Interim results

6 May 2009

easyJet plc

Introduction

Andy Harrison

Chief Executive Officer

Business on track in a difficult environment

- Results in line with expectations, increase in underlying pre-tax loss from £48.4m to £129.8m driven by:
  - increase in unit fuel cost: £90.6m, largely driven by net impact of hedging
    - net adverse impact of c. £70m in H1 ’09 vs c. £25m net benefit in H1 ‘08
  - movement of Easter c.£20m
  - reduction in interest receivable of £13.7m
  - underlying margin improvement excluding fuel and currency
- Strong total revenue performance; +7.6% per seat at constant currency
- Total underlying cost per seat ex fuel; +6.5% at constant currency

Business on track in a difficult environment

- Position strengthened both operationally and financially
  - over 50% passengers now originate outside the UK
  - market share gains - easyJet passengers up 2.9% to 19.4m when capacity fell 5% in European short haul
  - focused investment in key growth markets of London Gatwick, Paris, Milan and Madrid
  - cash and money market deposits exceed £1bn, reflecting strong cash flow
- Second half bookings and total revenue per seat in line with last year
- Full year guidance unchanged
  - profitable at current fuel prices and exchange rates

Finance review

Jeff Carr

Group Finance Director

easyJet plc

Financial results

£m	H1 '09	H1 '08	Change
Total revenue	1,032.8	892.2	15.8%
Fuel	(356.5)	(264.0)	(35.0)%
Operating costs excluding fuel*	(717.2)	(617.2)	(16.2)%
EBITDAR*	(40.9)	11.0	(471.8)%
Finance and ownership*	(88.9)	(59.4)	(49.7)%
Pre-tax loss (underlying)	(129.8)	(48.4)	(168.2)%
Margin*	(12.6)%	(5.4)%	(7.2)pp

Margins impacted by £91m increase in fuel costs
due to 26% increase in effective fuel price to $1,003 per tonne

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* Underlying number; operating costs excluding fuel exclude £9.1m of one-off integration costs for GB Airways in 2008 and finance and ownership excludes a £13.3m profit on the sale of 2 aircraft in 2009.

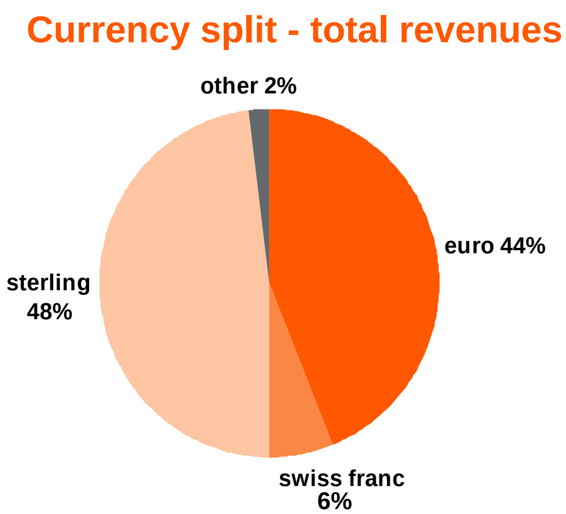
Net income, EPS, ROE

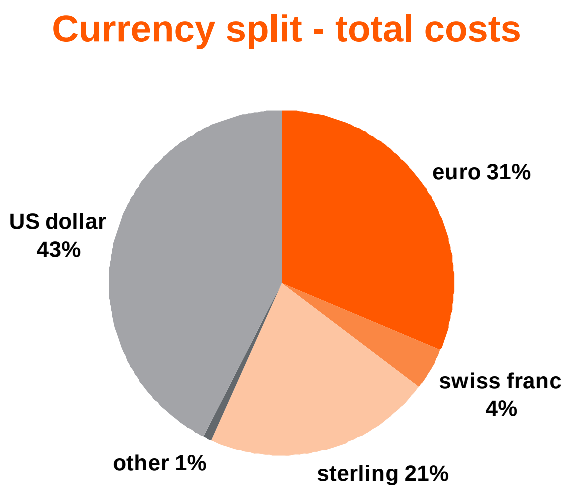
£m	H1 '09	H1 '08	Change
Pre-tax loss (underlying)	(129.8)	(48.4)	(168.2)%
One-off integration costs	-	(9.1)	-
Profit on sale of aircraft	13.3	-	-
Pre-tax loss (reported)	(116.5)	(57.5)	(102.6)%
Tax	30.6	14.2	115.5%
Net loss	(85.9)	(43.3)	(98.4)%
Loss per share (basic reported)	(20.4)	(10.3)	(98.1)%
ROE % (reported)	(7.4)	(3.7)	(3.7)pp

Full year effective tax rate planned at 26% for F '09

Impact from currency

- Over 50% of easyJet's business is non UK originating





	H1 '09	H1 '08	Change
Total revenue per seat (rps)	£44.12	£38.40	14.9%
at constant currency	£41.31	£38.40	7.6%
RASK at constant currency	3.91pence	3.81pence	2.7%
Total cost per seat ex fuel*	£34.43	£29.12	(18.2)%
at constant currency*	£31.01	£29.12	(6.5)%
CASK ex fuel at constant currency*	2.93pence	2.89pence	(1.6)%

