more value for less!

The easyGroup Brand Manual

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Hi from Stelios

Dear friends and colleagues,

The easy brand, which I started with the launch of the airline in 1995, is now used by more than a dozen different businesses and millions of consumers from all over the world. I believe it is an extremely valuable asset which can generate substantial success for all involved with it.

Therefore we have created this brand manual. Like any manual, its objective is to help people who use the brand to understand its origin, the brand values and the best ways of getting the most out of it.

This brand manual is written for the benefit of those people within the easyGroup, or franchisees or licensees of the easy brand and for those who are considering buying into the brand.

We have now listed the eight brand values of the easy brand in their own right (see page 15). Clearly a lot has been written over the years about easyJet, the first easy business and the flagship of the brand and many of the younger businesses have articulated, to some degree, their own values. However this manual is for the entire easy brand and it identifies the common themes amongst all the easy businesses.

A brand is always evolving and people’s perceptions of it do change from time to time. However I still believe that there are eight values (listed on p15) that all easy businesses share and sticking to them is a good idea for everybody. Remember there is strength in unity.

I want you, as a partner or associate to get close to our way! How we do business, how we communicate, what we believe in and ultimately where we are going.

Take care and enjoy.

London
July 2009
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section 1 about us
Stelios on the 6.50am, November 10th, 1995, Luton airport.
The first easyJet flight to Glasgow.

And, as they say, the rest is history.
what is the easyGroup?

The easyGroup is the private investment vehicle of Stelios, the serial entrepreneur. The easyGroup is the owner of the easy brand and licences it to all of the easy branded businesses, including easyJet plc, the airline Stelios started in 1995 and in which he remains the largest single shareholder. See next page for the brand licence between easyJet and the easyGroup. The easyGroup profits by either selling shares in the businesses or by licensing or franchising the brand to reputable partners. The easy brand currently operates in more than a dozen industries mainly in travel, leisure, serviced office accommodation and other consumer facing sectors.
brand history

2005 - 2010

2010  Stelios announces the launch of easyHolidays.co.uk
2010  easyHotel opens in Berlin
2010  easyOffice opens new centre in Hammersmith and lays plans for expansion throughout the UK
2009  easyHotel opens in Larnaca, Cyprus
2009  easyOffice expands with new London centres in Camden and Mayfair and also Glasgow
2009  easyPizza now delivers to over 95% of Central London
2008  New easyBus route between Gatwick Airport and London opens
2008  easyCruise launches newest vessel, easyCruise Life for cruise holidays in Greece and Turkey
2007  easyInternetcave.com launches worldwide listings and reviews service for Internet cafés everywhere
2007  The first easyOffice location opens in Kensington High Street
2007  easyOffice launches offering over 4,000 serviced offices for rent worldwide
2007  easy4men launches the new 3 Day Travel Pack on sale at airports throughout the UK
2007  easyBus launches Stansted Airport route
2007  easyVan launches, offering low cost van hire throughout the UK
2006  Queen’s birthday honours list announces that Stelios will receive a knighthood for services to entrepreneurship
2006  easyHotel.com announces a major expansion plan with 38 new hotels to open in the Middle East and North Africa
2006  easyCruise.com announces the itinerary for their second vessel easyCruiseTwo which will sail from Amsterdam to Brussels
2006  easyMoney.com launches additional comparison services for credit cards, loans, current and savings accounts
2006  easyPizza.com expands with 9 new franchised outlets on the UK South Coast
2006  easyMobile.com offers sim cards and airtime online in Holland and Germany
2005  easyCruiseOne sails to the Caribbean for the winter itinerary in Barbados and 5 other islands
2005  The first franchised easyHotel opens in Basel, Switzerland
2005  SKY TV starts broadcasting the docuseries based on easyCruiseOne
2005  The first actual easyHotel property opens in London
2005  easyWatch.com starts selling watches online
2005  easyCinema.com starts offering the UK’s most comprehensive online cinema listings service
2005  easyCruiseOne embarks upon her maiden voyage in the French and Italian Rivieras
2005  easyMoney.com starts offering motor insurance in the UK
2005  easyJet reaches 100 aircraft in the fleet
2005  easyMobile.com offers sim cards and airtime online in the UK sparking a price war
2005  easyCinema.com launches DVD rentals online in the UK
2005  easyCruise.com starts accepting online bookings for the summer of 2005
2005  easyCar.com offers car rental on a worldwide basis
**brand history**

