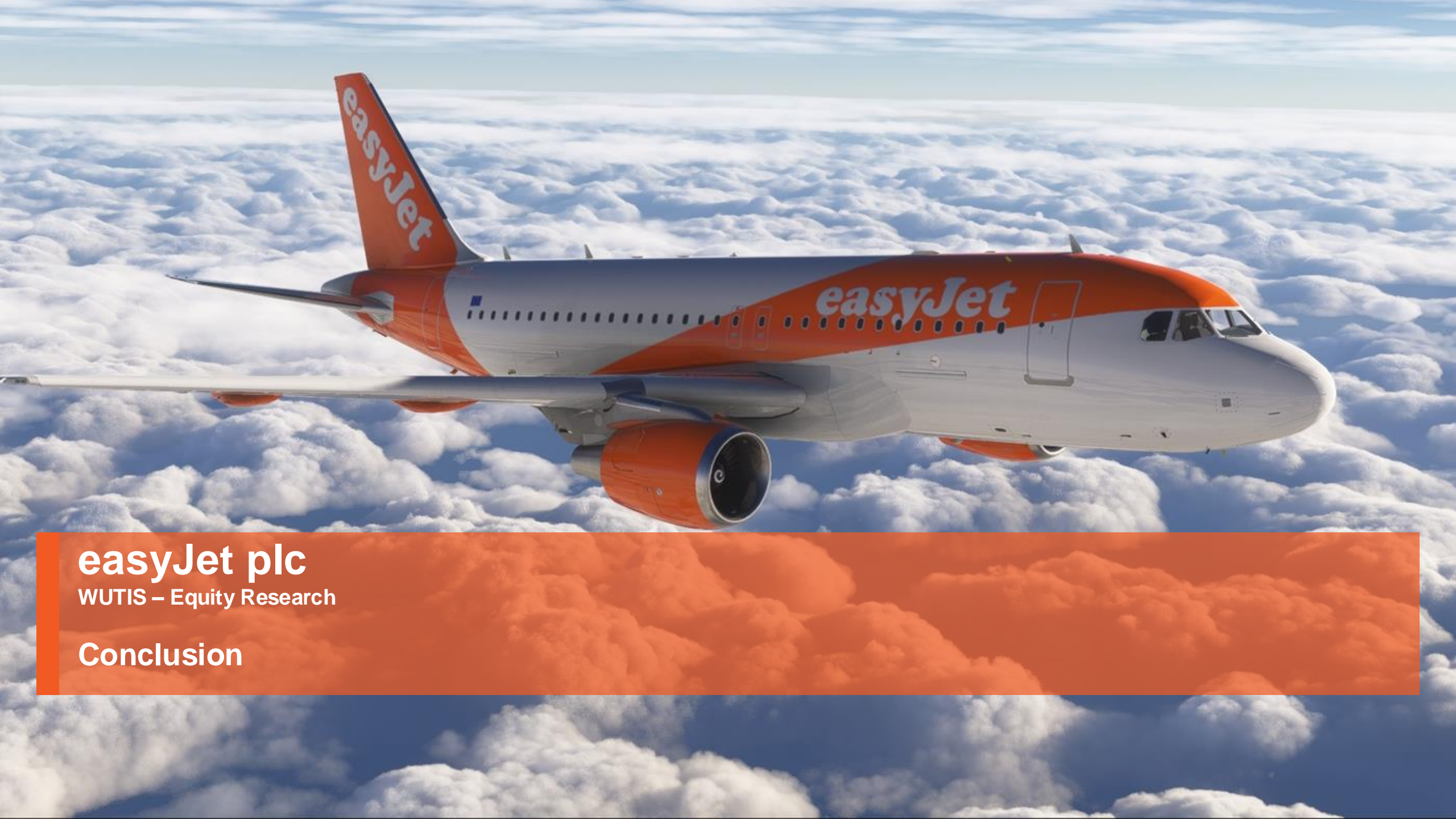
Base Case
 Moderate growth in flight business and higher growth rates in holidays segment. Conservative on COGS in the first forecast years.

Bull Case
 Higher than base case revenues in holidays segment and in-flight retail. Decreased payments for disruptions and CapEx due to decreased airplane prices.



Valuation Outcome





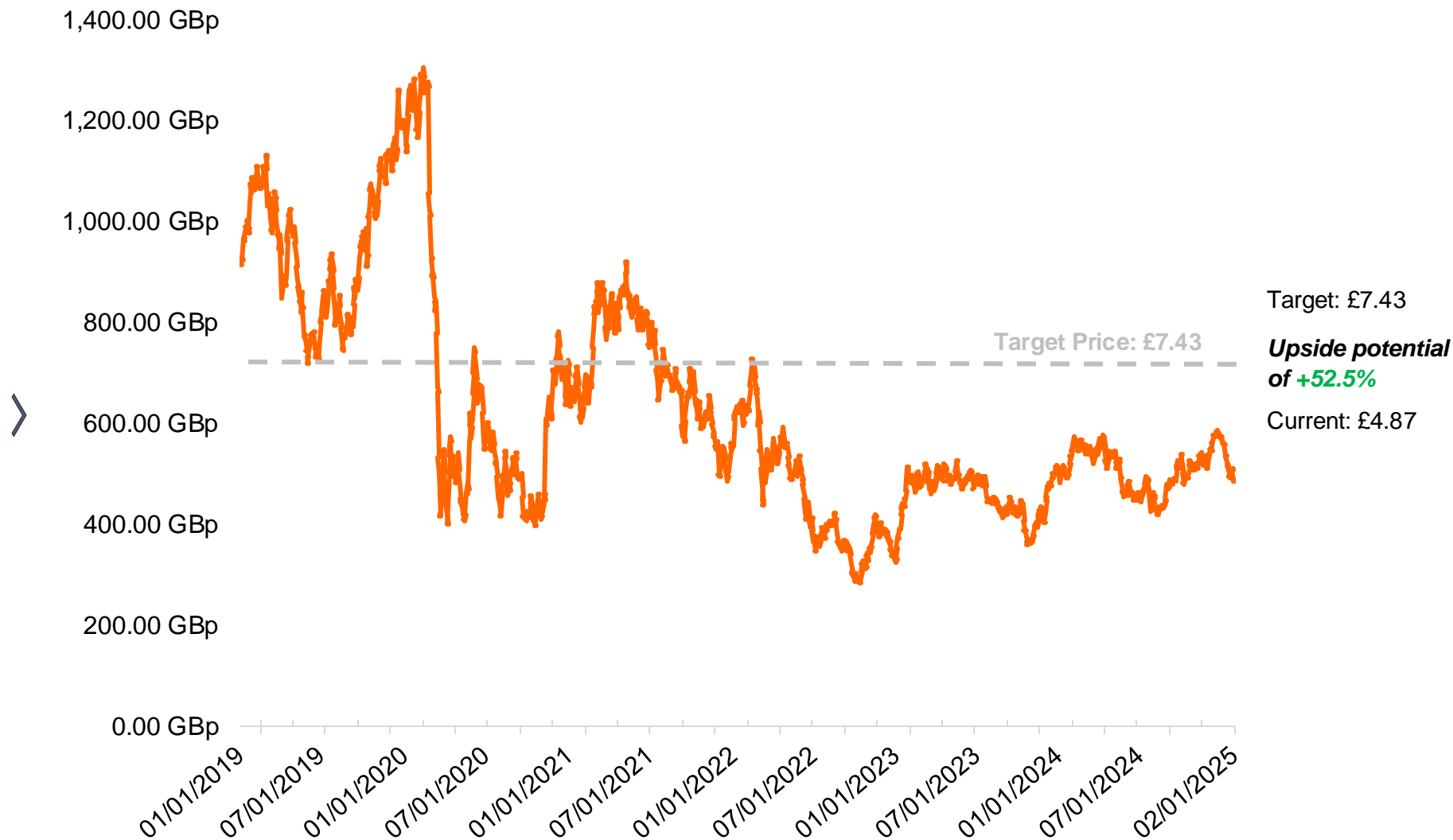
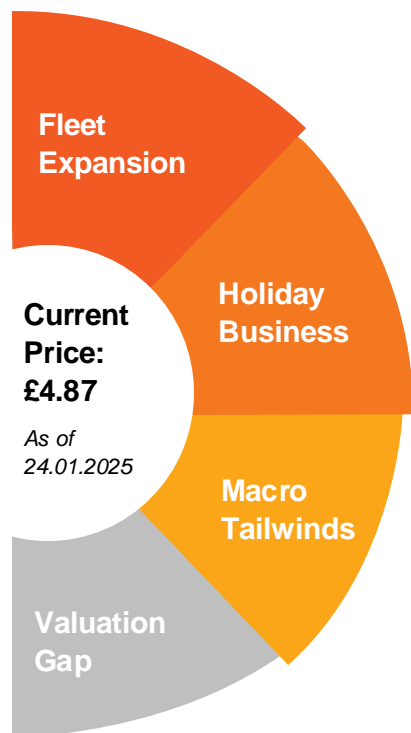
easyJet plc

WUTIS – Equity Research

Conclusion

Conclusion

easyJet is well positioned to capture operating and macroeconomic tailwinds whilst trading at a significant valuation gap





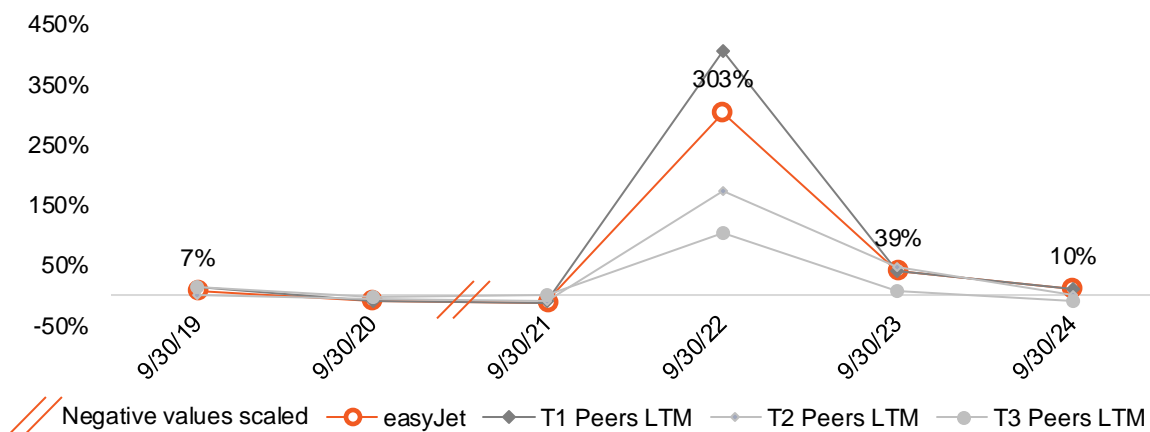
easyJet plc

WUTIS – Equity Research

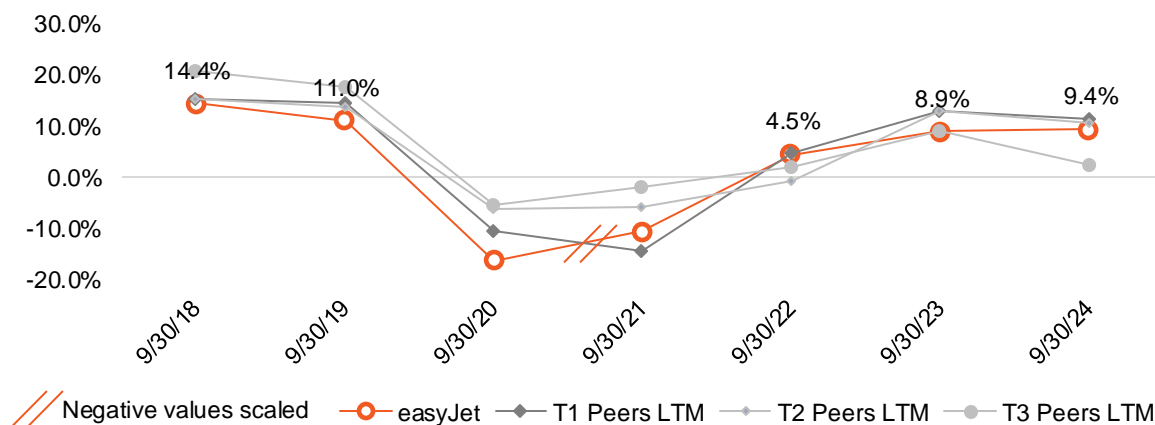
Appendix

Financial Analysis I

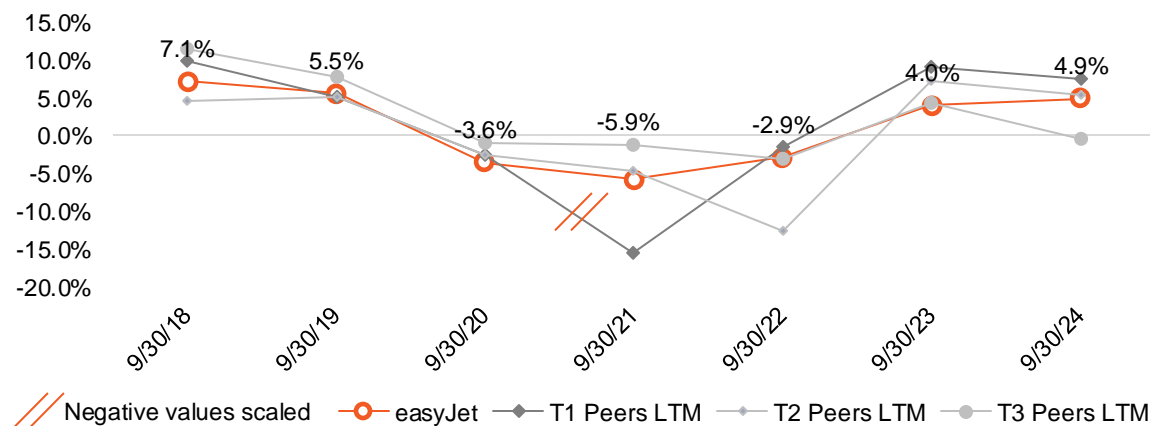
Revenue Growth



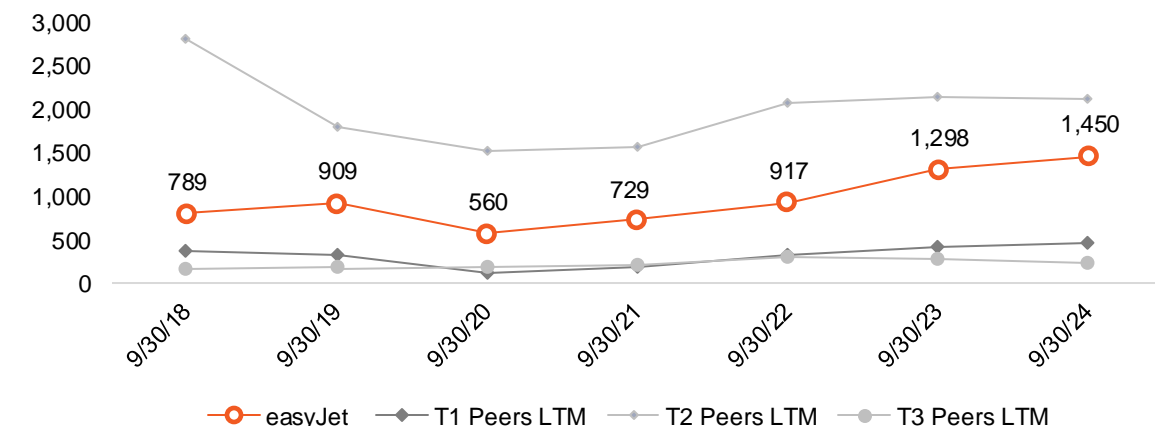
EBITDA Margin Development



Net Income Margin Development

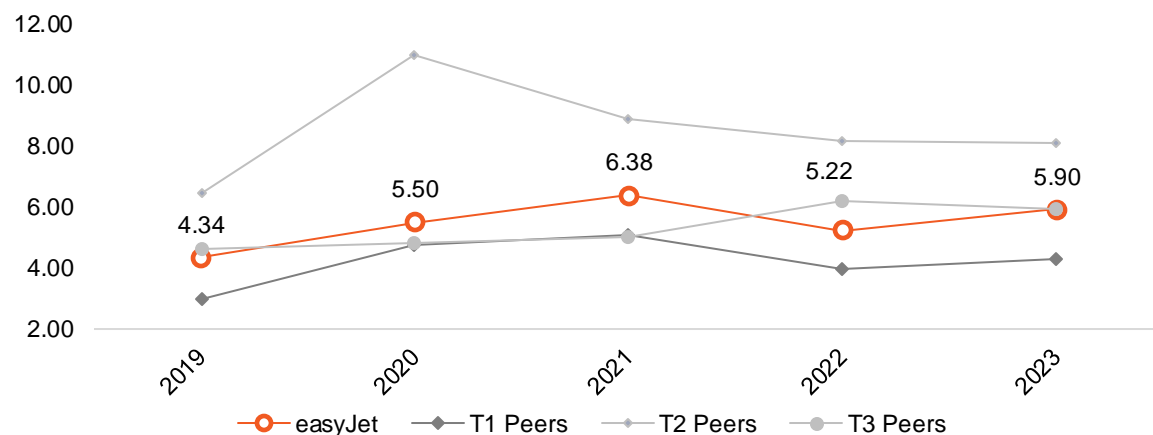


Unearned Revenue (In GBP M)