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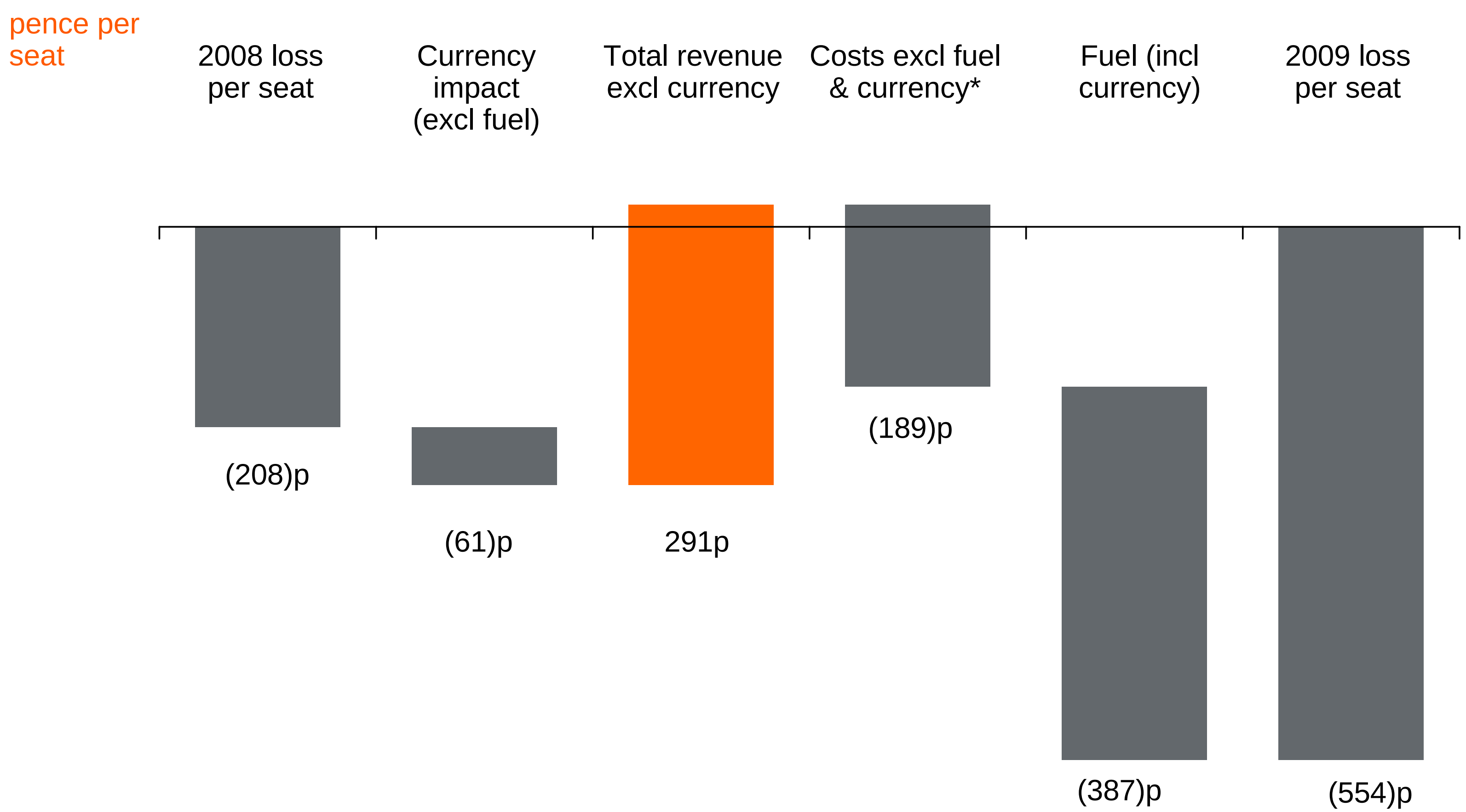
Change in pre-tax result per seat build up



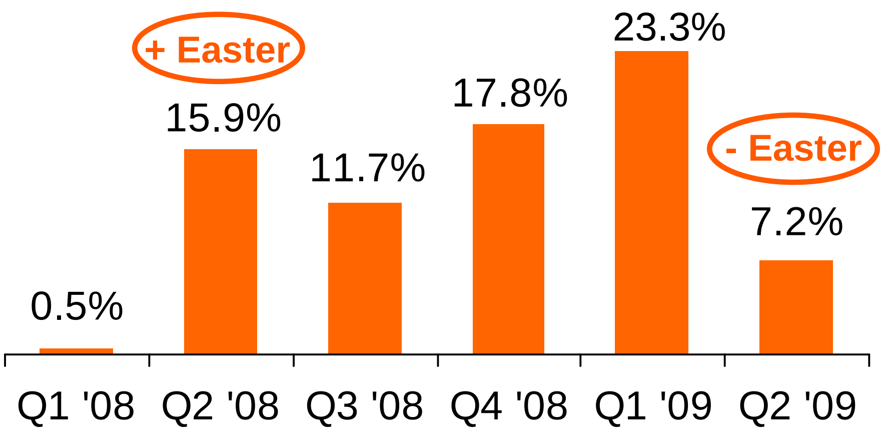
Positive margin development - excluding fuel and currency

* Underlying number; operating costs excluding fuel exclude £9.1m of one-off integration costs for GB Airways in 2008 and finance and ownership excludes a £13.3m profit on the sale of 2 aircraft in 2009.

Strong growth in total revenue per seat

	H1 ‘09	H1 ‘08	Change
Passengers (m)	19.4	18.9	2.9%
Load factor (%)	82.9	81.2	1.7ppt
Seats (m)	23.4	23.2	0.8%
Sector length (km)	1,057	1,009	4.8%
Total revenue (£m)	1,032.8	892.2	15.8%
Total revenue per seat £	44.12	38.40	14.9%
@ constant currency	41.31	38.40	7.6%