**1995 - 2004**

2004 easyJobs.com website goes live offering a more efficient marketplace for job seekers in the UK
2004 easy4men men’s toiletries range goes on sale in 1,000 Boots pharmacy stores in the UK
2004 easyHotel.com starts offering great value hotel rooms in more than 20,000 hotels worldwide
2004 First easyBus route opens between London and Luton Airport
2004 easyMusic.com goes live offering downloads of music tracks from 25p
2004 easyPizza.com delivers the first pizzas to homes in the UK
2003 easyCinema launches in Milton Keynes
2002 easyJet PLC orders 120 AIRBUS A319 with a further 120 under option
2002 easyJet PLC acquires go airlines nearly doubling in size
2001 easyMoney.com offers the first online credit cards
2001 easyValue.com, the shopping comparison site goes live
2001 easy.com, the global portal site for all easyGroup businesses goes live
2000 easyInternetcafe enters the Guinness Book of Records as the largest internet café in Times Sq New York
2000 Stelios enters the Guinness Book of Records as the youngest ever scheduled airline chairman when he started easyJet aged 28
2000 easyJet PLC is partially floated on the London Stock Exchange
2000 easyGroup enters into a formal brand license with easyJet PLC crystallising the concept of brand extension
2000 easyCar rents first Mercedes A Class cars to consumers
1999 The first easyInternetcafe opens in London with queues stretching round the block
1999 The TV docuseries on easyJet is first broadcast on Britain’s ITV to an audience of 9m viewers
1998 As the airline becomes a “brand” Stelios starts to work on brand extension and founds the easyGroup
1998 easyJet is elevated by the media as the arch rival of BA and credited with sparking a price war
1998 BA launches go airlines in response to easyJet – Stelios is on their first flight
1998 easyJet acquires a Swiss airline and becomes Geneva’s defacto home carrier
1998 First order for 12 brand new Boeing 737 aircraft placed by easyJet
1997 The website easyJet.com goes live
1996 easyJet opens international routes to Amsterdam, Nice and Barcelona
1995 Stelios creates easyJet and starts flights between Luton and Scotland
the legal contract that formalised the easyGroup

The brand licence between easyJet plc and easyGroup IP Licensing entered just before the IPO on 5th November 2000 is the blueprint of all other easy brand licences.

clause 7.11.5 of the easyJet brand licence states:
“the Licensor shall require any business which uses the easy brand to enter into a licence on terms no less onerous than this Brand Licence.”
what is the easy.com global portal?

The global internet portal where consumers can find out about the full official range of easyGroup products and services including the latest news on all the easy businesses and Stelios himself.

more value for less!
Our mission is to manage and extend Europe’s leading value brand to more products and services, whilst creating real wealth for all stakeholders.
We will build on our brand values: (1) great value, (2) taking on the big boys, (3) for the many not the few, (4) relentless innovation, (5) keep it simple, (6) entrepreneurial, (7) making a difference in people’s lives and (8) honest, open, caring and fun.

We will protect our brand from internal and external threats and manage appropriately the business and other risks inherent in venturing. We will develop our people and ensure their reward is aligned to realised shareholder returns.
The easyGroup vision

easyGroup will develop Europe’s leading value brand into a global force. We will paint the world orange!
more value for less!
the 8 easyGroup brand values

1. great value
2. taking on the big boys
3. for the many, not the few
4. relentless innovation
5. keep it simple
6. entrepreneurial
7. making a difference in people’s lives
8. honest, open, caring & fun
our visual identity
naming

Our visual identity, known as the ‘Getup’, is an essential part of the easyJet Brand Licence and is cast in stone!

It is defined as:
“(a) white lettering on an orange background (Pantone® 021c on glossy print materials; on other surfaces the nearest practicable equivalent) and

(b) in Cooper Black font (not bold, italics, outline nor underlined) the word “easy” in lower case followed (without space) by another word, only the initial letter of which is capitalised”

The easy name is a powerful asset. To maintain brand strength, correct and consistent use is vital.

The easyGroup logo is used when representing Stelios’ company and the licensor of the easy brand in corporate communications.
the portal logo

The portal logo is at the heart of all group communication aimed at the consumer. Designed in the shape of a button this logo is the consumer-facing brand which represents all of the online easy businesses.

When using the .com suffix it always appears in the Futura typeface. This is included on the website of all easy businesses. It is mandated by the Brand Licence. It helps consumers: it shows this is an authentic legitimate easy business and it helps them find the website using search engines.

As a brand standard, all easyGroup brand licensees are required to include the legend 'by Stelios & easy.com' on their website homepage. We strongly recommend this is placed in the header, top right.
business logos

Each easy branded business has its own specific logo, differentiated through the descriptive word (or words) after easy.

written style
In body text all business names should always appear in Cooper Black font (not bold, italics, outline nor underlined), the word “easy” in lower case followed (without space) by another word, only the initial letter of which is capitalised.

the minimum size
The logo should always be clearly legible.

colours
The logo should always appear in white lettering on an orange background (Pantone® 021c on glossy print materials, on other surfaces the nearest practicable equivalent – see page 31). In body text it should appear black on white and only where white on orange is not practical.