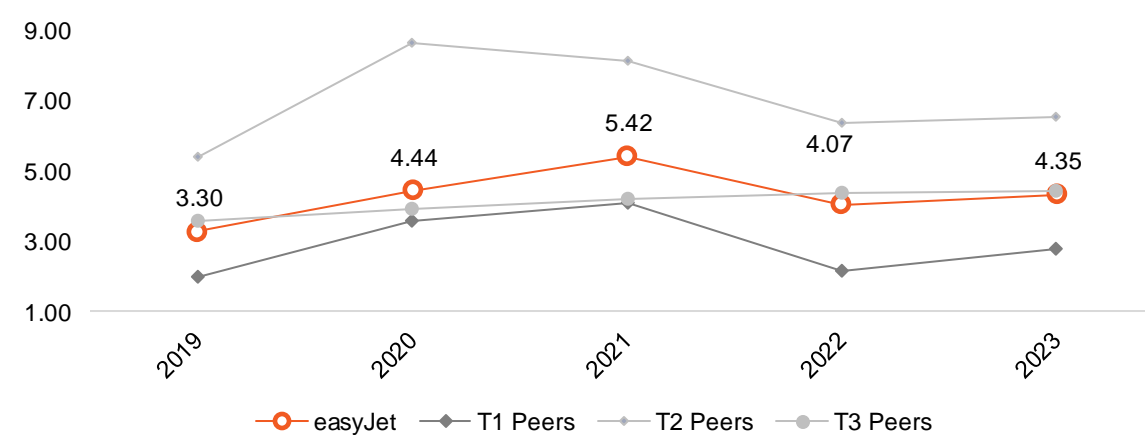


Financial Analysis II

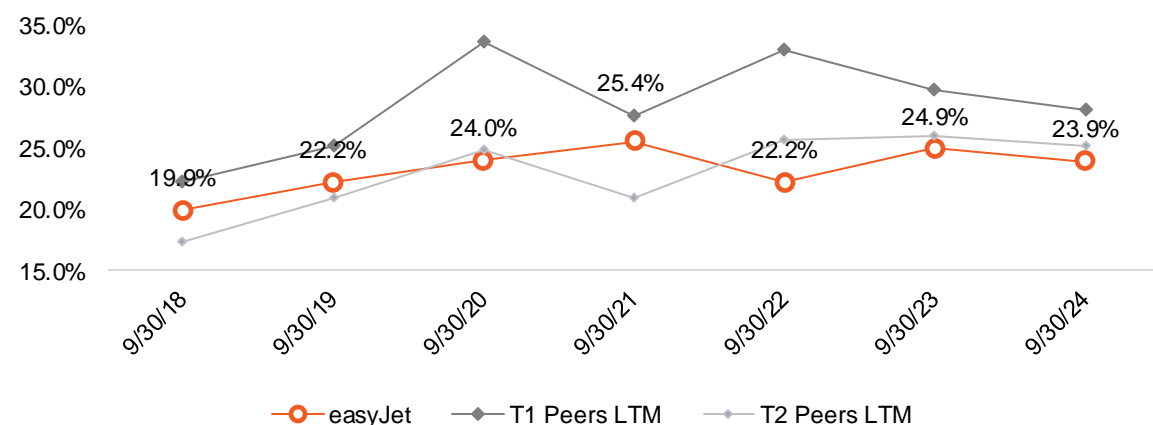
CASK⁽¹⁾ Comparison (In GBPX)



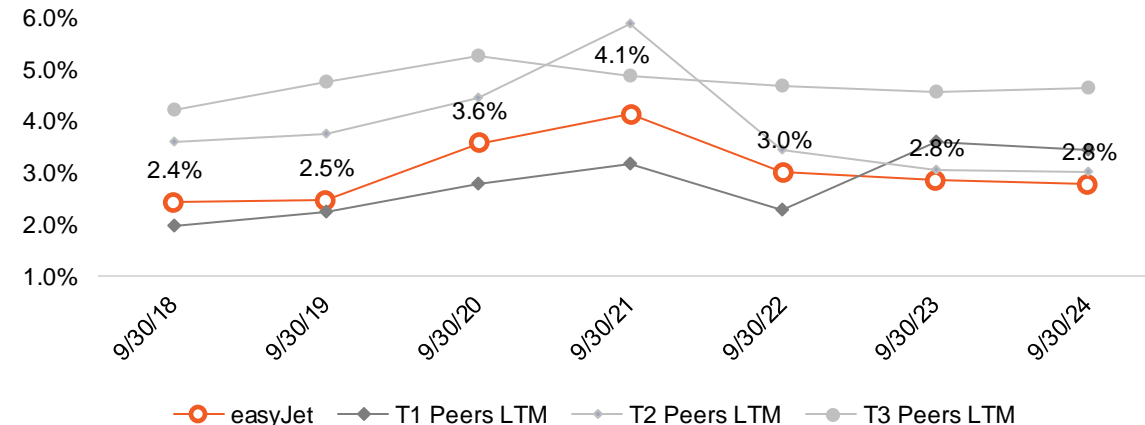
CASK⁽¹⁾ excl. Fuel (In GBPX)



Fuel as % of Total Revenue

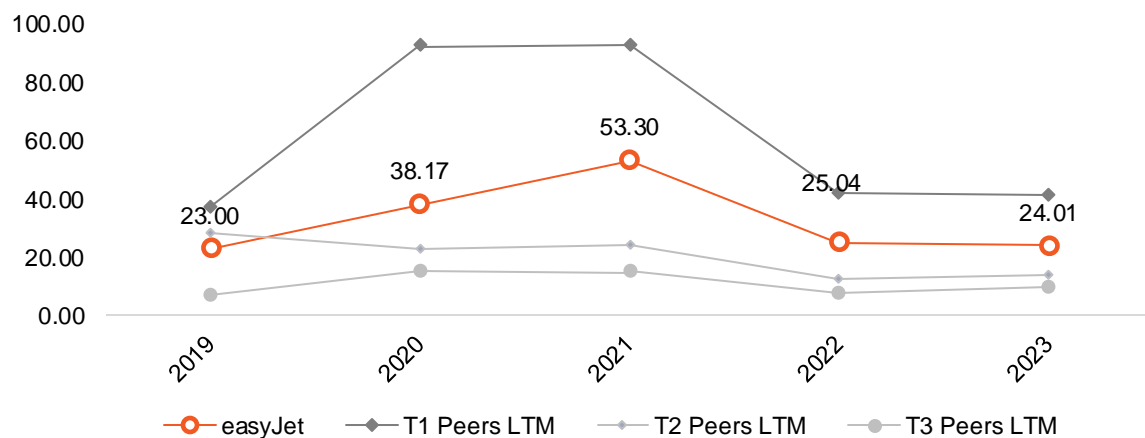


SGA as % of Total Revenue

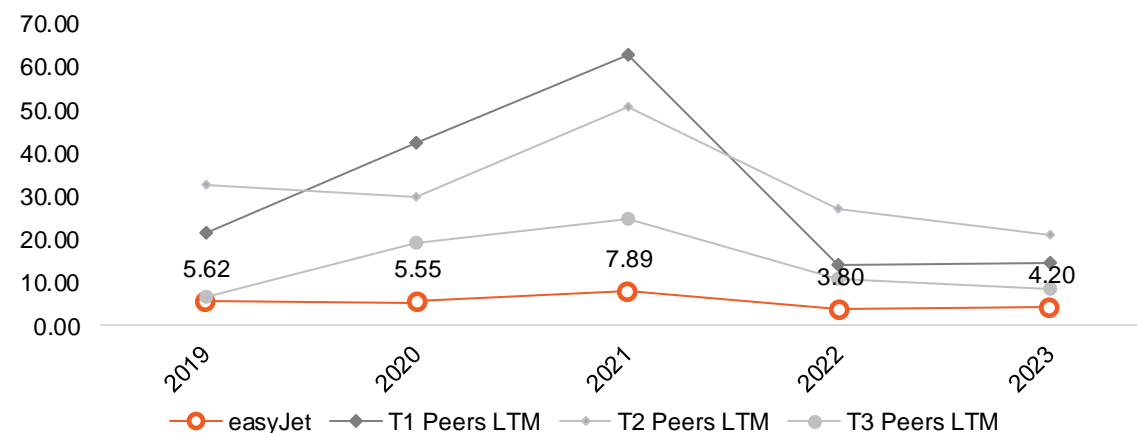


Financial Analysis III

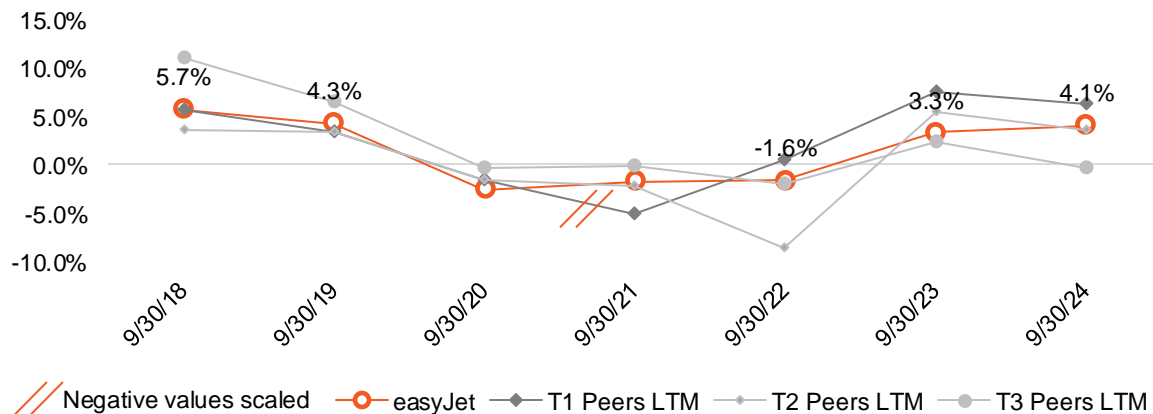
Days Payable Outstanding



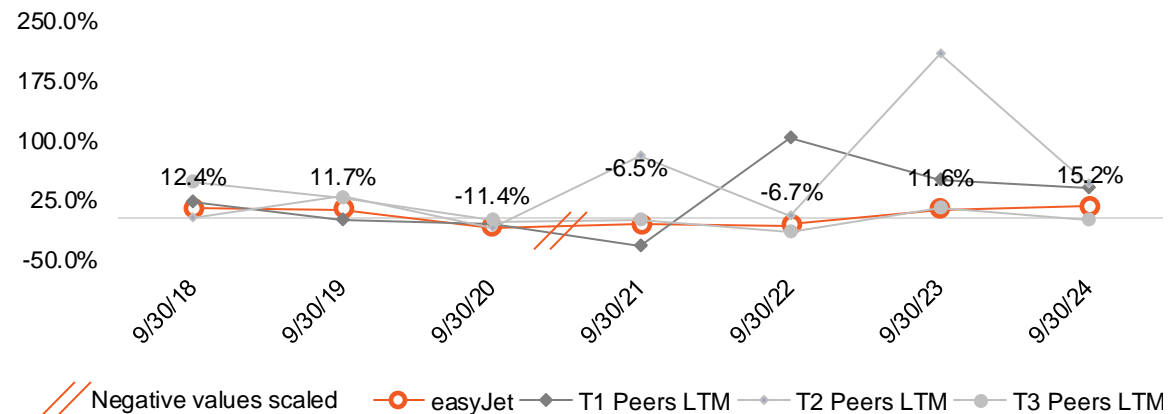
Days Sales Outstanding



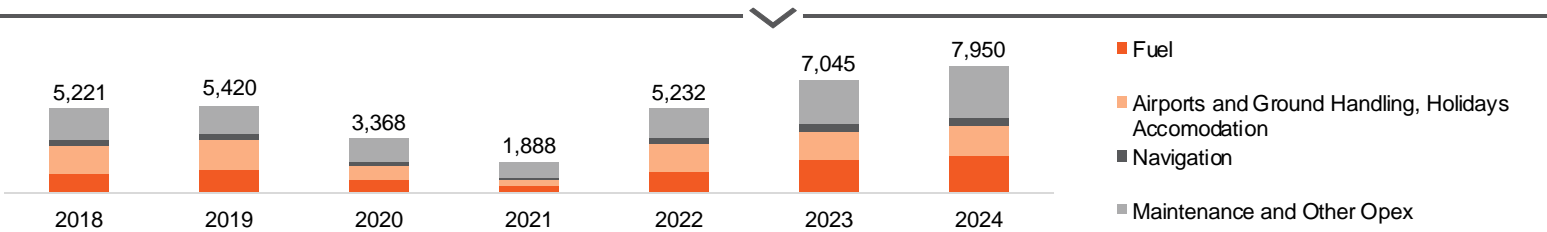
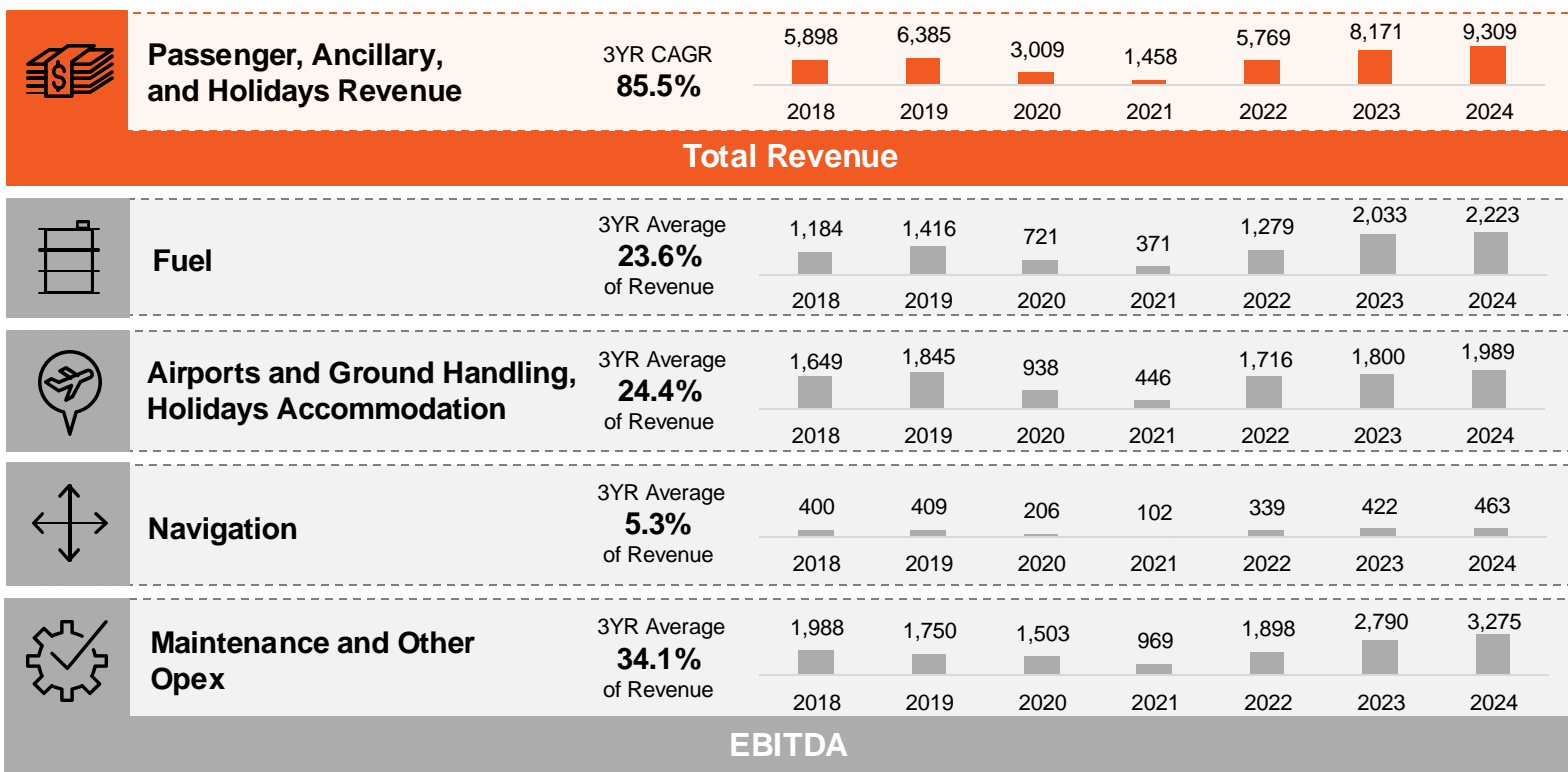
Return on Assets (%)