Total revenue per seat growth
vs prior period

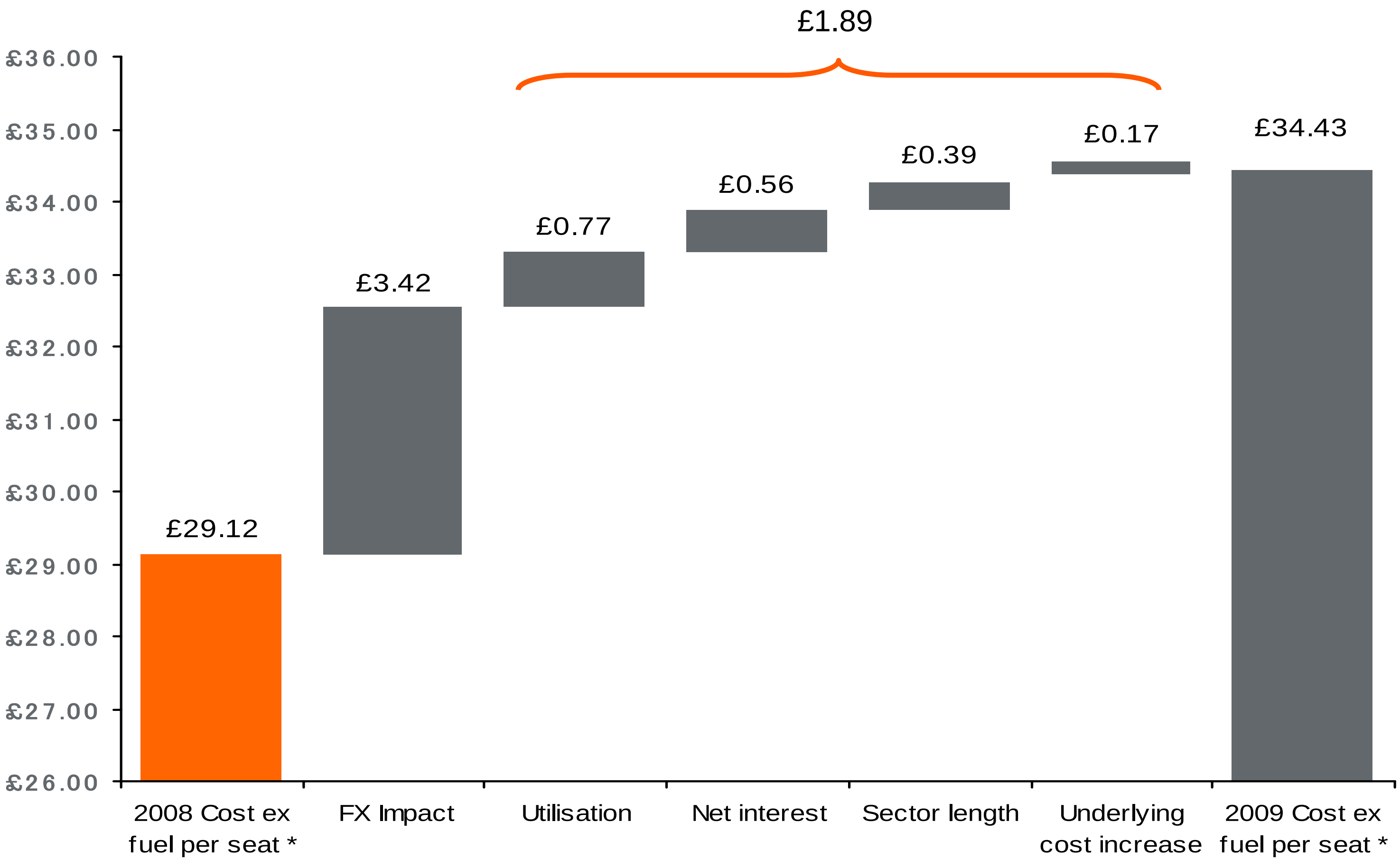


Passenger and ancillary revenues

	H1 ‘09	H1 ‘08	Change
Passenger revenue (£m)	819.2	751.0	9.1%
per seat	35.00	32.32	8.3%
Ancillary revenue (£m)	213.6	141.2	51.3%
per seat	9.12	6.08	50.0%

Change in ancillary revenue per seat	vs 2008
Baggage / sporting goods	82.4%
Speedy boarding and other discretionary charges	31.7%
Card / change fees	42.4%
Partner revenues	28.8%
In-flight revenue	0%

Cost per seat excluding fuel



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Cost per seat analysis

£ per seat		Change vs H1'08	
	H1 '09	Reported	Constant currency
Overhead & other costs	3.32	+20.0%	+19.6%
Navigation	4.18	-19.4%	+1.1%
Airports / handling	13.73	-23.2%	-7.2%
Crew	6.16	-17.3%	-10.1%
Maintenance	3.24	-28.1%	-15.0%
Ownership	3.80	-49.0%	-40.2%
Total (ex fuel)*	34.43	-18.2%	-6.5%
Total (ex fuel) per ASK (pence)*	3.26	-12.8%	-1.6%

* Underlying number; operating costs excluding fuel exclude £9.1m of one-off integration costs for GB Airways in 2008 and finance and ownership excludes a £13.3m profit on the sale of 2 aircraft in 2009.

Cost per seat - key drivers at constant currency

	change**	drivers
Overhead & other costs	+19.6%	Benefit from head office redundancies made in September 2008 Boeing spares cost optimisation project - £8m
Navigation	+1.1%	Euro control pricing offset by route mix
Airports / handling	-7.2%	Airport price increases (Gatwick, one third of increase) Continued mix shift to primary airports
Crew	-10.1%	Planned reduced aircraft utilisation over the Winter Boeing to Airbus conversion Previously negotiated pay award Increased sector length (5% increase per ASK)
Maintenance	-15.0%	Impact from GB Airways (benefit as GB fleet exits) Double running costs from in-sourcing program
Ownership	-40.2%	Majority of increase due to fall of £13.7m in interest receivable Planned reduction in aircraft utilisation over the Winter
Total (ex fuel) *	-6.5%	

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- * Underlying number; operating costs excluding fuel exclude £9.1m of one-off integration costs for GB Airways in 2008 and finance and ownership excludes a £13.3m profit on the sale of 2 aircraft in 2009.
- ** Change at constant currency

Fuel and currency – impact on H1 results

	H1 '09	H1 '08	Difference
Fuel $ / tonne *			
market rate	646	863	(217)
effective price	1,003	798	205
US dollar rate			
market rate	1.55	2.02	(47) cents
effective price	1.82	1.97	(15) cents
Actual cost of fuel £/ tonne	552	406	146

£146 / tonne is equivalent to £91m increase vs H1 '08

Cost of fuel hedging £140m; partially offset by £70m $ hedging benefit

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*Price which excludes taxes, fees and levies

Fuel and currency – hedging position

Position - six months to 30 September 2009

- Fuel - 70% of remaining requirement hedged at $1,073 per tonne, (H2 ‘08 effective price of $1,031 per tonne*)

- US dollar - 60% of remaining dollar requirement hedged at $1.95, (H2 ‘08 effective rate of $1.95)

- Euro - 56% on remaining euro surplus hedged at €1.24, (H2 ‘08 effective rate of €1.26)

H2 ‘09 unit fuel cost to be broadly in line H2 ‘08

* Excludes taxes, fees and levies

Fuel and currency – hedging position

Position - 12 months to 30 September 2010

- Fuel - 42% of anticipated requirement hedged at $796 per tonne*
- US dollar - 34% of anticipated dollar requirement hedged at $1.78
- Euro - 42% of anticipated euro surplus hedged at €1.23.