<table>
<thead>
<tr>
<th>EasyBrandedBusiness</th>
<th>URL</th>
</tr>
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<tbody>
<tr>
<td>easyJet.com</td>
<td>easyJobs.com</td>
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<tr>
<td>easyInternetcafe.com</td>
<td>easyPizza.com</td>
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<tr>
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<td>easyHotel.com</td>
<td>easyOffice.co.uk</td>
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<tr>
<td>easy4men.com</td>
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</tbody>
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**do’s & don’ts**

Treatment of the trading names

The following illustration demonstrates correct and incorrect renderings of easy trading names using the Cooper Black font. Whilst it does not cover every possible scenario, you will formulate a good idea of what is acceptable and what is not.
colours
the perfect combination

Orange is one of our greatest distinguishing features. It is an essential part of our brand identity and heritage.

Combined with white, black and dark grey a distinct style is created which is both simple to use and powerful through its simplicity.
The Cooper Black font has played an important part in building the easy brand. Its bold, confident and distinct appearance has made it recognisable and associated with easy. Its soft friendly curves have given a warm personality to the easy businesses. Note the Cooper Black font should only be used for the business name. No shading or keylines should be used around the business name.

Futura creates the perfect balance as the communication font, with its clean and contemporary linear features.
The pictures we use are expressive, show real emotions and are cropped for maximum effect.

The attributes
enjoying, optimistic, natural, clear, simple, real people in real situations.
**lingo**
tone of voice

Don’t over complicate.
Tell it like it is.

Be direct and get to the point.

Always look for the simplest way to say what you want.

We believe that a message is better read when it’s simple to understand.

Be direct and talk the language of your customer. They will appreciate your honesty and simplicity.

Do not be afraid to use colloquialisms – or should we say... Do not be afraid to use plain and simple phrases?

We’re never sexist, after all, easyGroup is for the many, not the few but we’re often cheeky and always try to raise a smile.

For example, easyJet cabin crew have said, “If you have enjoyed your flight today, thank you for choosing easyJet. If you haven’t thank you for flying Ryanair!” and “It is a routine regulation that we dim the cabin lights for landing, it also enhances the beauty of our senior cabin crew!”
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Every easy branded business is online. And most receive their sales activity through this channel.

The design of the web pages are critical.

The layout has to deliver information in a clear, consistent and concise way.

The structure has to encourage purchase. For example...
To present the easy.com portal to the consumer the communication must lead with a motivating consumer benefit.

The benefit should focus on the experiences that the easy branded businesses can bring.

This is done through descriptive headlines and photography of the businesses in action.
The attributes

Use at least 12 rectangular images if more space is available, give larger businesses more prominence and always use current, approved images from business websites.

different format examples
group communication

When used in two colour artwork, the pictures are replaced with the logotypes.

easy.com becomes the hero and the orange background bonds the businesses together.

different format examples

the portal for all easyGroup businesses

easyJet.com
easyInternetcafe.com
easyCar.com
easyValue.com
easyMoney.com
easyCinema.com
easyBus.co.uk
easyHotel.com
easyJobs.com
easyPizza.com
easyMusic.com
easyCruise.com
easyMobile.com
easyWatch.com
easyVan.com
easyOffice.co.uk
easyHolidays.co.uk

more value for less!

easyJet.com
easyInternetcafe.com
easyCar.com
easyValue.com
easyMoney.com
easyCinema.com
easyBus.co.uk
easyHotel.com
easyJobs.com
easyPizza.com
easyMusic.com
easyCruise.com
easyMobile.com
easyWatch.com
easyVan.com
easyOffice.co.uk
easyHolidays.co.uk

the portal for all easyGroup businesses
Marketing is considered as core competence at the easyGroup and within the marketing mix public relations has always been used extensively by easyGroup companies. Advertising can be very useful but it is relatively expensive. PR can be just as effective and it’s free!

easyGroup companies are not secretive, their business plans are easy to understand and they are consumer-facing. This makes the use of public relations – communicating with consumers at large, usually through the media – very attractive. In addition, easyGroup companies have never run away from fights with larger companies. If a larger company wants to compete with you it can only be because they think you have something to offer, so it’s worth publicising that fact. Consumers, and therefore the media, are generally very interested in hearing about how and why they are paying for goods and services.