Return on Equity (%)



Cost Structure Breakdown and Partnerships Overview



Main Fuel Providers

Airport and Ground Handling Services

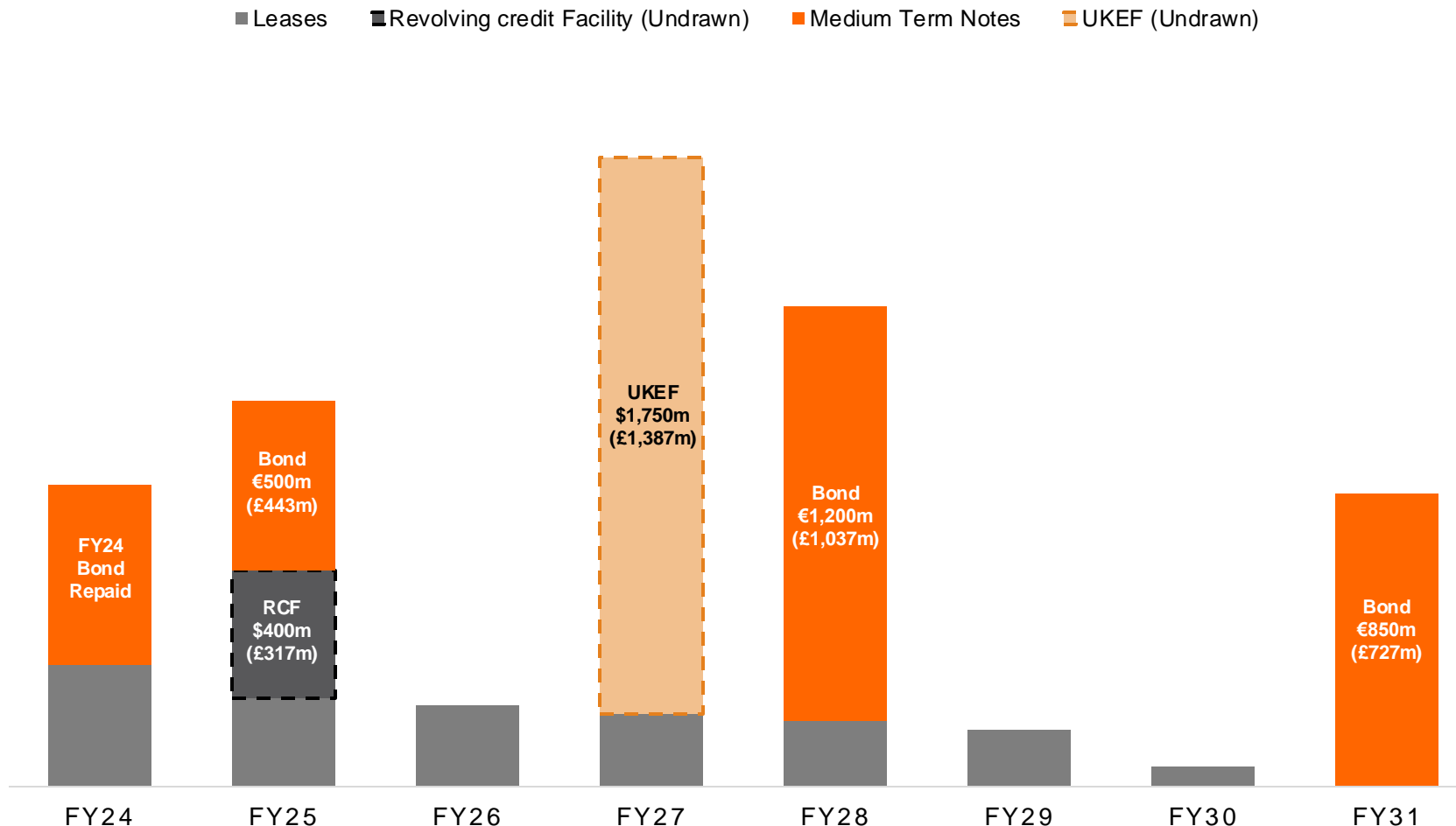
Holidays Accommodation Partnerships

Air Traffic Support Providers

MRO Partners

Debt Maturity Profile

Debt Maturity Profile



£443m Bond – June 2025

- **Type:** Senior Unsecured
- **Coupon Rate:** 1.750%
- **Maturity Date:** 11 June 2025

£1,387m Undrawn Facility – 2027

- **Type:** Secured
- **Coupon Rate:** N/A
- **Maturity Date:** 26 June 2027

£1,037m Bond – March 2028






- **Type:** Senior Unsecured
- **Coupon Rate:** 1.875%
- **Maturity Date:** 3 March 2028

£727m Bond – March 2031

- **Type:** Senior Unsecured
- **Coupon Rate:** 3.75%
- **Maturity Date:** 20 March 2028











Appendix

Fleet Benchmarking

	easyJet	WIZZ	RYANAIR	norwegian	Jet2.com	FINNAIR	Lufthansa	AIRFRANCE KLM	IAG INTERNATIONAL AIRLINES GROUP
Fleet Size⁽¹⁾	347	224	584	87	126	55	721	564	609
<i>% of Fleet leased</i>	45.8%	<i>n.a.</i>	0%	100%	<65%	44%	11%	63%	<i>n.a.</i>
Confirmed Orders (until)	299 2034	311 <i>n.a.</i>	300 2034	50 2030	105 2031	2 2026	220 2030	200 <i>n.a.</i>	n.a. <i>n.a.</i>
A320 CEO Family									
	262	75	27	0	3	30	347	69	300
A320 NEO Family									
	85	151	0	0	23	0	80	10	138
737 Family									
	0	0	411	62	100	0	0	156	0
737 MAX Family									
	0	0	146	25	0	0	0	0	0
Widebodies & Other									
	0	0	0	0	0	25	294	329	171
Average Fleet Age	10.2	4.4	9.8	9.9	n.a.	13.2	13.1	12.3	11.0

Sources: Company Websites & Filings
1) Excl. Wet Leases

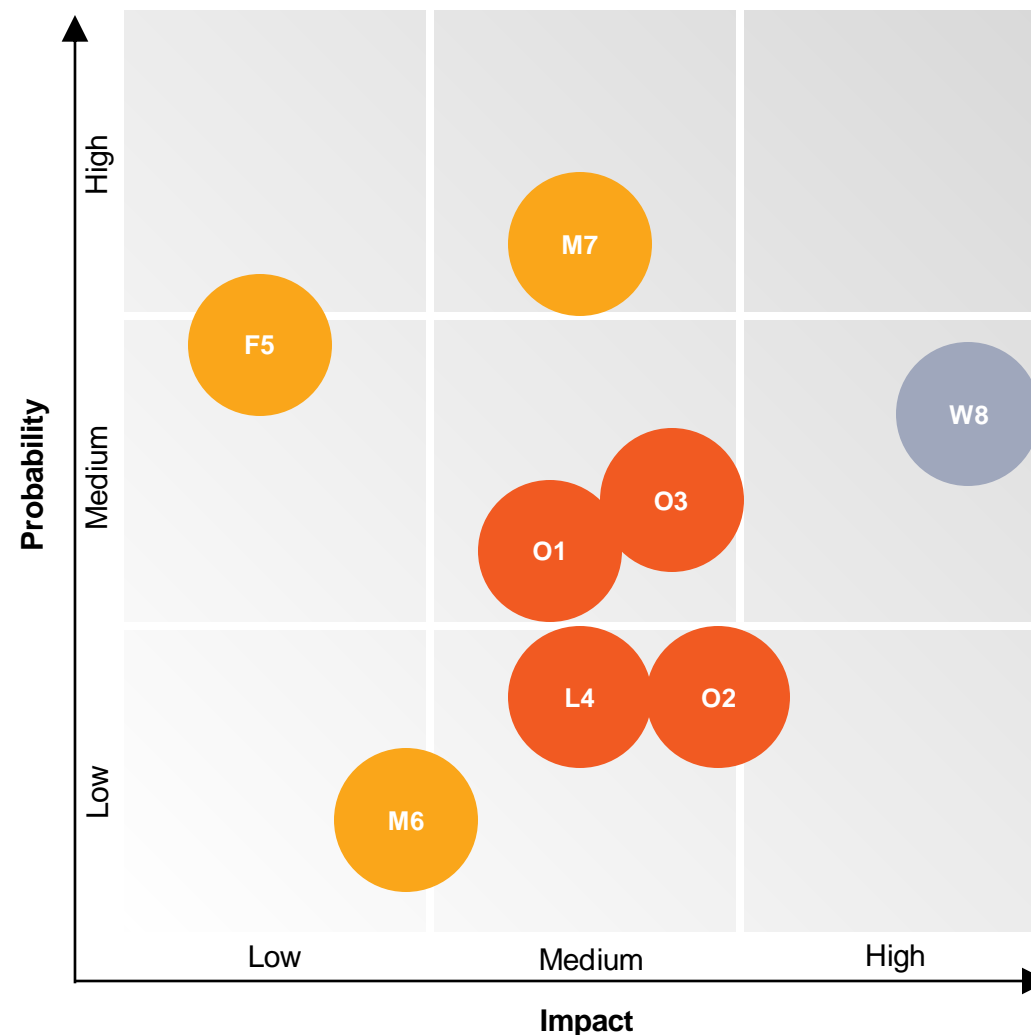
Catalysts

Catalyst	Type	Influenced factor	Estimated impact on share price
 Fuel Price Decline	Hard	Costs, Margins	<ul style="list-style-type: none"> Strong Lower jet fuel prices reduce operational costs, leading to higher profit margins 
 Fleet Modernisation	Hard	Efficiency, Costs	<ul style="list-style-type: none"> Medium New fuel-efficient aircraft reduce costs and improve sustainability, enhancing profitability over time 
 Expansion into High-Demand Routes	Hard	Demand, Revenue, Market Share	<ul style="list-style-type: none"> Medium Entering profitable markets increases revenue potential and market share. 
 Aircraft Crashes	Hard	Demand, Revenue	<ul style="list-style-type: none"> Strong Fatal accidents or safety concerns lead to reputational damage, potential lawsuits, and regulatory scrutiny. 
 Operational Disruptions & Staff Strikes	Hard	Costs, Revenue	<ul style="list-style-type: none"> Strong Low-cost competitors like Ryanair and Wizz Air could force easyJet to lower ticket prices, reducing margins 

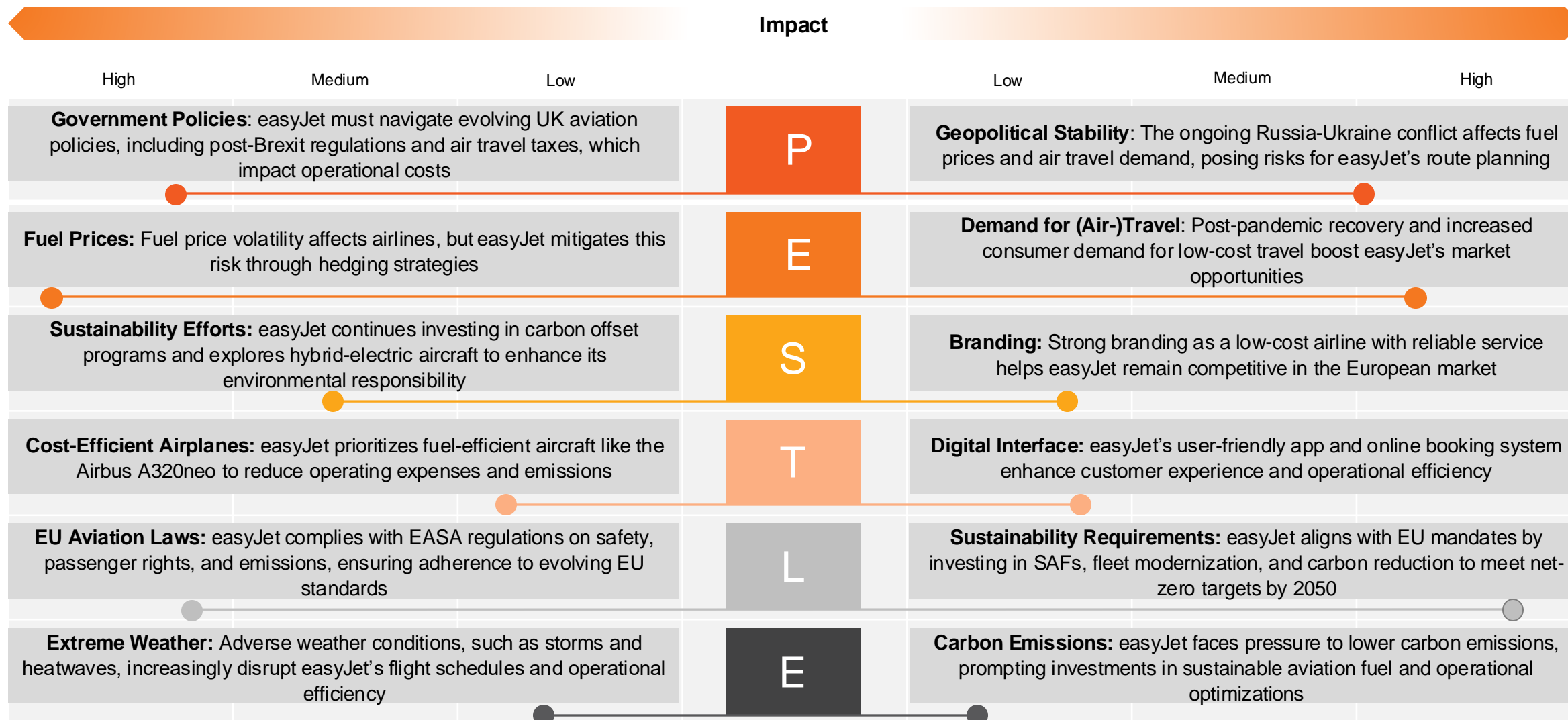
Risk Matrix

- O1
Delays/cancellation - Operational disruptions causing flight delays or cancellations
- O2
Fleet Maintenance Issues - Challenges in maintaining aircraft, leading to operational inefficiencies
- O3
Airport Allocation Difficulties - Challenges in securing airport slots and gate access
- L4
Environmental Compliance Risks - Legal and regulatory risks related to sustainability requirements
- F5
Fuel Price Volatility - Financial risk due to fluctuating fuel costs, mitigated by hedging strategies
- M6
Negative Publicity - Reputational damage from incidents, customer complaints, or regulatory scrutiny
- M7
Competitive Pressure - Market competition affecting pricing and profitability
- W8
Workforce Strikes - Labor disputes and air traffic control disruptions leading to service interruptions and operational inefficiencies

Operations (O) – Market (M) – Financial (F) – Legislation (L) – Workforce (W)



PESTLE Analysis



SWOT Analysis

STRENGTHS

- **Strong market position** – One of Europe’s leading low-cost carriers with dominant presence in the UK, France, and Switzerland.
- **Profitable growth** – Record **£610M group headline profit before tax**, 34% YoY increase, and strong **holiday segment performance (+56% YoY growth)**.
- **Operational efficiency** – Fleet modernization (A320 & A321neo) and **cost-saving strategies** (fuel hedging, maintenance insourcing) enhance profitability.