£ unit cost of fuel will reduce in F'10 if current market rates continue

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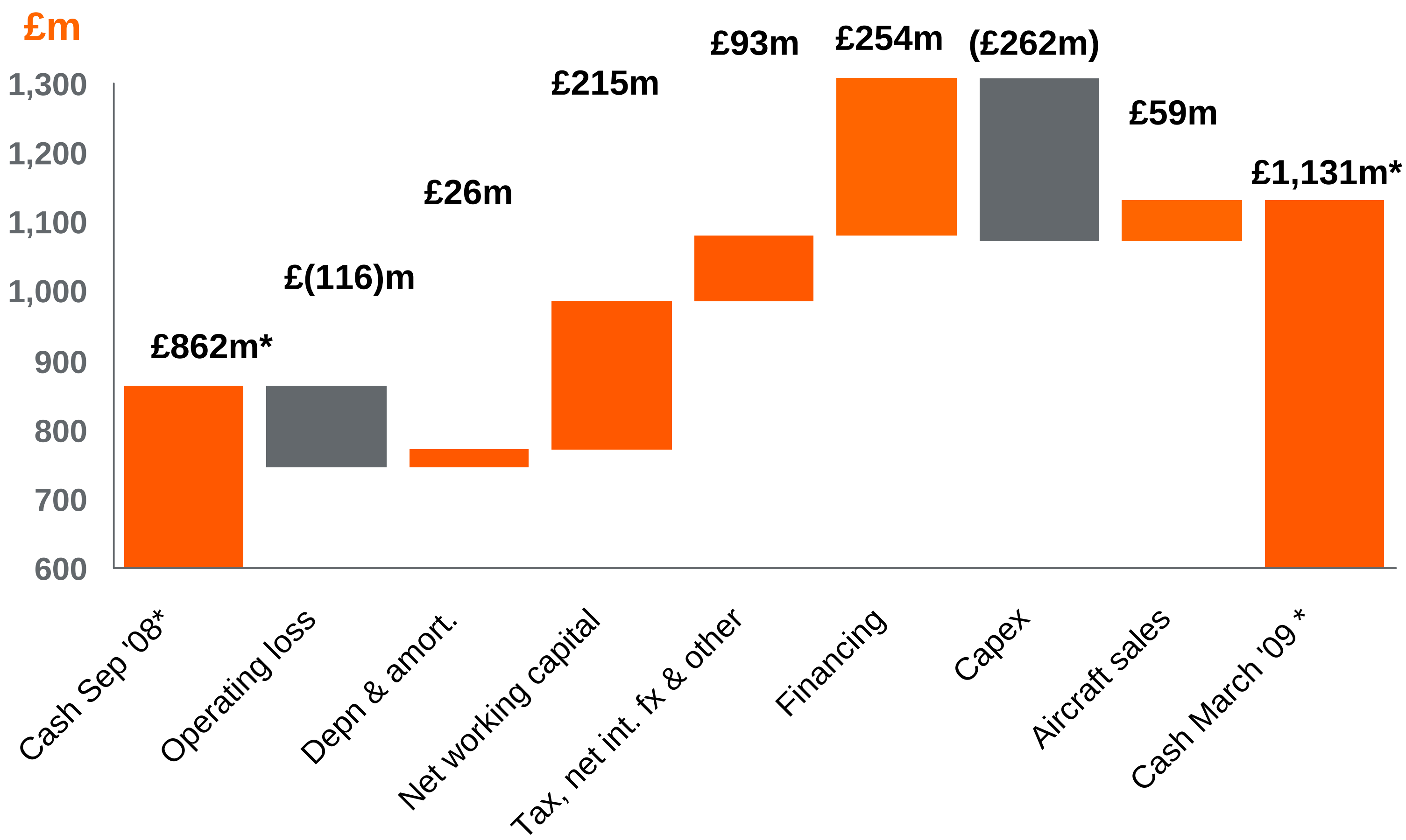
* Excludes taxes, fees and levies

Good cash generation



* Includes money market deposits but excludes restricted cash

Strong balance sheet

£m	Mar '09	Sep '08
Fixed assets	1,335	1,103
Cash and money market deposits	1,131	862
Goodwill and other intangible assets	446	446
Other assets	772	690
Total assets	3,684	3,101
Debt	1,022	627
Other liabilities	1,621	1,196
Shareholders' funds	1,041	1,278
Total equity and liabilities	3,684	3,101

Gearing*	37%	29%

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*Gearing defined as (debt + 7 x annual lease payments – cash including restricted cash) divided by (shareholders funds + debt +7 x annual lease payments – cash including restricted cash)

Net increase of eight aircraft in the fleet

	March '09	Sept '08	Change
B 737-700 (operating lease)	24	29	(5)
A319 (operating lease)	46	46	-
A319 (finance lease)	6	6	-
A319 (owned)	85	68	17
A320 (owned)	1		1
	138	120	18
GB Airways A320 (operating lease)	6	9	(3)
GB A321 (owned)	5	7	(2)
	11	16	(5)
Total fleet	173	165	8
Owned or finance lease	56%	49%	7pp
Operating lease	44%	51%	(7)pp

10 aircraft held for sale; 5 x A321 and 5 x A319

Future sources of financing

	H2 '09	F '10	F '11
Capital expenditure	$550m	$850m	$750m
Deliveries	17	27	24
Net increase in fleet size *	(1)	15	7

1. Strong operating cash flow generation
2. Cash and money market deposits of £1,131m
3. Significant financing available at excellent rates (<100bp's above LIBOR) broadly spread amongst counterparties
   - 2006 standby facility $250m
   - December 2007 undrawn facilities $430m
   - No MAC or financial covenants
   - Facilities available until F'11
4. Flexibility of 24 cash purchased aircraft owned outright
5. Proceeds from sale of aircraft

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* Assumed 10 aircraft for sale exit fleet by September 2009

