



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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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 **easyInternetcafe.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 docusoap 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 Rivas
- 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

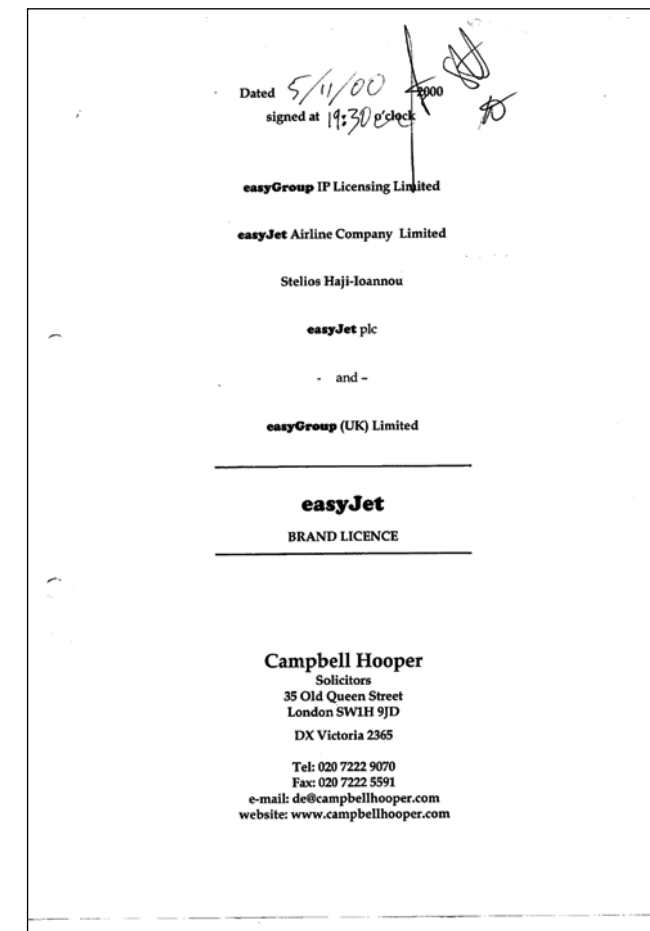
- 2004 **easyJobs.com** website goes live offering a more efficient marketplace for job seekers in the UK
- 2004 **easy4men** men's toiletries range goes on sale in 1,000 Boots pharmacy stores in the UK
- 2004 **easyHotel.com** starts offering great value hotel rooms in more than 20,000 hotels worldwide
- 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 on line 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 docusoap 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!



the easyGroup mission statement

Our mission is to manage and extend Europe's leading value brand to more products and services, whilst creating real wealth for all stakeholders.

the easyGroup strategy

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!

the easyGroup strapline

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

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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 logo for easyGroup, featuring the word 'easy' in lowercase and 'Group' in uppercase, both in a white, bold, serif font against an orange background.

Group logo in correct Cooper Black font

The logo for easyCar, featuring the word 'easy' in lowercase and 'Car' in uppercase, both in a white, bold, serif font against an orange background.

'easy' branded business logo in correct Cooper Black font

The logo for easyJet, featuring the word 'easy' in lowercase and 'Jet' in uppercase, both in a white, bold, serif font against an orange background.

capitalise first letter following 'easy'

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.



the exclusion zone

the exclusion zone

The logotype must be reproduced with a clear area around it which is free from other graphic elements. This area is known as the 'exclusion zone'.

written style

In body text the portal name should always appear in the font Futura.

the minimum size

The logo should always be clearly legible.

colours

The logo should always be white on easy orange PANTONE 021. In body text it should only appear in black on white and only where white out of easy orange is not practical.



the exclusion zone



more value for less!



mono versions

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.

easyJet.com

easyJobs.com

easyInternetcafe.com

easyPizza.com

easyCar.com

easyMusic.com

easyValue.com

easyCruise.com

easyMoney.com

easyMobile.com

easyCinema.com

easyWatch.com

easyBus.co.uk

easyVan.com

easyHotel.com

easyOffice.co.uk

easy4men.com

easyHolidays.co.uk

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.