OPPORTUNITIES

- **Expansion in holiday & package travel** – easyJet Holidays is **growing fast** and has room to **increase its UK market share**.
- **Fleet upgauging for cost savings** – Transitioning to **larger aircraft (A321neo)** will **reduce per-seat costs and improve fuel efficiency**.
- **Sustainability leadership** – Investments in **hydrogen-powered aircraft and carbon reduction initiatives** position easyJet ahead in ESG ratings.

easyJet

- **Vulnerability to external disruptions** – **High dependence on air traffic control, weather conditions, and operational bottlenecks**, leading to cancellations.
- **Rising operating costs** – Inflation, airport fees, and wage costs put pressure on margins despite efficiency measures.
- **Limited long-haul presence** – Unlike some competitors, easyJet **focuses only on short-haul routes**, limiting revenue diversification.

WEAKNESSES

THREATS

- **Intense competition** – Rivals like **Ryanair, Wizz Air, and legacy carriers** put pressure on pricing and market share.
- **Economic & geopolitical risks** – Fuel volatility, **recession fears, and geopolitical tensions impact demand**.
- **Regulatory and environmental pressures** – **EU carbon tax policies and stricter emission regulations** may increase operational costs.

Porter's Five Forces

- (+) Brand Differentiation
- (-) High price sensitivity
- (-) No switching costs

Industry Rivalry - HIGH

Threat of Substitutes - MEDIUM

- Time efficiency (+)
- Lower costs for long distances (+)
- High-speed rails for short-hauls (-)

Bargaining Power of Suppliers - HIGH

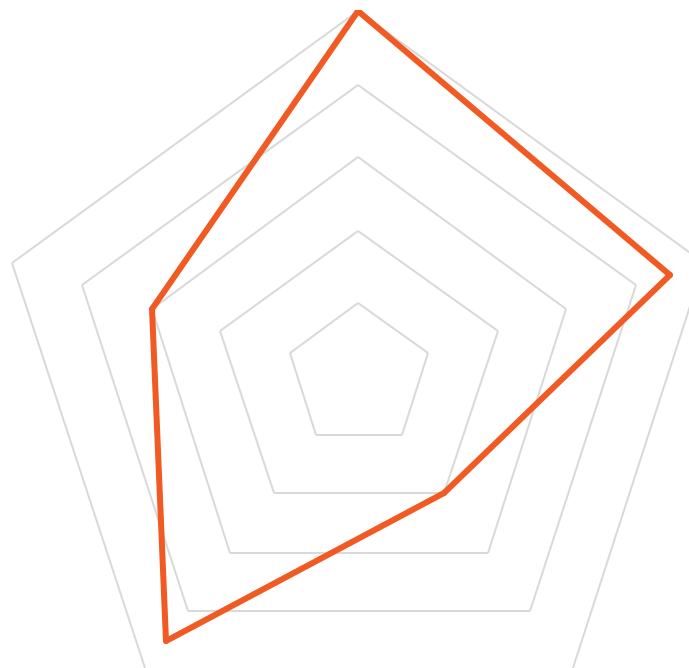
- (+) Long term agreements and hedgings
- (-) Limited options
- (-) Maintenance and Spare Parts

Bargaining Power of Buyers - HIGH

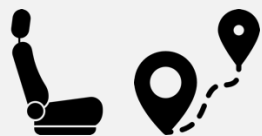
- Primary airport focus (+)
- Low-cost (Ryanair), expanding in CEE (-)
- (Wizzair), targeting leisure travel (Jet2) competitors

Threat of New Entrants - LOW

- (+) High capital investment
- (+) Airport slot restriction and regulations
- (-) Rise of ULCCs



Metrics Explanation



ASK
Available Seat Kilometers

Total seating capacity available multiplied by the kilometers flown



RPK
Revenue Passenger Kilometers

Total revenue-paying passengers multiplied by the kilometers traveled



OEM
Original Equipment Manufacturer

A company that designs and produces aircraft or components



IFR
Instrument Flight Rules

Aviation regulations under which pilots navigate and control aircraft using instruments rather than visual references



SAF
Sustainable Aviation Fuel

Biofuel or alternative fuel derived from renewable sources designed to reduce lifecycle greenhouse gas emissions



Primary Airports

Major aviation hubs handling significant passenger and cargo volumes, with extensive infrastructure and connectivity



Secondary Airports

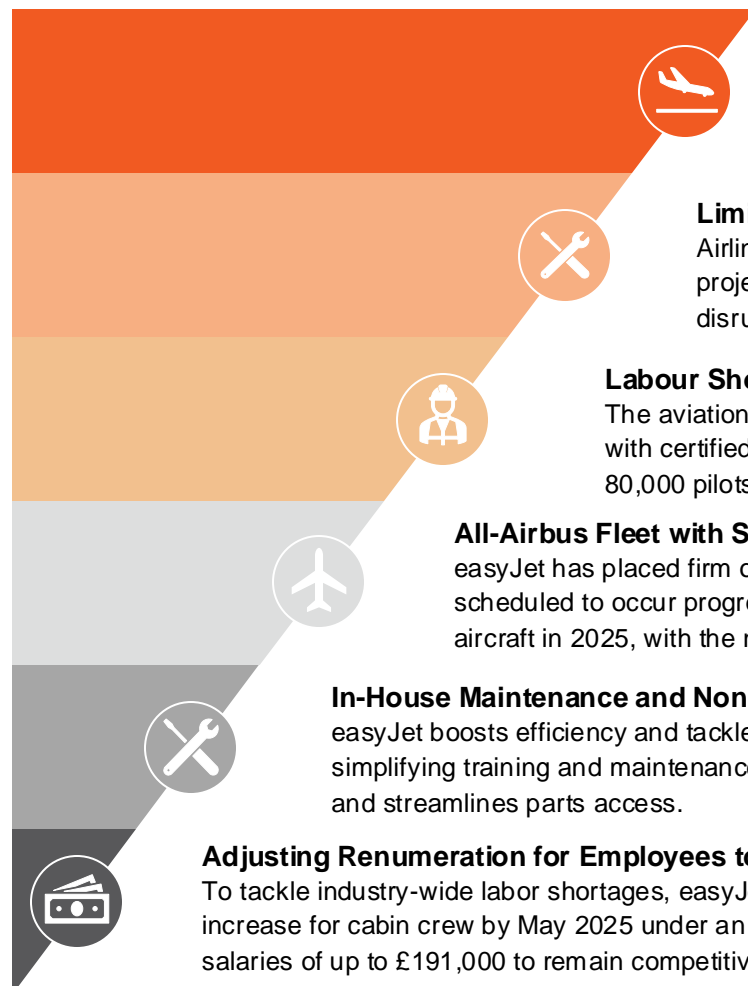
Smaller airports with lower traffic volumes, typically serving regional or low-frequency routes



LCC
Low-Cost Carrier

Airlines, offering reduced fares by minimizing operating expenses and charging separately for additional services

Overview of recent supply chain developments



Aircraft Delivery Delays

The aviation industry faces disruptions, with Airbus missing its 2024 target of 770 planes, Boeing losing \$6 billion in Q3, and challenges expected into 2025.

Limited Maintenance Slots

Airlines face long maintenance delays due to a global shortage of technicians, projected to reach 40,000 by 2028, and parts shortages from supply chain disruptions. These challenges are causing significant operational inefficiencies.

Labour Shortages and Strikes

The aviation industry faces labor shortages from pandemic layoffs and an aging workforce, with certified technicians dropping from 338,844 to 320,042 in 2022. A projected shortfall of 80,000 pilots by 2032 will further strain operations.

All-Airbus Fleet with Short-Term Delivery

easyJet has placed firm orders for a total of 299 Airbus A320neo family aircraft. These deliveries are scheduled to occur progressively from FY25 through FY35. easyJet anticipates receiving nine new aircraft in 2025, with the number of annual deliveries increasing in subsequent years.

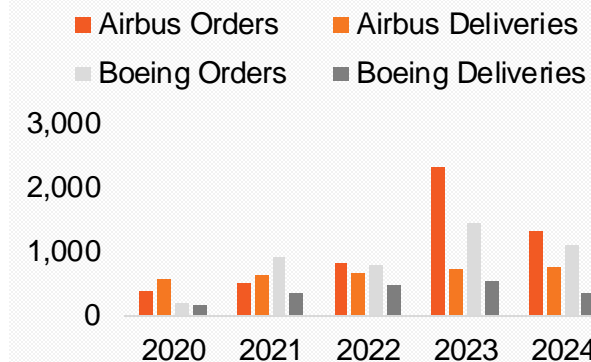
In-House Maintenance and Non-PW1100G Fleet

easyJet boosts efficiency and tackles labor shortages with an all-Airbus fleet using CFM LEAP-1A engines, simplifying training and maintenance. Acquiring the SR Technics facility in Malta enhances in-house maintenance and streamlines parts access.

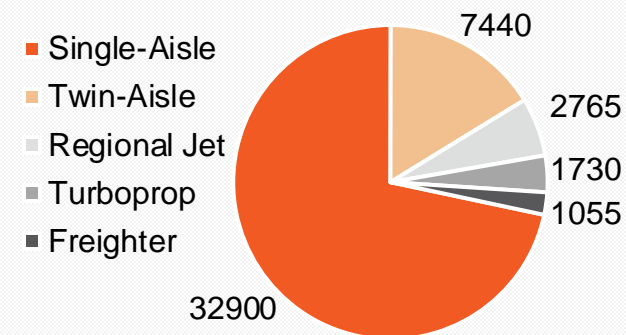
Adjusting Remuneration for Employees to attract Workforce

To tackle industry-wide labor shortages, easyJet has introduced significant pay adjustments, including a 20% basic pay increase for cabin crew by May 2025 under an 18-month agreement with the Unite union. The airline is also offering captains salaries of up to £191,000 to remain competitive in the recovering air travel market..

Aircraft Orders and Deliveries



Fleet Delivery Forecast 2024-2043



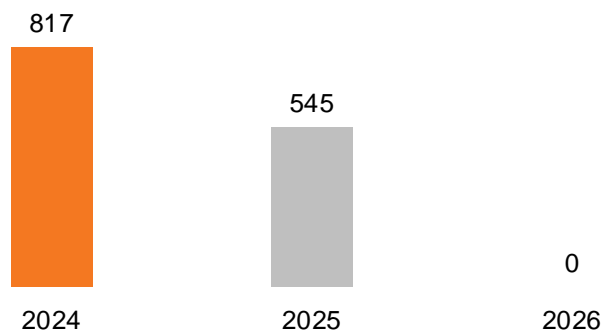
Legislative Environment

Overview of the European legislative environment

EU Emissions Trading System

EU ETS is phasing out **free allowances** for aviation emissions by 2027.

Free Allowances Receives



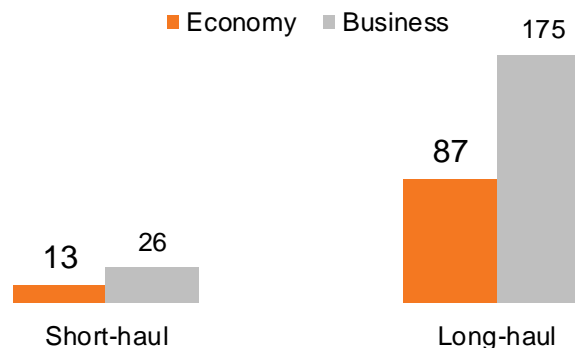
Increased **operating costs and stricter sustainability targets**.

Fleet modernization and investment in **hydrogen and sustainable aviation fuels**.

Air Passenger Duty

The UK government has imposed **Air Passenger Duty** (APD) on passengers flying from UK.

ADP Tax levied by UK Government (£)



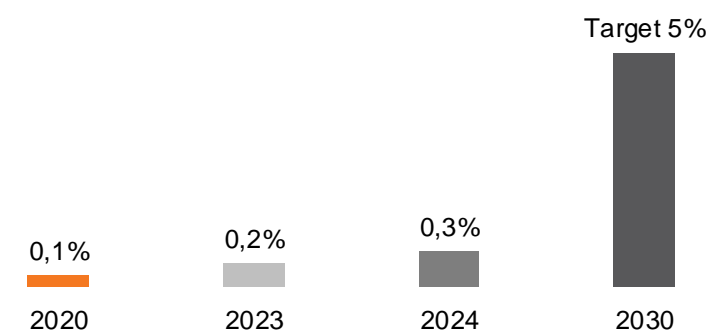
Higher prices and costs reduce demand and profitability.

The airline **optimizes routes, invests in fuel efficiency, and lobbies for tax reforms**.

EU and UK SAF mandates

The EU and UK mandate increasing the use of **sustainable aviation fuel**.

SAF usage (% of global jet fuel)

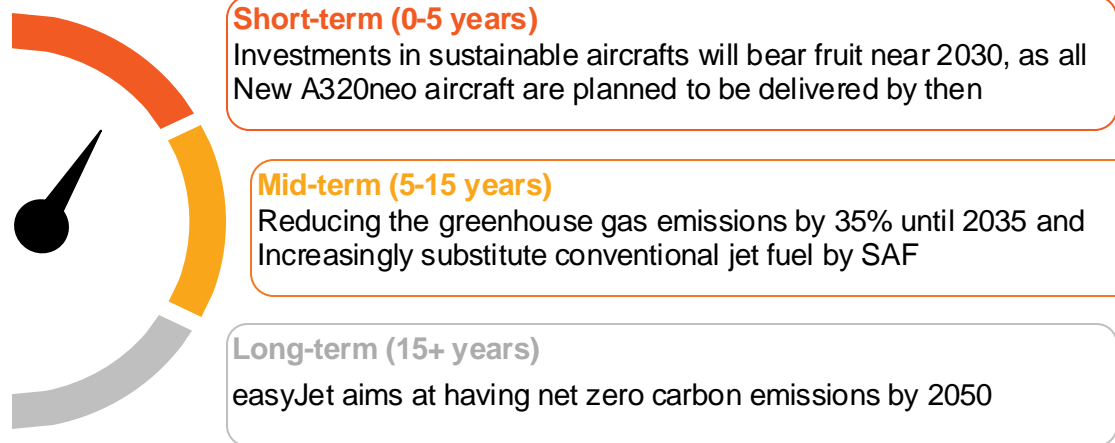


Airlines face **higher fuel costs and operational adjustments**.

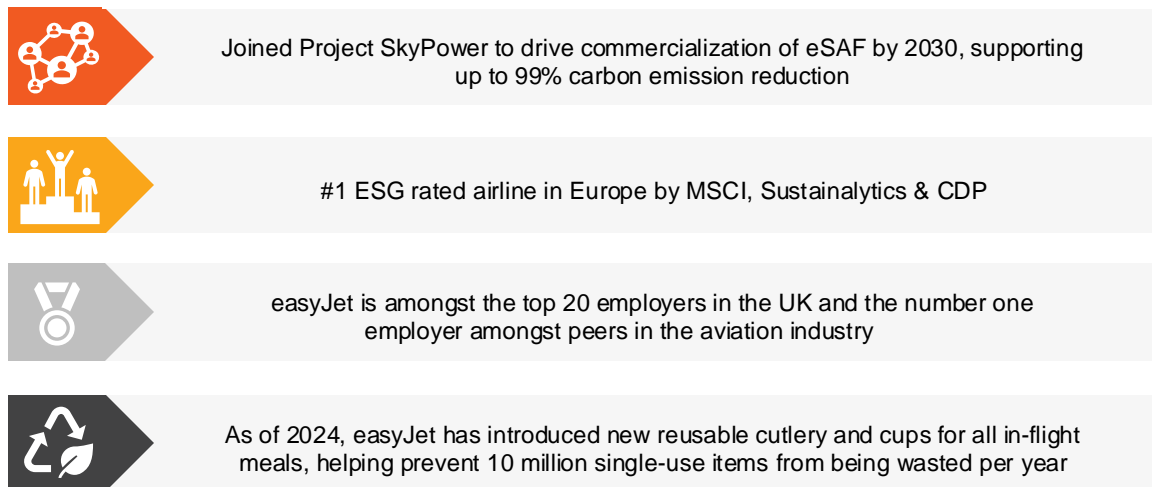
easyJet secures SAF contracts, investing in **hydrogen-powered aircraft research**.