Business review

Andy Harrison

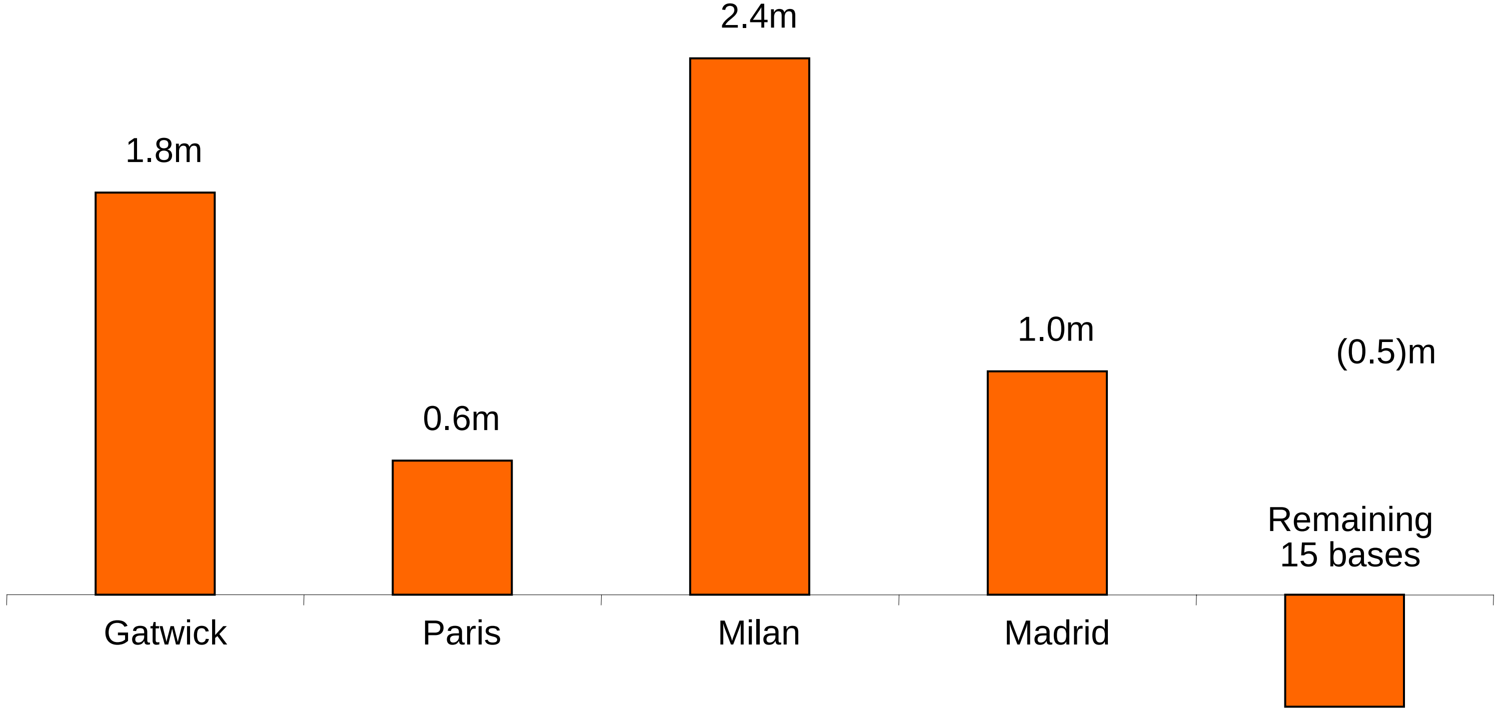
Chief Executive Officer

Continued focus on the value drivers

- Network - drives superior revenue performance
  - Targeted growth to strengthen position in key markets
  - Balanced customer mix provides resilience
  - Good load factors
  - Continued competitor capacity reductions
- Margins
  - Continue to optimise network to drive yield
  - Grow ancillaries
  - Reduce costs
- Fleet management
  - Exit expensive sub-fleets
  - Flexibility to respond to changing economic conditions

Network – strategy of targeted growth delivering

Five million growth in based seats between 2006 to 2009



- easyJet passengers on Mainland European based routes up 21% in H1 2009 compared to market reduction of c.5%
- Contribution on based aircraft at LGW and mainland Europe above network average
- Capacity reduced at underperforming bases e.g. Stansted
- Dortmund base closed October 2008

Continue to strengthen position in key markets

Growth targeted at Gatwick, Paris, Milan and Madrid

- Gatwick
  - easyJet the leading short haul airline at Gatwick
  - London is largest European network point and Gatwick has largest London airport catchment area
  - Gatwick slot congested at peak times
  - GB Airways acquisition, good slots, great destinations, substantial cost synergies and easy to integrate
  - Building on leadership position for summer 2009; new routes to Zurich, Munich, Vienna, Naples and Larnaca; slots acquired with GB Airways have enabled routes with business timings Lyon and Berlin
- Paris
  - easyJet no.2 airline
  - Paris is the 2nd largest European network point - above average revenue potential due high fares driven by Air France dominance and slot constraints
  - New routes performing well e.g. CDG to Venice; Marrakech and Casablanca

Continue to strengthen position in key markets

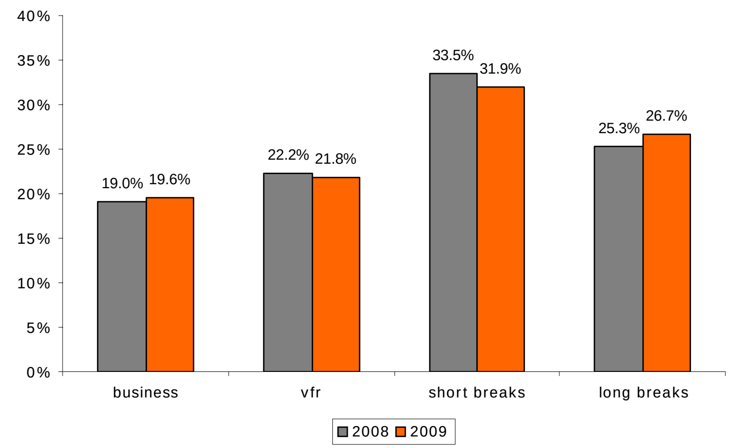
Growth targeted at Gatwick, Paris, Milan and Madrid

- Milan
  - easyJet the leading airline at Milan Malpensa
  - Milan – 5th biggest European network point; Malpensa has the largest catchment area of x2 Linate, x3 Bergamo
  - Alitalia reduced seats in Milan Malpensa by almost 60% from 2006 to 2008
  - Gaining share of Italian domestics, new routes to Scandinavia; launched Milan-Rome
  - Increased market capacity at Malpensa depressed yields second quarter
- Madrid
  - 3rd largest European network point
  - Slots becoming available after building of new runways
  - Madrid base delivering strong yield growth; improved easyJet product e.g. Paris - Madrid 3x daily, weaker competitors exiting the market

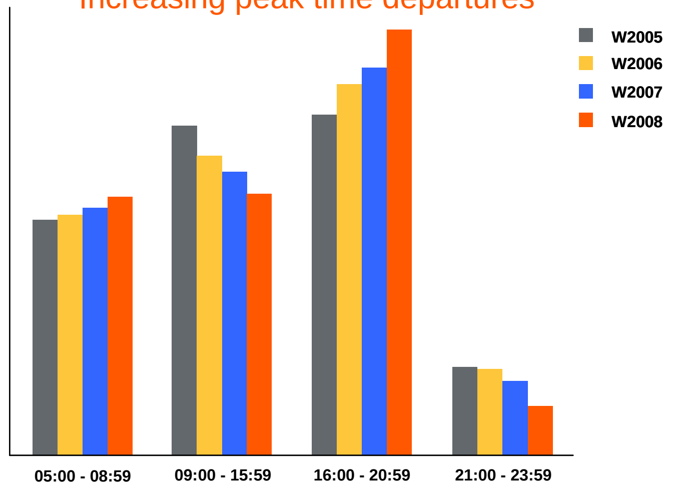
Balanced customer mix provides resilience