Correct

easyJet
easyJet
easyJet
easyJet

easyInternetcafé
easyInternetcafé
easyInternetcafé

easyCar
easyMoney.com
easyJet is great
easyGroup
easyMoney.com
easyGroup
easyGroup
easyGroup

easyInternetcafé
easyInternetcafé

easyGroup

easyValue

easyGroup

easyGroup

Wrong!

easyJet
easy Jet
easyjet
EasyJet

easy-Internetcafé
easyinternetcafé
easyInternetCafé

easyCar
easyMoney.com
easyJet is great
easyGroup
easyMoney.com
easyGroup
Easygroup
easyGroup

EASYINTERNETCAFE

EasyInternetcafé

easyGroup

easyValue.

easyGroup

easyGroup

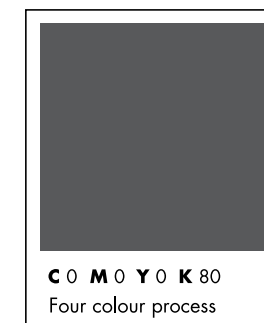
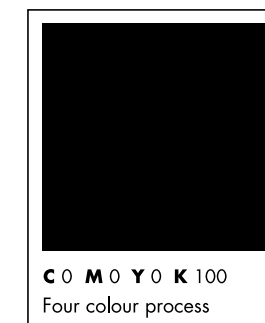
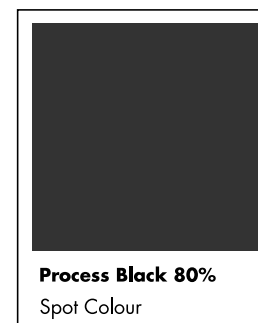
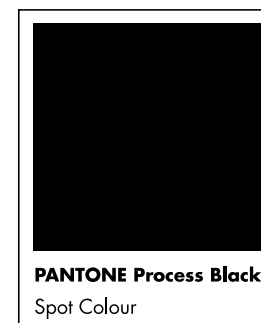
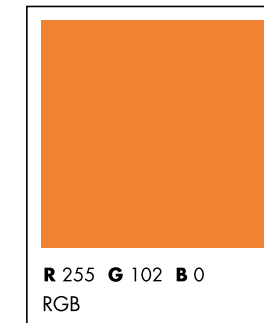
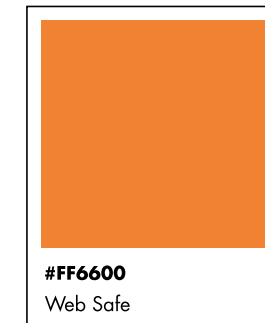
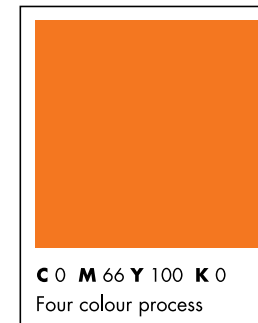
colours

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.

values for all media applications



typefaces

the brand fonts

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.

Cooper Black

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z
a b c d e f g h i j k l m n o p q r s t u v w x y z
1 2 3 4 5 6 7 8 9 0 ! ? . , ; ' ”

Only used for Branding

Futura Bold

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z
a b c d e f g h i j k l m n o p q r s t u v w x y z
1 2 3 4 5 6 7 8 9 0 ! ? . , ; ' ”

Headlines. Highlighting key words or phrases

Futura Book

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z
a b c d e f g h i j k l m n o p q r s t u v w x y z
1 2 3 4 5 6 7 8 9 0 ! ? . , ; ' ”

Body copy

Futura Light

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z
a b c d e f g h i j k l m n o p q r s t u v w x y z
1 2 3 4 5 6 7 8 9 0 ! ? . , ; ' ”

Small text below 6pt

pictures

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!"

examples of how we have been using the brand

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- 28 group communication
- 30 PR
- 31 PR case studies
- 32 consumer communication
- 33 how to use Stelios