> easyJet operates under **strict EU and UK regulatory frameworks**, requiring **sustainability compliance, emissions reduction, and SAF adoption** while **navigating higher costs and operational adjustments through fleet modernization and alternative fuel investments**

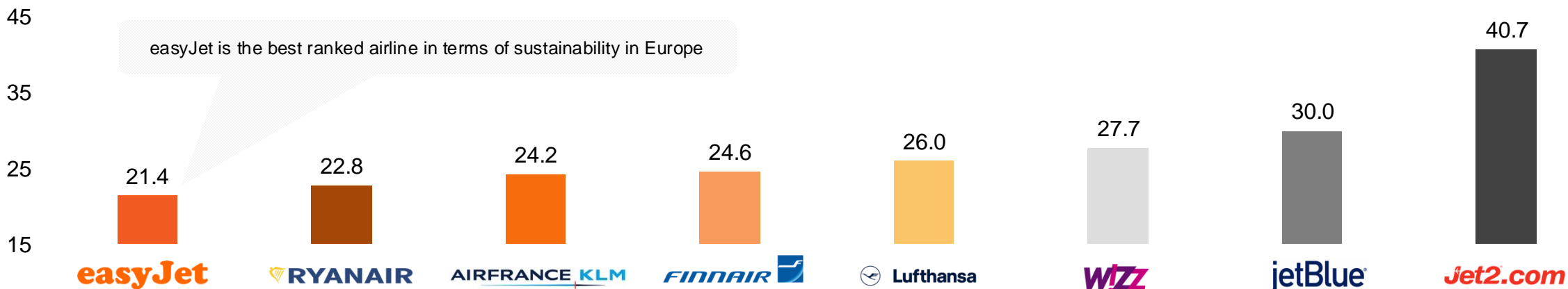
ESG goals



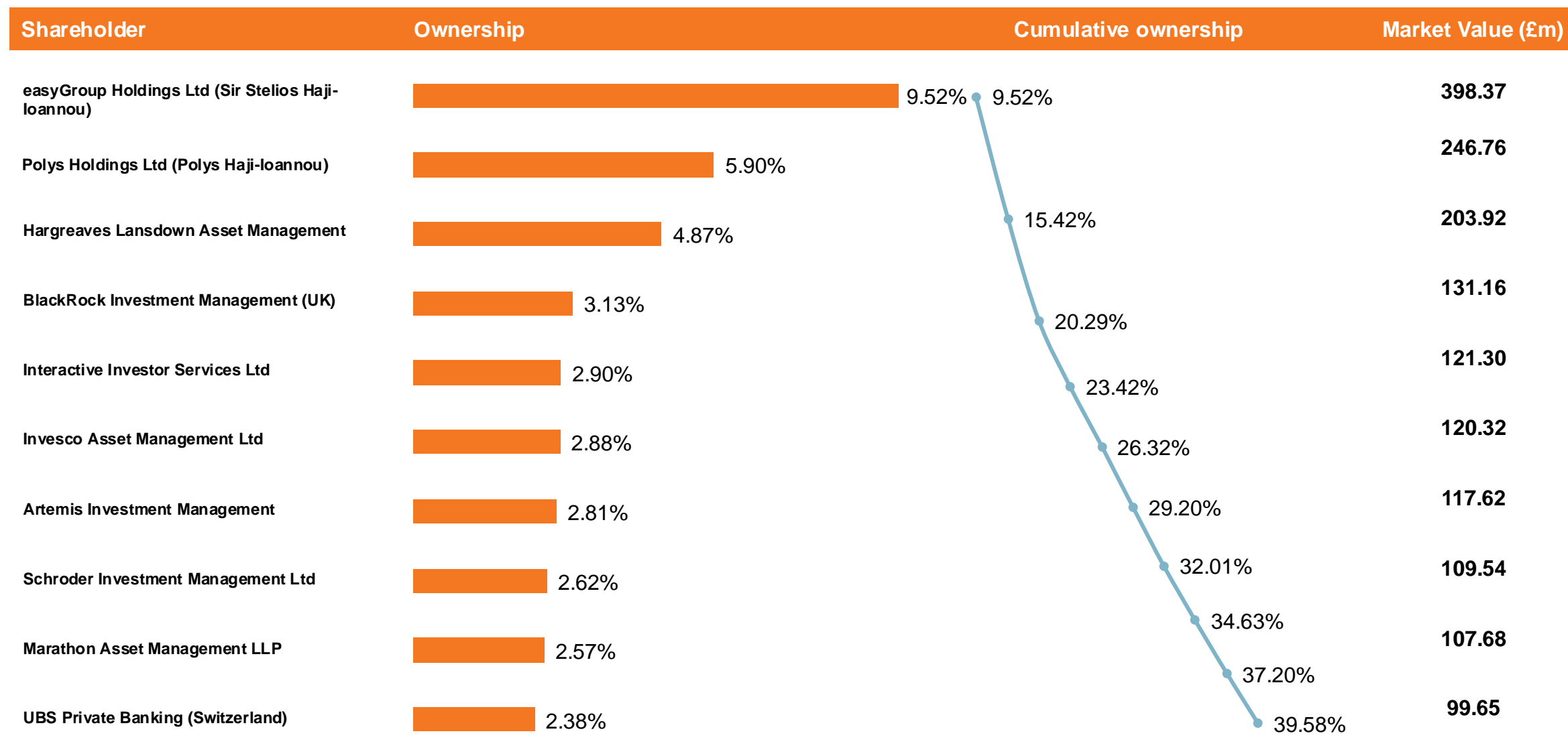
2024 achievements



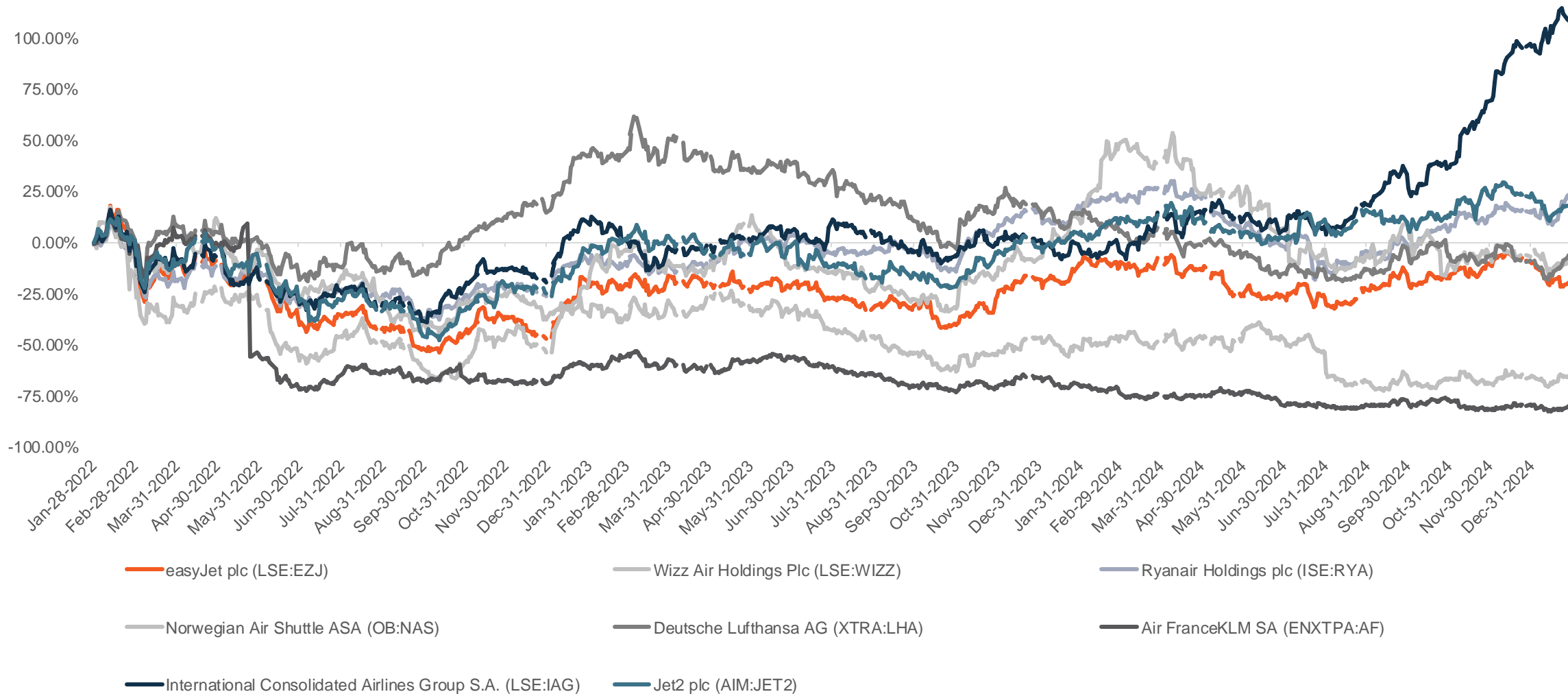
European airlines for sustainability (lower = better)



Shareholder Structure



Benchmarking – Share Price Performance over 3 Years



Appendix

Operating Model – Income Statement

Income Statement	FY 2018A	FY 2019A	FY 2020A	FY 2021A	FY 2022A	FY 2023A	FY 2024A	FY 2025E	FY 2026E	FY 2027E	FY 2028E	FY 2029E
in £ millions	30 Sep 2018	30 Sep 2019	30 Sep 2020	30 Sep 2021	30 Sep 2022	30 Sep 2023	30 Sep 2024	30 Sep 2025	30 Sep 2026	30 Sep 2027	30 Sep 2028	30 Sep 2029
Net Sales	5,898.0	6,385.0	3,009.0	1,458.0	5,769.0	8,171.0	9,309.0	10,063.9	10,849.5	11,583.2	12,274.9	12,979.8
<i>Growth YoY (%)</i>	16.9%	8.3%	(52.9%)	(51.5%)	295.7%	41.6%	13.9%	8.1%	7.8%	6.8%	6.0%	5.7%
COGS	(4,329.0)	(4,831.0)	(2,772.0)	(1,636.0)	(4,402.0)	(6,119.0)	(6,979.0)	(7,647.1)	(8,219.2)	(8,587.7)	(9,013.6)	(9,515.7)
Gross Profit	1,569.0	1,554.0	237.0	(178.0)	1,367.0	2,052.0	2,330.0	2,416.8	2,630.3	2,995.5	3,261.3	3,464.1
<i>Gross Profit Margin (%)</i>	26.6%	24.3%	7.9%	(12.2%)	23.7%	25.1%	25.0%	24.0%	24.2%	25.9%	26.6%	26.7%
Selling and Marketing	(143.0)	(157.0)	(107.0)	(60.0)	(173.0)	(232.0)	(257.0)	(288.5)	(311.0)	(332.0)	(351.8)	(372.0)
Other Expenses	(762.0)	(461.0)	(557.0)	(277.0)	(667.0)	(705.0)	(767.0)	(815.4)	(883.4)	(940.4)	(996.9)	(1,054.9)
Other Income	13.0	29.0	68.0	85.0	10.0	11.0	53.0	29.4	31.7	33.9	35.9	38.0
Share-based Payments	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	(33.3)	(31.6)	(36.5)	(38.3)	(39.7)
EBITDA	677.0	965.0	(359.0)	(430.0)	537.0	1,126.0	1,359.0	1,309.0	1,436.0	1,720.5	1,910.2	2,035.3
<i>EBITDA Margin (%)</i>			(11.9%)	(29.5%)	9.3%	13.8%	14.6%	13.0%	13.2%	14.9%	15.6%	15.7%
- Depreciation	(199.0)	(484.0)	(485.0)	(456.0)	(539.0)	(644.0)	(727.0)	n.a.	n.a.	n.a.	n.a.	n.a.
PPE Depreciation (excl. Leases)	(195.0)	(236.0)	(256.0)	(234.0)	(264.0)	(271.0)	(277.0)	(325.6)	(467.7)	(570.8)	(664.0)	(764.4)
Lease Depreciation	(4.0)	(248.0)	(229.0)	(222.0)	(275.0)	(373.0)	(450.0)	(248.1)	(269.0)	(291.4)	(315.3)	(340.5)
- Amortization	(15.0)	(15.0)	(18.0)	(24.0)	(25.0)	(29.0)	(43.0)	(45.0)	(49.4)	(52.2)	(55.4)	(58.9)
EBIT	463.0	466.0	(862.0)	(910.0)	(27.0)	453.0	589.0	690.3	649.9	806.1	875.5	871.5
<i>EBIT Margin (%)</i>			(28.6%)	(62.4%)	(0.5%)	5.5%	6.3%	6.9%	6.0%	7.0%	7.1%	6.7%
Interest Income	15.0	24.0	117.0	73.0	26.0	132.0	141.0	162.6	175.3	187.1	198.3	209.7
Interest Expense	(30.0)	(60.0)	(491.0)	(209.0)	(143.0)	(180.0)	(132.0)	n.a.	n.a.	n.a.	n.a.	n.a.
Interest Expense excl. Leases	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	(99.2)	(99.2)	(99.2)	(99.2)	(99.2)
Interest Expense for Leases	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	(53.8)	(45.2)	(39.1)	(34.9)	(32.0)
Foreign Exchange Gain	0.0	0.0	0.0	10.0	(64.0)	27.0	4.0	0.0	0.0	0.0	0.0	0.0
EBT	448.0	430.0	(1,236.0)	(1,036.0)	(208.0)	432.0	602.0	699.9	680.7	854.8	939.7	950.0
Taxes	(87.0)	(81.0)	194.0	178.0	39.0	(108.0)	(150.0)	(174.3)	(169.5)	(212.9)	(234.0)	(236.6)
<i>Tax Rate (%)</i>	19.4%	18.8%	15.7%	17.2%	18.8%	25.0%	24.9%	24.9%	24.9%	24.9%	24.9%	24.9%
Net Income	361.0	349.0	(1,042.0)	(858.0)	(169.0)	324.0	452.0	525.6	511.2	642.0	705.7	713.5

Operating Model – Balance Sheet – Assets

Balance Sheet	FY 2018A	FY 2019A	FY 2020A	FY 2021A	FY 2022A	FY 2023A	FY 2024A	FY 2025E	FY 2026E	FY 2027E	FY 2028E	FY 2029E
in £ millions	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK
Current Assets												
Trade and Other Receivables	408.0	302.0	193.0	291.0	367.0	343.0	483.0	528.3	569.5	608.0	644.3	681.3
Current Intangible Assets	0.0	70.0	12.0	140.0	495.0	676.0	572.0	599.0	627.5	658.3	690.9	725.1
Derivative Financial Instruments	220.0	147.0	21.0	185.0	423.0	186.0	29.0	332.8	358.8	383.0	405.9	429.2
Other Investments	0.0	0.0	0.0	0.0	0.0	0.0	2,118.0	2,176.0	2,235.7	2,296.9	2,359.8	2,424.5
Cash and Cash Equivalents	1,025.0	1,285.0	2,284.0	3,536.0	3,514.0	2,925.0	1,343.0	932.0	493.8	299.7	460.0	712.2
Money Market Deposits	348.0	291.0	32.0	0.0	126.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Restricted Cash	0.0	0.0	14.0	13.0	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Current Tax Assets	0.0	24.0	7.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Current Assets	2,001.0	2,119.0	2,563.0	4,165.0	4,929.0	4,130.0	4,545.0	4,568.1	4,285.2	4,245.9	4,561.0	4,972.4
Non-Current Assets												
Goodwill	365.0	365.0	365.0	365.0	365.0	365.0	387.0	387.0	387.0	387.0	387.0	387.0
Other Intangible Assets	181.0	196.0	232.0	217.0	217.0	276.0	406.0	425.1	445.4	467.2	490.4	514.7
Property, Plant & Equipment (PP&E) incl. RoU Assets	4,140.0	5,163.0	5,053.0	4,735.0	4,629.0	4,864.0	5,475.0	n.a.	n.a.	n.a.	n.a.	n.a.
RoU Assets	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	1,042.6	882.1	706.5	514.0	303.3
PP&E (excl. RoU Assets)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	5,158.8	6,221.7	7,197.2	7,932.0	8,672.9
Derivative Financial Instruments	175.0	126.0	89.0	86.0	127.0	35.0	2.0	88.9	95.9	102.4	108.5	114.7
Equity Investments	0.0	48.0	33.0	30.0	31.0	31.0	51.0	51.0	51.0	51.0	51.0	51.0
Restricted Cash	11.0	4.0	5.0	1.0	3.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0
Other Non-Current Assets	122.0	142.0	133.0	135.0	91.0	138.0	169.0	139.9	122.0	108.3	99.4	93.5
Deferred Tax Assets	0.0	0.0	0.0	39.0	62.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Non-Current Assets	4,994.0	6,044.0	5,910.0	5,608.0	5,525.0	5,711.0	6,490.0	7,293.4	8,205.1	9,019.6	9,582.3	10,137.1
Total Assets	6,995.0	8,163.0	8,473.0	9,773.0	10,454.0	9,841.0	11,035.0	11,861.5	12,490.3	13,265.5	14,143.3	15,109.5