- H1 '09 – the growth in long breaks and business offset weakness in discretionary travel
- easyJet has a great business product:
  - Convenient airports & leading presence on Europe's top 100 routes
  - Improving schedule
  - Speedy Boarding
  - Available via GDS/API
    - 10% of business bookings now originate from this channel
    - Revenue per seat c. 20% higher than easyJet average
  - Good value; ITM research shows that:
    - easyJet cheapest carrier on 78% occasions over all itineraries surveyed
    - savings by flying with easyJet of over £100 on 44% of occasions

Change in passenger mix (volume)

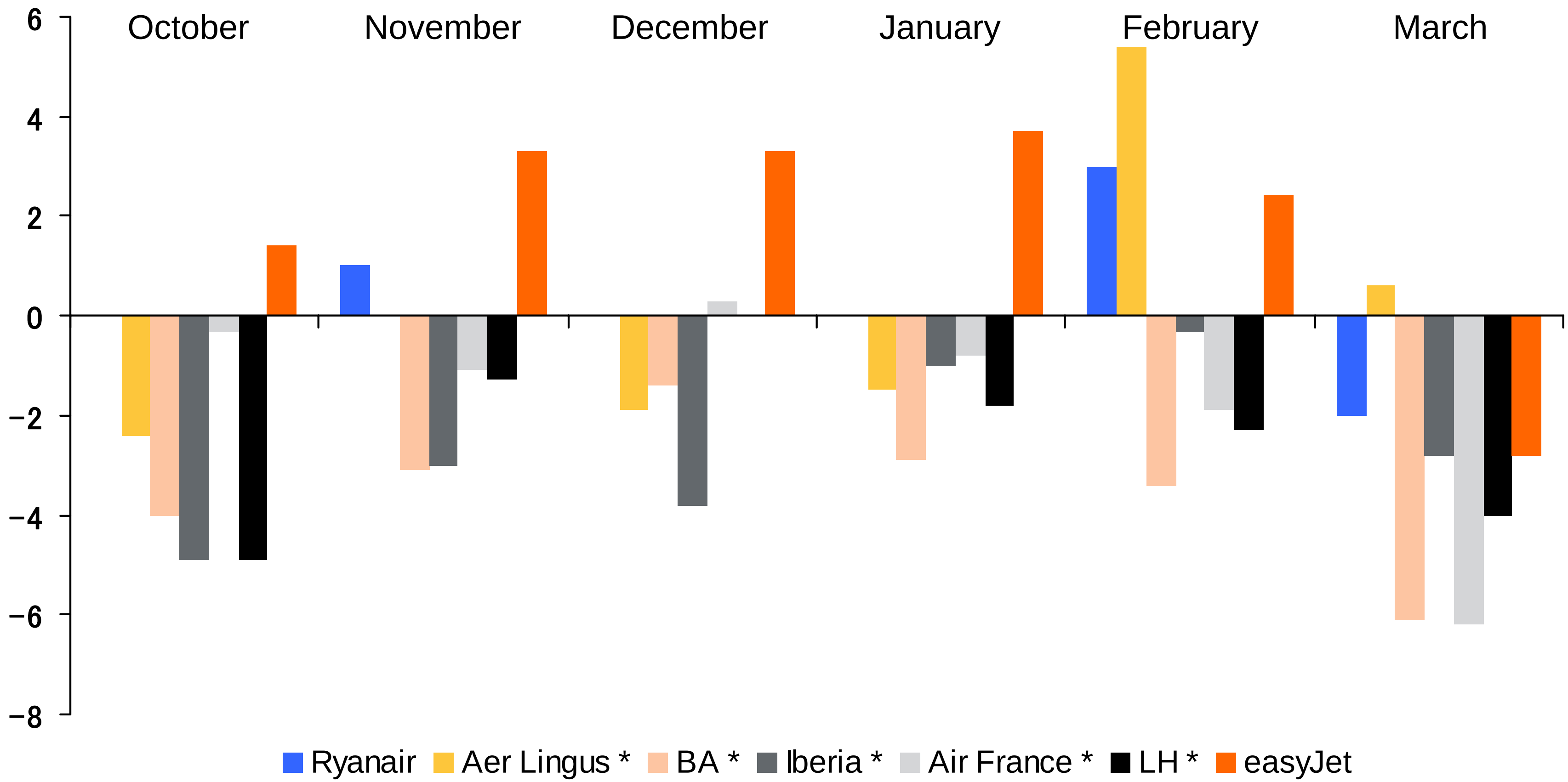


Increasing peak time departures



Good load factor performance

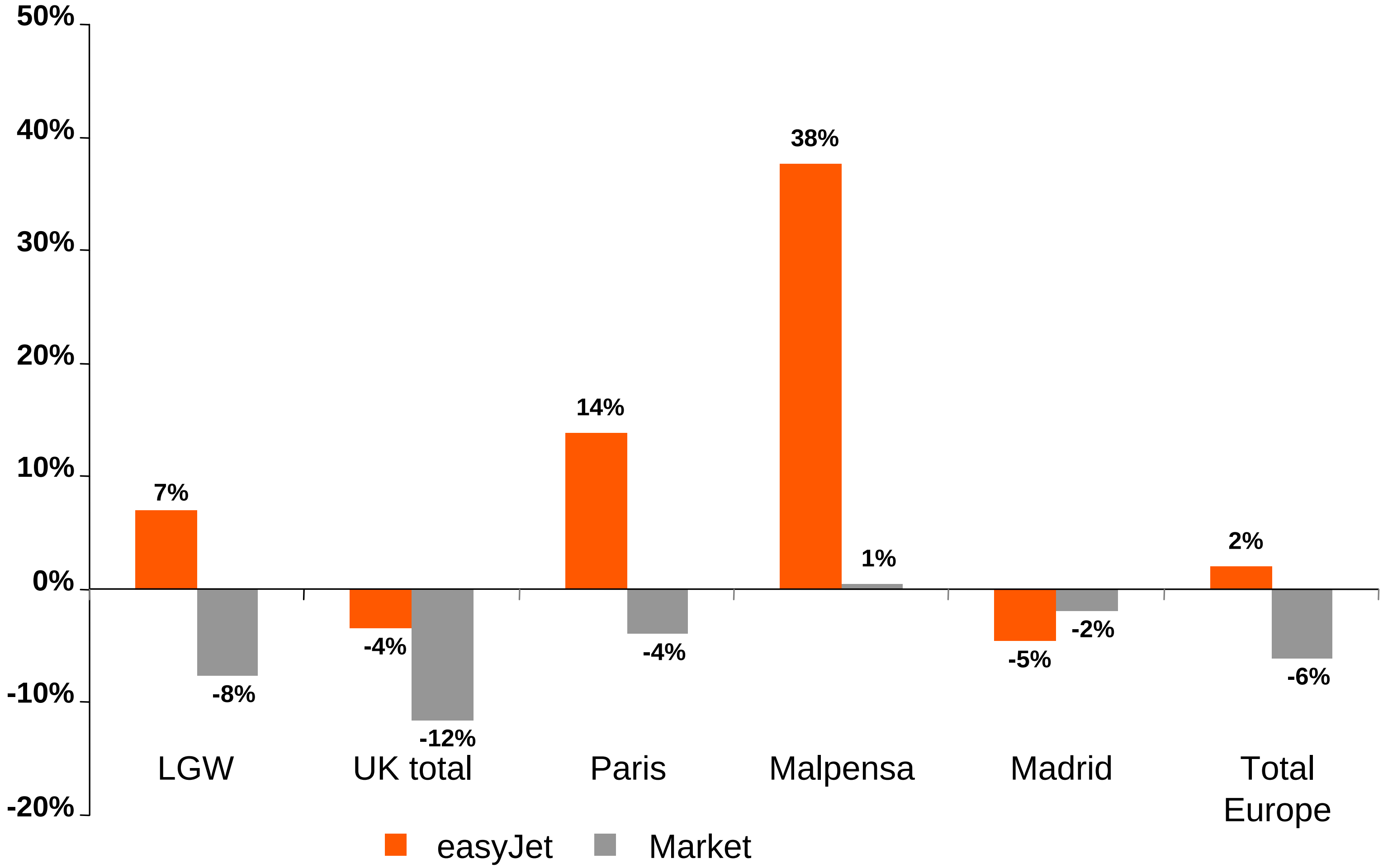
% movement versus prior year



* Short haul only

Continued competitor capacity reductions

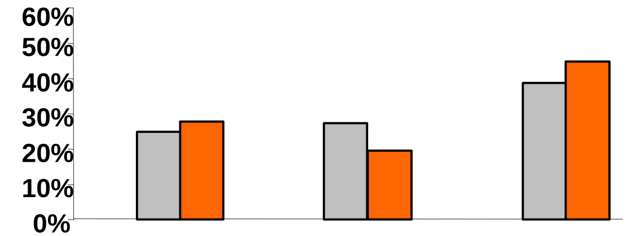
Capacity changes summer 2009 v summer 2008; total Europe declines 6%



Source OAG

Margins – continue to optimise network

- Utilisation back to normal levels for summer back to over 11 hours
- Seats now on sale 12 months ahead
  - 10% growth in seats on sale for winter 2009/10
- 37 routes added for summer (4 new network points)
  - 9 routes to non-Eurozone countries
  - 8 routes from Gatwick (now 72 destinations offered)
  - large expansion into Croatia (6 routes to Dubrovnik)
  - 7 Italian routes added: growing in Rome, capacity share +33%
  - build on successful experience from GB routes; 9 routes to Greece/Turkey/Cyprus
- Continued focus on optimising schedules
  - improved business timings



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S08	25%	27%	39%
S09	28%	20%	45%

Continue to improve business timings

Margins – grow ancillaries

Drive ancillary revenues through improved execution and innovation

- Strong track record of delivery
- Continual improvement to easyJet.com drives conversion on car hire and hotels