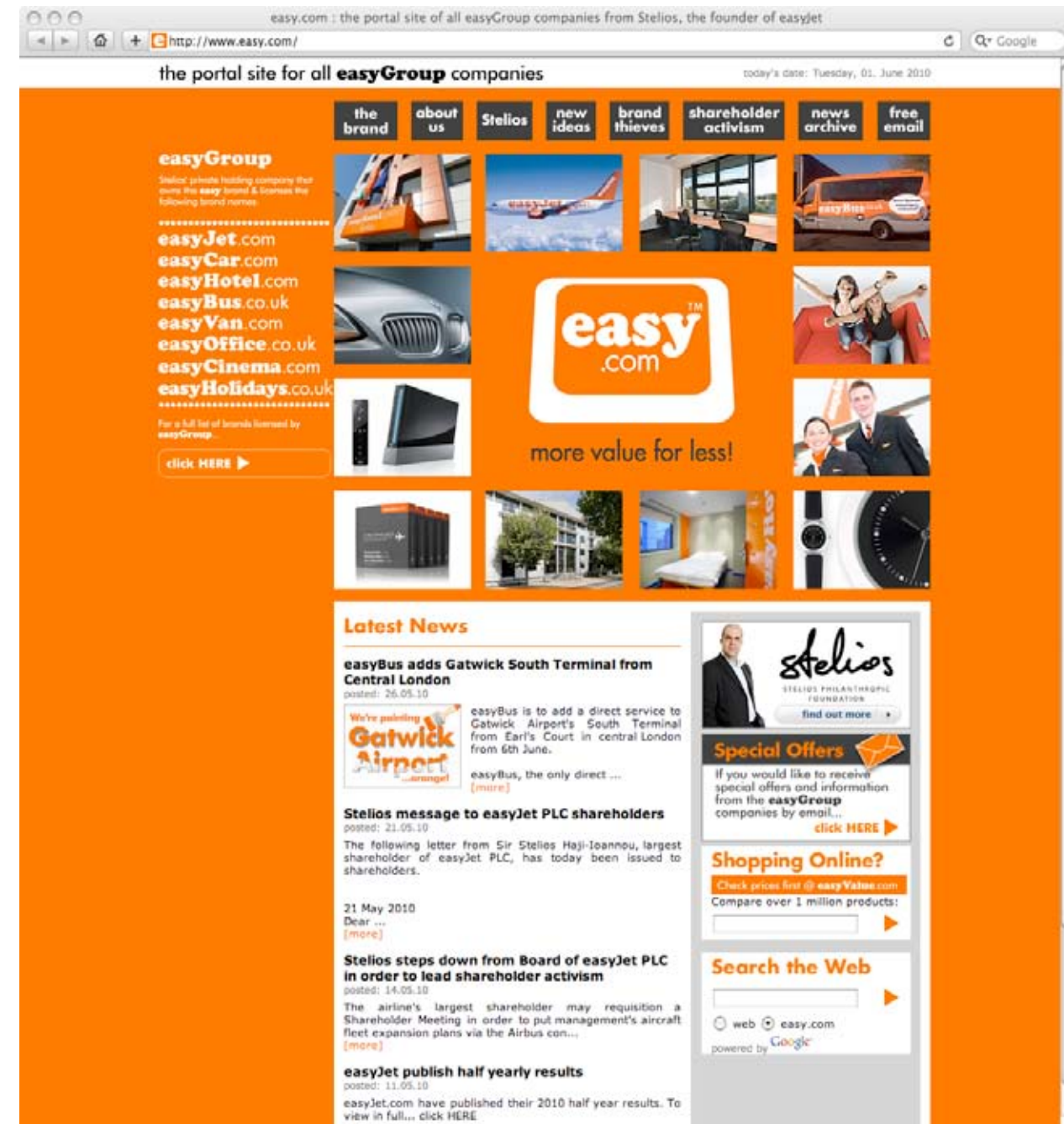
web

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...



advertising

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.



easyTM
.com

fly to Rome, eat **pizza**, catch a **movie**,
go on a **cruise**, listen to **music**, surf the **net**,
whatever you want to do – **do it for less!**

more value for less!

go to **easy.com** and enjoy the whole **easyGroup** experience!

group communication

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.



easy.com more value for less!

easyJet.com	easyBus.co.uk	easyCruise.com
easyInternetcafe.com	easyHotel.com	easyMobile.com
easyCar.com	easy4men.com	easyWatch.com
easyValue.com	easyJobs.com	easyVan.com
easyMoney.com	easyPizza.com	easyOffice.co.uk
easyCinema.com	easyMusic.com	easyHolidays.co.uk