Operating Model – Balance Sheet – Liabilities & Shareholder Equity

Balance Sheet	FY 2018A	FY 2019A	FY 2020A	FY 2021A	FY 2022A	FY 2023A	FY 2024A	FY 2025E	FY 2026E	FY 2027E	FY 2028E	FY 2029E
in £ millions	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK
Current Liabilities												
Trade and other Payables	1,023.0	1,050.0	1,242.0	1,128.0	1,685.0	1,764.0	1,656.0	2,009.5	2,159.9	2,256.7	2,368.6	2,500.6
Unearned Revenue	877.0	1,069.0	614.0	844.0	1,042.0	1,498.0	1,737.0	1,846.9	2,001.5	2,141.3	2,262.1	2,395.3
Borrowings	9.0	0.0	987.0	300.0	437.0	433.0	416.0	416.0	416.0	416.0	416.0	416.0
Lease Liabilities	0.0	219.0	224.0	189.0	247.0	217.0	227.0	190.9	165.2	147.1	134.9	127.0
Derivative Financial Instruments	24.0	138.0	352.0	31.0	86.0	54.0	270.0	180.6	194.7	207.9	220.3	232.9
Current Tax Liabilities	9.0	0.0	0.0	2.0	5.0	3.0	9.0	9.0	9.0	9.0	9.0	9.0
Provisions for Liabilities and Charges	118.0	192.0	407.0	183.0	176.0	175.0	156.0	131.2	108.6	92.3	80.5	72.0
Total Current Liabilities	2,060.0	2,668.0	3,826.0	2,677.0	3,678.0	4,144.0	4,471.0	4,784.1	5,054.8	5,270.3	5,491.4	5,752.8
Non-Current Liabilities												
Unearned Revenue	0.0	0.0	0.0	2.0	1.0	3.0	4.0	5.9	6.4	6.8	7.2	7.6
Borrowings	968.0	1,324.0	1,744.0	3,067.0	2,760.0	1,462.0	1,690.0	1,690.0	1,690.0	1,690.0	1,690.0	1,690.0
Lease Liabilities	0.0	359.0	486.0	890.0	866.0	772.0	947.0	796.4	689.1	613.9	562.7	529.7
Derivative Financial Instruments	7.0	72.0	85.0	37.0	22.0	14.0	51.0	36.9	39.3	49.3	47.2	50.7
Other Liabilities	0.0	0.0	0.0	0.0	0.0	4.0	6.0	6.0	6.0	6.0	6.0	6.0
Post-employment Benefit Obligations	0.0	47.0	45.0	37.0	1.0	7.0	17.0	17.0	17.0	17.0	17.0	17.0
Provisions for Liabilities and Charges	335.0	397.0	332.0	420.0	589.0	626.0	806.0	661.8	572.6	510.1	467.6	440.2
Non-Current Deferred Income	18.0	6.0	5.0	4.0	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Deferred Tax Liabilities	348.0	305.0	51.0	0.0	0.0	22.0	70.0	70.0	70.0	70.0	70.0	70.0
Total Non-Current Liabilities	1,676.0	2,510.0	2,748.0	4,457.0	4,243.0	2,910.0	3,591.0	3,284.1	3,090.3	2,963.1	2,867.6	2,811.1
Shareholders' Equity												
Share Capital	108.0	108.0	125.0	207.0	207.0	207.0	207.0	207.0	207.0	207.0	207.0	207.0
Share Premium	659.0	659.0	1,051.0	2,166.0	2,166.0	2,166.0	2,166.0	2,199.3	2,230.9	2,267.4	2,305.7	2,345.5
Hedging Reserve	299.0	(4.0)	(236.0)	156.0	170.0	113.0	(137.0)	115.0	124.0	132.4	140.3	148.3
Cost of Hedging Reserve	0.0	8.0	1.0	(1.0)	5.0	(2.0)	(8.0)	1.4	1.5	1.6	1.7	1.8
Translation Reserve	1.0	(1.0)	(2.0)	0.0	(6.0)	72.0	72.0	72.0	72.0	72.0	72.0	72.0
Retained Earnings	2,192.0	2,215.0	960.0	111.0	(9.0)	231.0	673.0	1,198.6	1,709.8	2,351.8	3,057.5	3,771.0
Total Shareholders' Equity	3,259.0	2,985.0	1,899.0	2,639.0	2,533.0	2,787.0	2,973.0	3,793.3	4,345.2	5,032.2	5,784.2	6,545.6
Total Liabilities and Equity	6,995.0	8,163.0	8,473.0	9,773.0	10,454.0	9,841.0	11,035.0	11,861.5	12,490.3	13,265.5	14,143.3	15,109.5

Operating Model – Cashflow Statement – Operating Activities

Cash Flow Statement	FY 2018A	FY 2019A	FY 2020A	FY 2021A	FY 2022A	FY 2023A	FY 2024A	FY 2025E	FY 2026E	FY 2027E	FY 2028E	FY 2029E
in £ millions	30 Sep 2018	30 Sep 2019	30 Sep 2020	30 Sep 2021	30 Sep 2022	30 Sep 2023	30 Sep 2024	30 Sep 2025	30 Sep 2026	30 Sep 2027	30 Sep 2028	30 Sep 2029
EBIT	463.0	466.0	(862.0)	(910.0)	(27.0)	453.0	589.0	690.3	649.9	806.1	875.5	871.5
Depreciation	199.0	484.0	485.0	456.0	539.0	644.0	727.0	573.7	736.6	862.2	979.3	1,104.9
Amortisation of Intangible Assets	15.0	15.0	18.0	24.0	25.0	29.0	43.0	45.0	49.4	52.2	55.4	58.9
Loss on Disposal of Property, Plant and Equipment and Intangibles	4.0	0.0	30.0	30.0	7.0	14.0	18.0	0.0	0.0	0.0	0.0	0.0
Loss/Gain on Sale and Leaseback	11.0	(2.0)	(38.0)	(65.0)	21.0	0.0	(1.0)	0.0	0.0	0.0	0.0	0.0
Share-based Payments	17.0	19.0	17.0	16.0	26.0	18.0	30.0	33.3	31.6	36.5	38.3	39.7
Other Non-cash Expenses/Income	60.0	(2.0)	37.0	0.0	10.0	3.0	1.0	0.0	0.0	0.0	0.0	0.0
Change in Trade and other Receivables	(130.0)	(5.0)	101.0	(8.0)	(151.0)	(16.0)	(130.0)	(45.3)	(41.2)	(38.5)	(36.3)	(37.0)
Change in Current Intangible Assets	0.0	42.0	46.0	(74.0)	(43.0)	(179.0)	(8.0)	0.0	0.0	0.0	0.0	0.0
Change in Trade and other Payables	303.0	43.0	173.0	(187.0)	312.0	120.0	(45.0)	353.5	150.3	96.8	111.9	132.0
Change in Unearned Revenue	150.0	105.0	(455.0)	232.0	197.0	458.0	240.0	111.8	155.1	140.2	121.2	133.6
Change in Provisions	121.0	(3.0)	150.0	(294.0)	(61.0)	(94.0)	31.0	(169.0)	(111.9)	(78.7)	(54.3)	(35.9)
Change in other Assets or Liabilities	2.0	(64.0)	(207.0)	25.0	37.0	59.0	(12.0)	0.0	0.0	0.0	0.0	0.0
Change in Derivatives	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	(494.2)	(16.5)	(7.6)	(18.6)	(13.4)
Change in Hedging Reserve	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	261.4	9.1	8.5	8.0	8.2
Cash Generated from/(used in) Operations	1,215.0	1,098.0	(542.0)	(755.0)	892.0	1,509.0	1,483.0	1,360.6	1,612.6	1,877.7	2,080.4	2,262.5
Interest and other Financing Charges Paid	(191.0)	(291.0)	(245.0)	(282.0)	(123.0)	(71.0)	(134.0)	(153.0)	(144.5)	(138.4)	(134.1)	(131.2)
Interest and other Financing Income Received	11.0	12.0	12.0	1.0	11.0	125.0	124.0	162.6	175.3	187.1	198.3	209.7
Net Tax Paid	(74.0)	(58.0)	13.0	1.0	(4.0)	(12.0)	(8.0)	(174.3)	(169.5)	(212.9)	(234.0)	(236.6)
Net Cash Generated from Operating Activities	961.0	761.0	(762.0)	(1,035.0)	776.0	1,551.0	1,465.0	1,195.9	1,473.9	1,713.6	1,910.6	2,104.4

Operating Model – Cashflow Statement – Investing Activities & Financing Activities

Cash Flow Statement	FY 2018A	FY 2019A	FY 2020A	FY 2021A	FY 2022A	FY 2023A	FY 2024A	FY 2025E	FY 2026E	FY 2027E	FY 2028E	FY 2029E
in £ millions	30 Sep 2018	30 Sep 2019	30 Sep 2020	30 Sep 2021	30 Sep 2022	30 Sep 2023	30 Sep 2024	30 Sep 2025	30 Sep 2026	30 Sep 2027	30 Sep 2028	30 Sep 2029
Proceeds from Sale of Property, Plant and Equipment	0.0	0.0	0.0	0.0	0.0	0.0	9.0	0.0	0.0	0.0	0.0	0.0
Purchase of PP&E, Intangible Assets and Acquisition of Subsidiary	(1,012.0)	(984.0)	(695.0)	(149.0)	(530.0)	(754.0)	(951.0)	n.a.	n.a.	n.a.	n.a.	n.a.
Purchase of PP&E	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	(1,199.5)	(1,530.5)	(1,546.3)	(1,398.8)	(1,505.2)
Purchase of Intangibles	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	(91.1)	(98.2)	(104.9)	(111.1)	(117.5)
Proceeds from Sale and Operating Leaseback of Aircraft	106.0	121.0	702.0	836.0	87.0	76.0	114.0	0.0	0.0	0.0	0.0	0.0
Net Change in Money Market Deposits	269.0	52.0	259.0	32.0	(126.0)	126.0	(2,118.0)	(58.0)	(59.6)	(61.3)	(62.9)	(64.7)
Net Cash Generated from Investing Activities	(637.0)	(811.0)	266.0	719.0	(569.0)	(552.0)	(2,946.0)	(1,348.6)	(1,688.3)	(1,712.4)	(1,572.8)	(1,687.4)
Proceeds from Debt Issuance	0.0	443.0	1,399.0	1,804.0	0.0	0.0	718.0	500.0	0.0	0.0	1,200.0	0.0
Repayment of Bank Loans and other Borrowings	0.0	0.0	0.0	(1,045.0)	(377.0)	(1,192.0)	(434.0)	(500.0)	0.0	0.0	(1,200.0)	0.0
Repayment of Capital Element of Finance Leases IAS 17	(6.0)	(174.0)	(230.0)	(261.0)	(206.0)	(218.0)	(222.0)	(287.3)	(241.6)	(209.0)	(186.2)	(170.7)
Other Financing Activities	(21.0)	(9.0)	387.0	1,143.0	51.0	(10.0)	(27.0)	29.1	17.9	13.7	8.8	5.9
Net Cash Generated from Financing Activities	(27.0)	260.0	1,556.0	1,641.0	(532.0)	(1,420.0)	35.0	(258.2)	(223.7)	(195.3)	(177.4)	(164.8)
Effect of Exchange Rate Changes	17.0	50.0	(61.0)	(73.0)	303.0	(168.0)	(136.0)	0.0	0.0	0.0	0.0	0.0
Net Change in Cash and Cash Equivalents	314.0	260.0	999.0	1,252.0	(22.0)	(589.0)	(1,582.0)	(411.0)	(438.2)	(194.2)	160.4	252.2

Discounted Cash Flow Model Overview

DCF Valuation	FY 2023A	FY 2024A	FY 2025E	FY 2026E	FY 2027E	FY 2028E	FY 2029E	TV
Valuation Date: Jan 24, 2025	Sep 30, 2023	Sep 30, 2024	Sep 30, 2025	Sep 30, 2026	Sep 30, 2027	Sep 30, 2028	Sep 30, 2029	Sep 30, 2029
<i>in £ millions</i>								
Net Sales	8,171.0	9,309.0	10,063.9	10,849.5	11,583.2	12,274.9	12,979.8	
Growth YoY (%)	n.a.	13.9%	8.1%	7.8%	6.8%	6.0%	5.7%	
Gross Profit	2,052.0	2,330.0	2,416.8	2,630.3	2,995.5	3,261.3	3,464.1	
Gross Profit Margin (%)	25.1%	25.0%	24.0%	24.2%	25.9%	26.6%	26.7%	
EBITDA	1,126.0	1,359.0	1,309.0	1,436.0	1,720.5	1,910.2	2,035.3	
EBITDA Margin (%)	13.8%	14.6%	13.0%	13.2%	14.9%	15.6%	15.7%	
EBIT	453.0	589.0	690.3	649.9	806.1	875.5	871.5	
EBIT Margin (%)	5.5%	6.3%	6.9%	6.0%	7.0%	7.1%	6.7%	
- Taxes	(108.0)	(150.0)	(171.9)	(161.8)	(200.7)	(218.0)	(217.0)	
Tax rate (%)	24.9%	24.9%	24.9%	24.9%	24.9%	24.9%	24.9%	
NOPLAT	345.0	439.0	518.4	488.1	605.4	657.5	654.5	
+ Depreciation & Amort.	673.0	770.0	618.7	786.1	914.4	1,034.7	1,163.8	
- Change in NWC	558.0	(28.0)	492.5	281.7	214.9	212.2	244.3	
- Capital Expenditures	(677.0)	(811.0)	(1,199.5)	(1,530.5)	(1,546.3)	(1,398.8)	(1,505.2)	
- IFRS16 Capex	(208.0)	(497.0)	(100.6)	(108.5)	(115.8)	(122.7)	(129.8)	
								<i>g = 2.0%</i>
Unlevered FCF	691.0	(127.0)	329.5	(83.1)	72.5	382.8	427.6	7,126.1
<i>in % of Net Sales</i>	8.5%	(1.4%)	3.3%	(0.8%)	0.6%	3.1%	3.3%	
<i>Reinvestment Rate, % NOPLAT</i>	(160.6%)	15.7%	17.0%	94.8%	68.9%	23.1%	14.8%	
Partial Period Adjustment			0.68	1.00	1.00	1.00	1.00	
Adjusted UFCFs			225.2	(83.1)	72.5	382.8	427.6	7,126.1
WACC (%)			8.12%	8.12%	8.12%	8.12%	8.12%	8.12%
Periods for Discounting			0.68	1.68	2.68	3.68	4.68	4.68
Discount Factor			0.95	0.88	0.81	0.75	0.69	0.69
PV of Adjusted UFCFs			213.5	(72.9)	58.8	287.2	296.6	4,943.6

PV Sum of Adjusted UFCFs	13.7%	783.3
PV of Terminal Value	86.3%	4,943.6
Enterprise Value (EV)	100.0%	5,726.9
- Total Debt (incl. Leases)		(3,280.0)
+ Cash & ST Investments		3,461.0
= (Net Debt)		181.0
- Preferred Shares		-
- Non-controlling Interests		-
- Post-employment Benefit Obligations		(17.0)
- Long-Term Provisions		(806.0)
Implied Equity Value		5,084.9
/ Shares Outstanding		750.8
Implied Price per Share		£ 6.77

Sensitivity

Share Price

WACC	TV g				
	1.0%	1.5%	2.0%	2.5%	3.0%
9.12%	4.86	5.20	5.58	6.02	6.52
8.62%	5.30	5.68	6.13	6.65	7.26
8.12%	5.79	6.25	6.77	7.39	8.14
7.62%	6.36	6.90	7.53	8.29	9.21
7.12%	7.03	7.67	8.44	9.38	10.54