- In-flight improved product offering

Ancillary revenue per seat growth excluding checked bag charge

Margins – reduce costs

Target to drive cost savings of c. £125m p.a. by end F'11, c.£40m initiatives will be place by end F'09.

	2009 initiatives
Ownership - exit expensive aircraft from fleet **Target £40m pa by F'11**	Lease returns 2009: 12 x Boeing 737, 4 x GB A320 2 A321 aircraft sold, 5 further held for sale 35 A320 family aircraft delivered F'09
Maintenance - in-sourcing programme **Target £8m pa**	In-sourcing of planning & control and tech services Share the pain initiatives with suppliers Various efficiency projects
Overheads - leverage scale **Target £6m pa by F'09**	60 head office redundancies September 2008 Continue to squeeze overheads
Airports & Handling - share the pain **Target £9m pa by F'09**	Share the pain with suppliers Move to self handling at Tenerife South and Ibiza LGW judicial review
Crew - 10% efficiency **Target £30m pa by F'11**	Move to fixed term and seasonal contracts, unpaid leave initiatives Pairings optimiser Rostering system go live F'10
Fuel - 3% fuel burn improvement **Target £30m pa by F'11**	2% saving by end F'09 Flight planning LIDO implementation, pilot technique and GPU Fuel reporting system

Fleet – exit expensive sub-fleets

- Current plan is for net increase of 21 aircraft to 30 September 2011
  - H1 ‘09; two A321 sold; three A320 and five B737 returned to lessors
  - 47 further aircraft exiting the fleet by F’11
  - Sale of five A321 and five A319 progressing but financing market difficult
- Growth flexible beyond F’10
  - Some orders can be deferred up to 2 years
  - Regular review by Board of fleet plan; decision taken to defer 6 aircraft
  - Current growth equates to 1% market share increase of European short haul market

	F’09	F’10	F’11
As at 31 March 2009	173		
Deliveries	17	27	24
Lease returns	(8)	(12)	(17)
Aircraft held for sale*	(10)		
Year end total	172	187	194