As a leading brand easyGroup companies now enjoy wide coverage in the media and consequently wide awareness among the public at large. Stelios himself is an excellent ambassador for the brand and finds time in his busy schedule to meet and be interviewed by the media. The result is frequent exposure in the media for easyGroup companies.

easyGroup public relations is frequent and loud, open, quick to react, cheeky, fun and takes its job rather than itself seriously. Don’t ignore a journalist, there’s nothing wrong with admitting “I don’t know, can I find out?”
PR case studies

When British Airways tried to muscle in on the low cost airline sector Stelios was on board the inaugural flight of their low cost airline wearing an orange boiler suit. This stunt gained international media coverage, “Well worth the price of a boiler suit!” as Stelios himself remarked afterwards.

When the chief executive of Barclays Bank, which owns Barclaycard, mistakenly remarked that credit cards were expensive, he was offered an easyMoney credit card with £100,000 cash spending money already on it provided he promised to cut up his Barclaycard and sent it to the easyGroup. Although he declined the kind offer, the media loved the story and gave easyMoney wide publicity.

Building such a high profile and open brand has helped to snowball the easyGroup relationship with the public and the media. When ITV wanted to make a TV series in 1998 about running an airline they approached easyJet as an open-minded airline. The result has been one of the longest running ‘docusoaps’ of all time. The ‘Airline’ series has been running on primetime network television for seven years and is now in its ninth series. It’s ‘warts and all’ television but invaluable PR for a company that is growing fast and which sells direct to the public.

Sky Television has followed this mould and has made a TV series about easyCruise – ‘Cruising the Stelios way!’ Once again it’s an honest look at life aboard easyCruiseOne from both passengers and staff points of view, but it’s also weekly exposure on European-wide television and building a brand and a reputation that would otherwise cost millions in advertising.
consumer communication

business advertising

The most effective easy communication has been where the product or service position has been brought alive through an identifiable image or photograph.

This can be done with either humour or aspiration.

These historical examples show these principles in action.
how to use Stelios

Stelios is a powerful asset in the brand’s portfolio.

His levels of consumer recognition attract favourable attention to the businesses.

To avoid overuse the ‘From Stelios’ and easy.com should be restricted to launch communication to clearly identify the origin of these new businesses.

When Stelios speaks it should be combative to the old order by taking on the big boys.
### Appendices

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<tr>
<td>38</td>
<td>list of contacts</td>
</tr>
</tbody>
</table>
Every 6 months the CEOs of the easy businesses meet in order to discuss the progress and future of the brand.
1. Does Stelios own easyJet?
The airline is listed on the London Stock Exchange so it has many shareholders. Stelios remains the largest single shareholder.

2. Does Stelios run easyJet?
As a public company, the airline is run by its own board of directors and by a full time management team.

3. Does Stelios charge easyJet a royalty for the use of the brand?
Stelios initially built the easy brand through easyJet, the first easy company. When easyJet was floated on the stock exchange, Stelios agreed a nominal royalty for use of the easyJet brand.

4. Do other easy businesses get access to the easyJet customer base?
As each business has different shareholders, all dealings between them is on arms-length terms and payment has to be made for such cross marketing opportunities.

5. Is Stelios himself available to the easy brand licensees for PR/advertising purposes?
Stelios does make himself available for such purposes especially at the launch phase of an easy business. Needless to say that such use will have to be made only after he has given his approval in writing.

6. Can an easy brand licensee control what Stelios says?
In order to maintain the integrity of the easy brand licensing system, Stelios has to be free to criticize a particular licensee in the way it uses the brand, first in confidential communications and in extreme circumstances in public. Obviously information which has been agreed to be kept confidential by both sides, will be kept confidential.

7. Who decides where the easy brand can be applied?
The easyGroup and hence Stelios who owns it. He has more to lose and gain from the easy brand so he is best placed to decide.

8. Do easy businesses compete with each other?
Yes they do. There are some restrictions imposed on each business in the brand licence to mainly stick to their core activity but many do compete and they do collaborate at the same time.

9. Are there risks with each brand extension?
Yes there are. There is no reward without risk. But Stelios still believes that the benefits of building a common brand outweigh the risks. The whole is worth more than the sum of the parts!
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easyGroup IP Licensing Ltd, a UK company, is owned by easyGroup Holdings Ltd, a company incorporated in the Cayman Islands with a branch office in Monaco as per the contact details below. The board of directors of easyGroup Holdings Ltd comprises:

Sir Stelios Haji-Ioannou
Chairman
Andrew Cooper
Finance Director
Peter Barton
Non-executive Director
Jean-Claude Eude
Non-executive Director
David Watson
Non-executive Director

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manages the following brands:

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- **easyValue**
- **easyMoney**
- **easyCinema**
- **easy4men**
- **easyJobs**
- **easyPizza**
- **easyMusic**
- **easyMobile**
- **easyWatch**
- **easyHolidays**

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**easy4men**

**easyJobs**

**easyPizza**

**easyMusic**

**easyMobile**

**easyWatch**

**easyHolidays**