Peer Overview

Tier	#	Company Name	Total Enterprise Value (CIQ), (respective currency, m)	Total Revenue (respective currency, m)	EBITDA (respective currency, m)	EV/ EBITDA (x)	Price/ EPS (x)	EV/ Forward EBITDA (x)	Price/ Forward EPS (x)
		SP_COMPANY_NAME	IQ_TEV	SP_TOTAL_REV FY0	SP_EBITDA FY0	IQ_TEV_EBITDA LTM	IQ_PE LTM	SP_TEV_EBITDA A_FWD FY2024	SP_PE_FWD FY2024

Segment 01 | EU-Based Lowcost Carriers

Tier	#	Company Name	Total Enterprise Value (CIQ), (respective currency, m)	Total Revenue (respective currency, m)	EBITDA (respective currency, m)	EV/ EBITDA (x)	Price/ EPS (x)	EV/ Forward EBITDA (x)	Price/ Forward EPS (x)
Tier I	1	Wizz Air Holdings Plc	5,252.8	5,086.9	835.9	6.3x	6.5x	4.1x	5.9x
	2	Ryanair Holdings plc	17,366.9	13,560.6	2,787.5	6.2x	13.5x	5.6x	11.0x
	3	Norwegian Air Shuttle ASA	13,830.5	32,871.8	5,268.6	2.6x	6.7x	1.8x	6.4x
	4	Jet2 plc	790.2	6,933.3	792.3	1.0x	6.9x	1.1x	7.9x

Segment 02 | EU-Based Legacy Carriers

Tier	#	Company Name	Total Enterprise Value (CIQ), (respective currency, m)	Total Revenue (respective currency, m)	EBITDA (respective currency, m)	EV/ EBITDA (x)	Price/ EPS (x)	EV/ Forward EBITDA (x)	Price/ Forward EPS (x)
Tier II	1	Finnair Oyj	1,301.7	3,006.6	146.9	8.9x	6.4x	2.7x	7.0x
	2	Deutsche Lufthansa AG	12,078.1	36,931.0	3,483.0	3.5x	6.2x	2.7x	5.4x
	3	Air France-KLM SA	13,471.8	30,989.0	3,742.0	3.6x	23.2x	3.0x	2.1x
	4	International Consolidated Airlines Group S.A.	21,815.1	26,027.0	4,831.4	4.5x	7.0x	4.0x	6.5x

Segment 03 | US-Based Lowcost Carriers

Tier	#	Company Name	Total Enterprise Value (CIQ), (respective currency, m)	Total Revenue (respective currency, m)	EBITDA (respective currency, m)	EV/ EBITDA (x)	Price/ EPS (x)	EV/ Forward EBITDA (x)	Price/ Forward EPS (x)
Tier III	1	Frontier Group Holdings, Inc.	5,584.7	3,664.0	1,448.5	3.9x	(317.8x)	7.1x	16.5x
	2	Allegiant Travel Company	3,749.3	2,495.9	393.6	9.5x	(69.9x)	7.4x	14.7x

Trading Multiples (Historic Financials)

Trading Multiples (Historic)		Country	Market Cap	EV / Revenue	EV / EBITDA	P / E
#	Company Name			LTM	LTM	LTM
01.	Wizz Air Holdings Plc	Hungary	1,259	1.0x	6.3x	6.5x
02.	Ryanair Holdings plc	Ireland	17,985	1.3x	6.2x	13.5x
03.	Norwegian Air Shuttle ASA	Norway	728	0.4x	2.6x	6.7x
04.	Jet2 plc	United Kingdom	3,220	0.1x	1.0x	6.9x
05.	Finnair Oyj	Finland	420	0.4x	8.9x	6.4x
06.	Deutsche Lufthansa AG	Germany	6,251	0.3x	3.5x	6.2x
07.	Air France-KLM SA	France	1,647	0.4x	3.6x	23.2x
08.	International Consolidated Airlines Group S.	United Kingdom	15,821	0.8x	4.5x	7.0x
09.	Frontier Group Holdings, Inc.	United States	1,527	1.5x	3.9x	n.a.
10.	Allegiant Travel Company	United States	1,468	1.5x	9.5x	n.a.
Median				0.8x	4.8x	8.0x
#	easyJet plc	United Kingdom	3,656.7	0.4x	2.7x	8.5x

Trading Multiples (Forward Financials)

Trading Multiples (Forward)		Country	Market Cap	EV / Revenue	EV / EBITDA	P / E
#	Company Name			NTM	NTM	NTM
01.	Wizz Air Holdings Plc	Hungary	1,259	1.1x	4.1x	5.9x
02.	Ryanair Holdings plc	Ireland	17,985	1.2x	5.6x	11.0x
03.	Norwegian Air Shuttle ASA	Norway	728	0.4x	1.8x	6.4x
04.	Jet2 plc	United Kingdom	3,220	0.1x	1.1x	7.9x
05.	Finnair Oyj	Finland	420	0.4x	2.7x	7.0x
06.	Deutsche Lufthansa AG	Germany	6,251	0.3x	2.7x	5.4x
07.	Air France-KLM SA	France	1,647	0.4x	3.0x	2.1x
08.	International Consolidated Airlines Group S.	United Kingdom	15,821	0.8x	4.0x	6.5x
09.	Frontier Group Holdings, Inc.	United States	1,527	1.4x	7.1x	16.5x
10.	Allegiant Travel Company	United States	1,468	1.4x	7.4x	14.7x
Median				0.7x	3.7x	8.1x
#	easyJet	United Kingdom	3,656.7	0.4x	2.4x	7.1x

Implied Target Price	EV / Revenue	EV / EBITDA	P / E
Implied Price per share (Financials)	£ 9.67	8.95	4.74
Target Share Price (Mean of Medians)	£ 8.08		

Appendix

Lease Schedule

Period	2017	FY 2020A	FY 2021A	FY 2022A	FY 2023A	FY 2024A	FY 2025E	FY 2026E	FY 2027E	FY 2028E	FY 2029E
		30 Sep 2020	30 Sep 2021	30 Sep 2022	30 Sep 2023	30 Sep 2024	30 Sep 2025	30 Sep 2026	30 Sep 2027	30 Sep 2028	30 Sep 2029
Live Assumptions											
Net Sales		3,009.0	1,458.0	5,769.0	8,171.0	9,309.0	10,063.9	10,849.5	11,583.2	12,274.9	12,979.8
Additions in % of Net Sales		4.39%	47.53%	0.92%	2.55%	5.34%	1.00%	1.00%	1.00%	1.00%	1.00%
Increase Lease Liabilities		132.0	693.0	53.0	208.0	497.0	100.6	108.5	115.8	122.7	129.8

Right of Use Assets

Existing Right of Use Assets

Useful Life: 05y											
Existing RoU (BoP)		n.a.	644.0	1,096.0	953.0	928.0	1,190.0	952.0	714.0	476.0	238.0
- Depreciation							(238.0)	(238.0)	(238.0)	(238.0)	(238.0)
Existing RoU (EoP)		644.0	1,096.0	953.0	928.0	1,190.0	952.0	714.0	476.0	238.0	0.0

New Right of Use Assets

Useful Life: 05y											
New RoU Assets (BoP)		n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	90.6	168.1	230.5	276.0
+ Additions to RoU Assets							100.6	108.5	115.8	122.7	129.8
				Additions	Ann. Depr.	Period					
				100.6	(20.1)	FY 2025E	(10.1)	(20.1)	(20.1)	(20.1)	(20.1)
				108.5	(21.7)	FY 2026E	-	(10.8)	(21.7)	(21.7)	(21.7)
				115.8	(23.2)	FY 2027E	-	-	(11.6)	(23.2)	(23.2)
				122.7	(24.5)	FY 2028E	-	-	-	(12.3)	(24.5)
				129.8	(26.0)	FY 2029E	-	-	-	-	(13.0)
- Depreciation of New RoU Assets							(10.1)	(31.0)	(53.4)	(77.3)	(102.5)
New RoU Assets (EoP)		n.a.	n.a.	n.a.	n.a.	n.a.	90.6	168.1	230.5	276.0	303.3

Appendix

Lease Schedule (Continued)

Period	2017	FY 2020A	FY 2021A	FY 2022A	FY 2023A	FY 2024A	FY 2025E	FY 2026E	FY 2027E	FY 2028E	FY 2029E
		30 Sep 2020	30 Sep 2021	30 Sep 2022	30 Sep 2023	30 Sep 2024	30 Sep 2025	30 Sep 2026	30 Sep 2027	30 Sep 2028	30 Sep 2029
Summary											
Total RoU Assets (EoP)		644.0	1,096.0	953.0	928.0	1,190.0	1,042.6	882.1	706.5	514.0	303.3
Total Depreciation of RoU Assets		n.a.	n.a.	n.a.	n.a.	n.a.	(248.1)	(269.0)	(291.4)	(315.3)	(340.5)
Lease Liability & Lease Interest Expense											
Lease Liability (BoP)		578.0	710.0	1,079.0	1,113.0	989.0	1,174.0	987.3	854.2	761.0	697.5
+ Additions to Lease Liabilities							100.6	108.5	115.8	122.7	129.8
- Repayment of Lease Principal		(230.0)	(261.0)	(206.0)	(218.0)	(222.0)	(287.3)	(241.6)	(209.0)	(186.2)	(170.7)
Repayment in % of BoP Lease Liabilities			(36.8%)	(19.1%)	(19.6%)	(22.4%)	(24.5%)	(24.5%)	(24.5%)	(24.5%)	(24.5%)
Lease Liability (EoP)		710.0	1,079.0	1,113.0	989.0	1,174.0	987.3	854.2	761.0	697.5	656.6
Current Lease Liability Proportion (EoP)		31.5%	17.5%	22.2%	21.9%	19.3%	19.3%	19.3%	19.3%	19.3%	19.3%
Non-Current Lease Liabilities Proportion (EoP)		68.5%	82.5%	77.8%	78.1%	80.7%	80.7%	80.7%	80.7%	80.7%	80.7%
Current Lease Liabilities (EoP)		224.0	189.0	247.0	217.0	227.0	190.9	165.2	147.1	134.9	127.0
Non-Current Lease Liabilities (EoP)		486.0	890.0	866.0	772.0	947.0	796.4	689.1	613.9	562.7	529.7
Average Lease Liability		644.0	894.5	1,096.0	1,051.0	1,081.5	1,080.7	920.8	807.6	729.3	677.1
Base Rate (Rf)	2.74%										
+ Margin	1.84%										
Lease Interest rate	4.58%										
Lease Interest Expense		(20.0)	(41.0)	(43.0)	(46.0)	(55.0)	(53.8)	(45.2)	(39.1)	(34.9)	(32.0)
		(3.5%)	(5.8%)	(4.0%)	(4.1%)	(5.6%)	(4.6%)	(4.6%)	(4.6%)	(4.6%)	(4.6%)

Revenue Forecast

Period	FY 2020A	FY 2021A	FY 2022A	FY 2023A	FY 2024A	FY 2025E	FY 2026E	FY 2027E	FY 2028E	FY 2029E
	30 Sep 2020	30 Sep 2021	30 Sep 2022	30 Sep 2023	30 Sep 2024	30 Sep 2025	30 Sep 2026	30 Sep 2027	30 Sep 2028	30 Sep 2029
Revenue Forecast										
Base Case Assumptions										
Passenger Revenue	2.303,00	1.000,00	3.816,00	5.221,00	5.715,00	5.981,14	6.302,34	6.621,20	6.928,37	7.228,08
Segment (%)	76,54%	68,59%	66,15%	63,90%	61,39%	59,43%	58,09%	57,16%	56,44%	55,69%
Airline Ancillary Revenue	706,00	458,00	1.585,00	2.174,00	2.457,00	2.608,71	2.745,43	2.889,32	3.025,98	3.153,65
Segment (%)	23,46%	31,41%	27,47%	26,61%	26,39%	25,92%	25,30%	24,94%	24,65%	24,30%
Holidays Incremental Revenue	0,00	0,00	368,00	776,00	1.137,00	1.474,04	1.801,71	2.072,68	2.320,54	2.598,03
Segment (%)	0,00%	0,00%	6,38%	9,50%	12,21%	14,65%	16,61%	17,89%	18,90%	20,02%
Total Revenue	3.009,00	1.458,00	5.769,00	8.171,00	9.309,00	10.063,89	10.849,48	11.583,19	12.274,88	12.979,76
<i>→ Base Case reflects the fulfilling of easyJet's own growth and efficiency targets</i>										
Optimistic Case Assumptions										
Passenger Revenue	2.303,00	1.000,00	3.816,00	5.221,00	5.715,00	5.981,14	6.302,34	6.621,20	6.928,37	7.228,08
Segment (%)	76,54%	68,59%	66,15%	63,90%	61,39%	59,43%	58,09%	57,16%	56,44%	55,69%
Airline Ancillary Revenue	706,00	458,00	1.585,00	2.174,00	2.457,00	2.611,18	2.753,82	2.908,02	3.059,99	3.208,57
Segment (%)	23,46%	31,41%	27,47%	26,61%	26,39%	25,92%	25,30%	24,94%	24,65%	24,30%
Holidays Incremental Revenue	0,00	0,00	368,00	776,00	1.137,00	1.474,04	1.816,85	2.146,08	2.446,80	2.714,26
Segment (%)	0,00%	0,00%	6,38%	9,50%	12,21%	14,65%	16,61%	17,89%	18,90%	20,02%
Total Revenue	3.009,00	1.458,00	5.769,00	8.171,00	9.309,00	10.066,35	10.873,00	11.675,30	12.435,16	13.150,92
<i>→ Optimistic Case assumes higher market share in holidays segment & higher in-flight retail revenue</i>										
Conservative Case Assumptions										
Passenger Revenue	2.303,00	1.000,00	3.816,00	5.221,00	5.715,00	5.981,14	5.672,10	5.959,08	6.928,37	7.228,08
Segment (%)	76,54%	68,59%	66,15%	63,90%	61,39%	59,43%	58,09%	57,16%	56,44%	55,69%
Airline Ancillary Revenue	706,00	458,00	1.585,00	2.174,00	2.457,00	2.608,71	2.470,89	2.600,38	3.025,98	3.153,65
Segment (%)	23,46%	31,41%	27,47%	26,61%	26,39%	25,92%	25,30%	24,94%	24,65%	24,30%
Holidays Incremental Revenue	0,00	0,00	368,00	776,00	1.137,00	1.474,04	1.621,54	1.865,41	2.320,54	2.598,03
Segment (%)	0,00%	0,00%	6,38%	9,50%	12,21%	14,65%	16,61%	17,89%	18,90%	20,02%
Total Revenue	3.009,00	1.458,00	5.769,00	8.171,00	9.309,00	10.063,89	9.764,53	10.424,87	12.274,88	12.979,76