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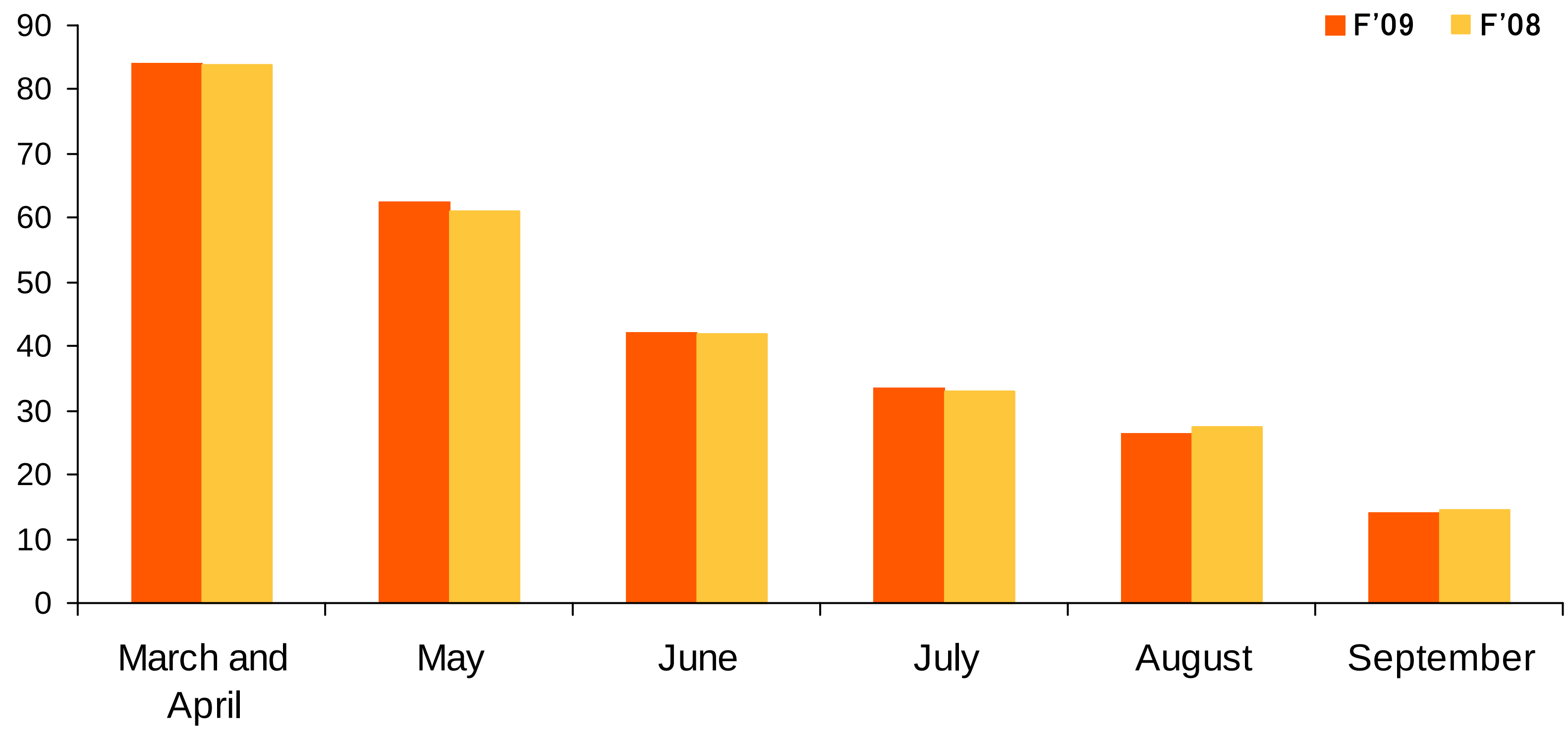
* Assumed 10 aircraft for sale exit fleet by September 2009

Forward bookings

% seats sold *



- Second half load factors broadly in line with prior year
- August load factors slightly behind 2008 strong performance but within our expectations
- Total revenue per seat for the second half is in line with prior year

Outlook

- easyJet expects market capacity measured by seats flown on easyJet routes, to fall by 6% this summer compared to the prior year. In the second half easyJet will grow its seats flown by around 2%, as previously indicated; average sector length and load factors are expected to remain broadly in line with last year.
- The revenue environment remains uncertain due to rising unemployment across Europe and the impact on UK consumers of the strengthened euro. It's too early to assess any potential impact on easyJet's business from the recent outbreak of swine flu but naturally the Board are closely monitoring developments. In this difficult trading environment easyJet's network remains well positioned against the competition and is clearly benefiting as a flight to value by business passengers is offsetting some of the weakness in discretionary leisure travel. Second half bookings are broadly in line with last year with over 40% of the summer now booked and easyJet's current expectation is that total revenue per seat for the summer will be in line with last year on a constant currency basis.
- Revenues in the first half of the year were slightly ahead of easyJet's expectations, the benefit from this will be partially offset by the recent fall in interest rates which will result in a year- on-year reduction in net interest income, of around £30m for the full year. Additionally, delays in achieving crew cost reductions mean that full year operating cost per seat excluding fuel at constant currency will be up mid single digits, slightly ahead of previous guidance.
- At current fuel prices and exchange rates, second half unit fuel costs are expected to be in line with the same period last year.
- While we remain cautious about the consumer economy, at current fuel prices and exchange rates, easyJet expects to be profitable for the full year.
- easyJet is financially strong, with cash and money market deposits as at 31 March 2009 exceeding £1 billion, and has good and well-established market positions and the Board remains confident in easyJet's future prospects.

Conclusion

- 2009 continues to be tough and uncertain
  - Very weak consumer environment
  - Volatility of fuel and currency
  - Unpredictable impact from swine flu
- easyJet strongly positioned
  - Europe's No.1 air transport network
  - Strong, focused organisation with potential for further cost savings
  - Great customer proposition drives flight to value
  - Financially resilient
- Growth focused on key markets
- Continued management of cash, cost and revenue

Questions and answers

Appendices

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Key measures per ASK

pence	H1 '09	H1 '08	Change	
			Reported	Constant currency
Total revenue	4.17	3.81	9.6%	2.7%
Fuel	1.44	1.13	(27.9)%	(16.9)%
Costs ex fuel*	3.26	2.89	(12.8)%	(1.6)%
Underlying loss	(0.52)	(0.21)	(147.6)%	(65.8)%

Average sector length (km)	1,057	1,009	4.8%

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* Underlying number; operating costs excluding fuel exclude £9.1m of one-off integration costs for GB Airways in 2008 and finance and ownership excludes a £13.3m profit on the sale of 2 aircraft in 2009.

Fleet plan

	F'08	F'09	F '10	F'11
A321 (GB spec)	7	-	-	-
A320 (GB spec)	9	5	2	-
A320 (easyJet spec)	-	15	23	23
A319	120	135	154	169
A320 family	136	155	179	192
B737	29	17	8	2
Total	165	172*	187	194

* Assumed 10 aircraft for sale exit fleet by September 2009

Euro hedging position for F ‘09

US dollar hedging position for F '09

Jet hedging position for F '09