the portal for all **easyGroup** businesses

different format examples

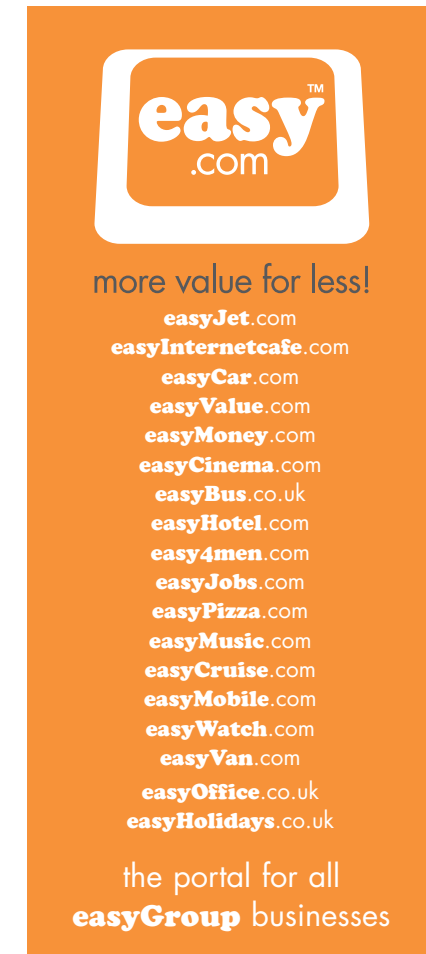


easy.com

more value for less!

easyJet.com	easyBus.co.uk	easyCruise.com
easyInternetcafe.com	easyHotel.com	easyMobile.com
easyCar.com	easy4men.com	easyWatch.com
easyValue.com	easyJobs.com	easyVan.com
easyMoney.com	easyPizza.com	easyOffice.co.uk
easyCinema.com	easyMusic.com	easyHolidays.co.uk

the portal for all **easyGroup** businesses



easy.com

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easyBus.co.uk
easyHotel.com
easy4men.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

PR

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.

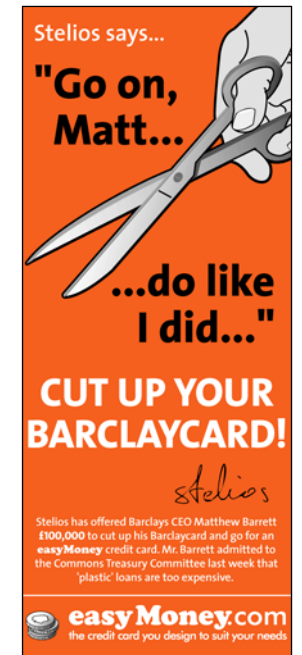
easyGroup public relations is frequent and loud, open, quick to react, cheeky, fun and takes its job rather than itself seriously. Don't ignore a journalist, there's nothing wrong with admitting "I don't know, can I find out?"

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.

historical examples

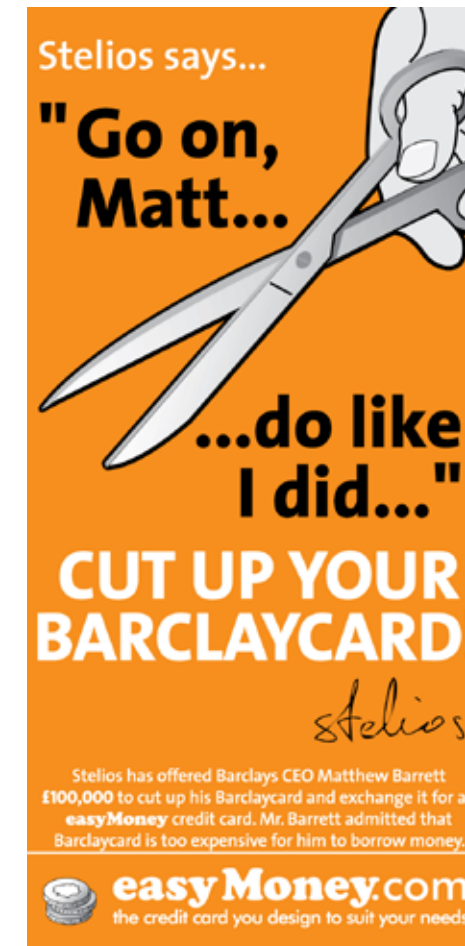


how to use Stelios

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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- 36 FAQ
- 37 **easyGroup** contacts
- 38 list of contacts

semi annual CEO dinner

Every 6 months the CEOs of the easy businesses meet in order to discuss the progress and future of the brand.

FAQ

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!

easyGroup contacts



Stelios

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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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stelios

STELIOS PHILANTHROPIC
FOUNDATION

Stelios' giving back activities are now managed via the Stelios Philanthropic Foundation:

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Marie-Louise Bang

Foundation Director
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Tracy Ghor

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