Appendix

Passenger Revenue Forecast

Period	FY 2020A	FY 2021A	FY 2022A	FY 2023A	FY 2024A	FY 2025E	FY 2026E	FY 2027E	FY 2028E	FY 2029E
	30 Sep 2020	30 Sep 2021	30 Sep 2022	30 Sep 2023	30 Sep 2024	30 Sep 2025	30 Sep 2026	30 Sep 2027	30 Sep 2028	30 Sep 2029
Passenger Revenue Forecast										
Passenger Revenue	2,303,00	1,000,00	3,816,00	5,221,00	5,715,00	5,981,14	6,302,34	6,621,20	6,928,37	7,228,08
YoY Growth (%)		-56,58%	281,60%	36,82%	9,46%	4,66%	5,37%	5,06%	4,64%	4,33%
Number Passengers (mil)	48,10	20,40	69,70	82,80	89,70	93,74	97,95	102,36	106,97	111,78
YoY Growth (%)		-57,59%	241,67%	18,79%	8,33%	4,50%	4,50%	4,50%	4,50%	4,50%
Seats Flown (mil)	55,10	28,20	81,50	92,60	100,40	103,41	106,51	109,71	112,45	114,70
YoY Growth (%)		-48,82%	189,01%	13,62%	8,42%	3,00%	3,00%	3,00%	2,50%	2,00%
Load Factor (%)	87,2%	72,5%	85,5%	89,3%	89,3%	90,6%	92,0%	93,3%	95,1%	97,5%
Airline Revenue Per Seat	54,35	50,54	66,23	79,84	81,35	82,89	84,46	86,05	87,68	89,34
YoY Growth (%)		-7,01%	31,04%	20,55%	1,89%	1,89%	1,89%	1,89%	1,89%	1,89%
Airline Revenue Per ASK (RASK)	4,82	4,37	5,54	6,52	6,85	6,85	6,75	6,85	6,95	7,05
YoY Growth (%)		-9,34%	28,77%	17,69%	1,99%	0,00%	1,50%	1,48%	1,46%	1,44%
Airline Revenue Per Passenger	62,61	71,37	77,48	89,36	91,11	92,48	93,86	94,80	95,56	96,33
YoY Growth (%)		13,99%	8,56%	15,33%	1,98%	1,50%	1,50%	1,00%	0,80%	0,80%
Distance Flown (km)(mil)	1.178,47	1.169,56	1.205,70	1.233,84	1.234,13	1.240,30	1.245,27	1.249,00	1.251,50	1.252,75
YoY Growth (%)		-0,76%	3,09%	2,33%	0,02%	0,50%	0,40%	0,30%	0,20%	0,10%
ASK (mil)	62.380,00	33.348,00	97.287,00	113.334,00	122.885,00	128.262,42	132.638,73	137.027,75	140.734,35	143.692,58
RPK (mil)	58.914,00	23.594,00	84.874,00	102.984,00	111.615,00	116.261,85	121.979,60	127.851,09	133.871,60	140.035,72
Passenger Revenue (calculated via Revenue per Seat)	2.288,69	967,23	3.812,75	5.219,18	5.710,54	5.962,96	6.250,37	6.551,60	6.833,96	7.083,72
Passenger Revenue (calculated via Revenue per Passenger)	2.305,54	997,95	3.815,36	5.225,01	5.715,57	6.059,72	6.448,96	6.814,91	7.196,06	7.613,84
Passenger Revenue (calculated via RASK)	2.300,72	999,31	3.804,70	5.215,38	5.714,85	5.920,74	6.207,68	6.497,09	6.755,06	6.976,68
Airline Ancillary Revenue Forecast										
Total Airline Ancillary Revenue	706,00	458,00	1,585,00	2,174,00	2,457,00	2,608,71	2,745,43	2,889,32	3,025,98	3,153,65
YoY Growth (%)		-35,13%	246,07%	37,16%	13,02%	6,17%	5,24%	5,24%	4,73%	4,22%
Ancillary RPS	12,57	15,06	19,43	23,47	24,45	25,23	25,78	26,34	26,91	27,49
YoY Growth (%)		19,81%	29,02%	20,79%	4,18%	3,18%	2,18%	2,18%	2,18%	2,18%
Ancillary Flight Revenue excl. Retail	<i>n.a.</i>	<i>n.a.</i>	1,437,49	1,977,69	2,218,05	2,337,33	2,442,81	2,561,20	2,678,09	2,791,39
Spend Per Seat (Base Case)	<i>n.a.</i>	<i>n.a.</i>	1,810	2,120	2,380	2,624	2,841	2,991	3,088	3,158
YoY Growth (%)				17,13%	12,26%	10,26%	8,26%	5,26%	3,26%	2,26%
Spend Per Seat (Optimistic Case)	<i>n.a.</i>	<i>n.a.</i>	1,810	2,120	2,380	2,648	2,920	3,161	3,391	3,637
YoY Growth (%)				17,13%	12,26%	11,26%	10,26%	8,26%	7,26%	7,26%
Profit Per Seat before Tax	<i>n.a.</i>	<i>n.a.</i>	0,52	0,75	0,85	1,00	1,08	1,17	1,21	1,27
Margin on Sales (%)	<i>n.a.</i>	<i>n.a.</i>	28,98%	35,35%	35,89%	38,11%	38,11%	39,11%	39,11%	40,11%
In-Flight Retail Revenue	<i>n.a.</i>	<i>n.a.</i>	147,52	196,31	238,95	271,38	302,62	328,11	347,29	362,26
Segment I (%)	<i>n.a.</i>	<i>n.a.</i>	90,69%	90,97%	90,27%	89,60%	88,98%	88,64%	88,52%	88,51%
Segment II (%)	<i>n.a.</i>	<i>n.a.</i>	9,31%	9,03%	9,73%	10,40%	11,02%	11,36%	11,48%	11,49%

Appendix

Assumptions I

Assumptions	FY 2020A	FY 2021A	FY 2022A	FY 2023A	FY 2024A	FY 2025E	FY 2026E	FY 2027E	FY 2028E	FY 2029E
	30 Sep 2020	30 Sep 2021	30 Sep 2022	30 Sep 2023	Sep 30, 2024	30 Sep 2025	30 Sep 2026	30 Sep 2027	30 Sep 2028	30 Sep 2029
FY End										
Total Revenue YoY	n.a	(51,6%)	295,7%	41,6%	13,9%	8,1%	7,8%	6,8%	6,0%	5,7%
Optimistic						8,1%	8,0%	7,4%	6,5%	5,8%
Base						8,1%	7,8%	6,8%	6,0%	5,7%
Conservative						8,1%	(3,0%)	6,8%	17,7%	5,7%
Total COGS YoY	n.a	(41,0%)	169,1%	39,0%	14,1%	9,6%	7,5%	4,5%	5,0%	5,6%
Optimistic						9,6%	8,0%	4,9%	5,5%	6,6%
Base						9,6%	7,5%	4,5%	5,0%	5,6%
Conservative						9,6%	(0,5%)	5,0%	12,0%	5,6%
Selling and Marketing, % of Sales	3,6%	4,1%	3,0%	2,8%	2,8%	2,9%	2,9%	2,9%	2,9%	2,9%
Optimistic						2,9%	2,9%	2,9%	2,9%	2,9%
Base						2,9%	2,9%	2,9%	2,9%	2,9%
Conservative						2,9%	2,9%	2,9%	2,9%	2,9%
Other Expense, % of Sales	18,5%	19,0%	11,6%	8,6%	8,2%	8,4%	8,4%	8,4%	8,4%	8,4%
Optimistic						8,0%	8,0%	8,0%	8,0%	8,0%
Base						8,4%	8,4%	8,4%	8,4%	8,4%
Conservative						9,0%	9,0%	8,4%	8,4%	8,4%
Other Income, % of Sales	2,3%	5,8%	0,2%	0,1%	0,6%	0,3%	0,3%	0,3%	0,3%	0,3%
Optimistic						0,3%	0,3%	0,3%	0,3%	0,3%
Base						0,3%	0,3%	0,3%	0,3%	0,3%
Conservative						0,3%	0,3%	0,3%	0,3%	0,3%
Interest Income, % of Sales	3,9%	5,0%	0,5%	1,6%	1,5%	1,6%	1,6%	1,6%	1,6%	1,6%
Optimistic						1,6%	1,6%	1,6%	1,6%	1,6%
Base						1,6%	1,6%	1,6%	1,6%	1,6%
Conservative						1,6%	1,6%	1,6%	1,6%	1,6%
Share-based compensation, % Sales	0,6%	1,1%	0,5%	0,2%	0,3%	0,3%	0,3%	0,3%	0,3%	0,3%
Optimistic						0,3%	0,3%	0,3%	0,3%	0,3%
Base						0,3%	0,3%	0,3%	0,3%	0,3%
Conservative						0,3%	0,3%	0,3%	0,3%	0,3%

Appendix

Assumptions II

Assumptions	FY 2020A	FY 2021A	FY 2022A	FY 2023A	FY 2024A	FY 2025E	FY 2026E	FY 2027E	FY 2028E	FY 2029E
FY End	30 Sep 2020	30 Sep 2021	30 Sep 2022	30 Sep 2023	30 Sep 2024	30 Sep 2025	30 Sep 2026	30 Sep 2027	30 Sep 2028	30 Sep 2029
Derivatives Financial Instruments - A (short-term), % Sales	0,7%	12,7%	7,3%	2,3%	0,3%	3,3%	3,3%	3,3%	3,3%	3,3%
Optimistic						3,3%	3,3%	3,3%	3,3%	3,3%
Base						3,3%	3,3%	3,3%	3,3%	3,3%
Conservative						3,3%	3,3%	3,3%	3,3%	3,3%
Derivatives Financial Instruments - A (long-term), % Sales	3,0%	5,9%	2,2%	0,4%	0,0%	0,9%	0,9%	0,9%	0,9%	0,9%
Optimistic						0,9%	0,9%	0,9%	0,9%	0,9%
Base						0,9%	0,9%	0,9%	0,9%	0,9%
Conservative						0,9%	0,9%	0,9%	0,9%	0,9%
Other Investments, growing at risk-free rate%	2,7%	2,7%	2,7%	2,7%	2,7%	2,7%	2,7%	2,7%	2,7%	2,7%
Optimistic						2,9%	2,9%	2,9%	2,9%	2,9%
Base						2,7%	2,7%	2,7%	2,7%	2,7%
Conservative						2,5%	2,5%	2,5%	2,5%	2,5%
Other non-current assets, % of lease liability	18,7%	12,5%	8,2%	14,0%	14,4%	14,2%	14,3%	14,2%	14,3%	14,2%
Optimistic						14,2%	14,3%	14,2%	14,3%	14,2%
Base						14,2%	14,3%	14,2%	14,3%	14,2%
Conservative						14,2%	14,3%	14,2%	14,3%	14,2%
Derivatives Financial Instruments - L (short-term), % Sales	11,7%	2,1%	1,5%	0,7%	2,9%	1,8%	1,8%	1,8%	1,8%	1,8%
Optimistic						1,8%	1,8%	1,8%	1,8%	1,8%
Base						1,8%	1,8%	1,8%	1,8%	1,8%
Conservative						1,8%	1,8%	1,8%	1,8%	1,8%
Derivatives Financial Instruments - L (long-term), % Sales	2,8%	2,5%	0,4%	0,2%	0,5%	0,4%	0,4%	0,4%	0,4%	0,4%
Optimistic						0,4%	0,4%	0,4%	0,4%	0,4%
Base						0,4%	0,4%	0,4%	0,4%	0,4%
Conservative						0,4%	0,4%	0,4%	0,4%	0,4%
Unearned Revenue (long-term), % Sales	0,0%	0,1%	0,0%	0,0%	0,0%	0,1%	0,1%	0,1%	0,1%	0,1%
Optimistic						0,1%	0,1%	0,1%	0,1%	0,1%
Base						0,1%	0,1%	0,1%	0,1%	0,1%
Conservative						0,1%	0,1%	0,1%	0,1%	0,1%
Hedging Reserve, % Sales	(1,8%)	10,7%	2,9%	1,4%	(1,5%)	1,1%	1,1%	1,1%	1,1%	1,1%
Optimistic						1,1%	1,1%	1,1%	1,1%	1,1%
Base						1,1%	1,1%	1,1%	1,1%	1,1%
Conservative						1,1%	1,1%	1,1%	1,1%	1,1%
Cost of Hedging Reserve, % Hedging Reserve	(0,4%)	(0,6%)	2,9%	(1,8%)	5,8%	1,2%	1,2%	1,2%	1,2%	1,2%
Optimistic						1,2%	1,2%	1,2%	1,2%	1,2%
Base						1,2%	1,2%	1,2%	1,2%	1,2%
Conservative						1,2%	1,2%	1,2%	1,2%	1,2%
Current Provisions, % current lease liabilities	181,7%	96,8%	71,3%	80,8%	68,7%	68,7%	65,7%	62,7%	59,7%	56,7%
Optimistic						62,7%	59,7%	56,7%	53,7%	50,7%
Base						68,7%	65,7%	62,7%	59,7%	56,7%
Conservative						74,7%	71,7%	68,7%	65,7%	62,7%
Non-current Provisions, % non-current lease liabilities	68,3%	47,2%	68,0%	81,1%	85,1%	83,1%	83,1%	83,1%	83,1%	83,1%
Optimistic						83,1%	83,1%	83,1%	83,1%	83,1%
Base						83,1%	83,1%	83,1%	83,1%	83,1%
Conservative						83,1%	83,1%	83,1%	83,1%	83,1%
CAPEX	n.a.	n.a.	n.a.	n.a.	n.a.	1198,5	1530,5	1546,3	1398,8	1505,2
Optimistic						1199,5	1530,5	1546,3	1328,8	1430,0
Base						1199,5	1530,5	1546,3	1398,8	1505,2
Conservative						1199,5	1530,5	1546,3	1468,7	1580,5

Historical Operating Measures

Operating Measures	FY 2017A	FY 2018A	FY 2019A	FY 2020A	FY 2021A	FY 2022A	FY 2023A	FY 2024A
FY End:	30 Sep 2017	30 Sep 2018	30 Sep 2019	30 Sep 2020	30 Sep 2021	30 Sep 2022	30 Sep 2023	30 Sep 2024
Seats flown (millions)	86,7	95,2	105	55,1	28,2	81,5	92,6	100,4
Passengers (millions)	80,2	88,5	96,1	48,1	20,4	69,7	82,8	89,7
Load factor	92,60%	92,90%	91,50%	87,20%	72,50%	85,50%	89,30%	89,30%
Available seat kilometres (ASK) (millions)	95.792	104.800	116.056	62.380	33.348	97.267	113.334	122.886
Revenue passenger kilometres (RPK) (millions)	89.685	98.522	107.741	58.914	23.594	84.874	102.984	111.615
Average sector length (kilometres)	1.105	1.101	1.105	1.132	1.184	1.193	1.224	1.223
Sectors (thousands)	517	560	606	311	156	456	519	559
Block hours (thousands)	1.010	1.088	1.184	613	311	938	1.094	1.182
Number of aircraft owned/leased at end of year	279	315	331	342	308	320	336	347
Average number of aircraft owned/leased during year	267,3	295,1	322	337	331	321	328	342
Average number of aircraft operated per day during year	253,2	269	297	237	198	255	276	291
Number of routes operated at end of year	862	979	1.051	981	927	988	1.018	1.099
Number of airports served at end of year	138	156	159	154	153	153	155	160
easyJet holidays passengers (thousands)	0	0	0	0	58	1.072	1.883	2.575
Financial measures								
Return on capital employed	11,30%	11,70%	11,40%	-23,00%	-22,40%	-0,70%	12,00%	15,90%
Headline return on capital employed	11,90%	14,60%	11,40%	-19,90%	-25,50%	0,10%	12,60%	16,10%
Group total profit(loss) before tax per seat (£)	0	0	0	0	0	-2,55	4,67	6
Group headline profit(loss) before tax per seat (£)	0	0	0	0	0	-2,19	4,91	6,08
Airline total (loss)/profit before tax per seat (£)	4,45	4,68	4,1	-22,68	-36,33	-3,01	3,35	4,1
Airline headline profit(loss) before tax per seat (£)	4,7	6,07	4,07	-14,68	-39,87	-2,65	3,59	4,18
Airline headline profit before tax per ASK (pence)	0,43	0,55	0,37	-1,34	-3,41	-0,22	0,29	0,34
Revenue								
Airline revenue per seat (£)	58,23	61,94	60,81	54,35	50,54	66,23	79,84	81,35
Revenue per seat at constant currency (£)	58,23	61,94	60,81	54,35	50,54	66,23	79,84	81,53
Revenue per ASK (pence)	5,27	5,63	5,5	4,82	4,37	5,54	6,52	6,65
Revenue per ASK at constant currency (pence)	5,27	5,63	5,5	4,82	4,37	5,54	6,52	6,66
Revenue per passenger (£)	62,9	66,67	66,47	62,61	69,72	77,48	89,36	91,11
Revenue per passenger at constant currency (£)	62,9	66,67	66,47	62,61	69,72	77,48	89,36	91,32
Costs								
Airline headline cost per seat (£)	53,52	55,87	56,74	69,03	90,41	68,88	76,25	77,17
Airline headline cost per seat excluding fuel (£)	41,27	43,43	43,26	55,94	77,25	53,2	54,3	55,03
Airline headline cost per seat exc fuel at constant currency (£)	41,27	43,43	43,26	55,94	77,57	52,43	54,58	55,36
Per ASK Measures								
Airline headline cost per ASK (pence)	4,84	5,08	5,13	6,16	7,64	5,77	6,23	6,31
Airline headline cost per ASK excluding fuel (pence)	3,73	3,95	3,91	5,01	6,53	4,45	4,44	4,5
Airline headline cost per ASK excluding fuel at constant currency (pence)	3,73	3,95	3,91	5,01	6,55	4,39	4,46	4,52

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