

EUROPEAN OUTLOOK CONFERENCE LONDON European Aviation, Cruises and Shipping – Plane Sailing?

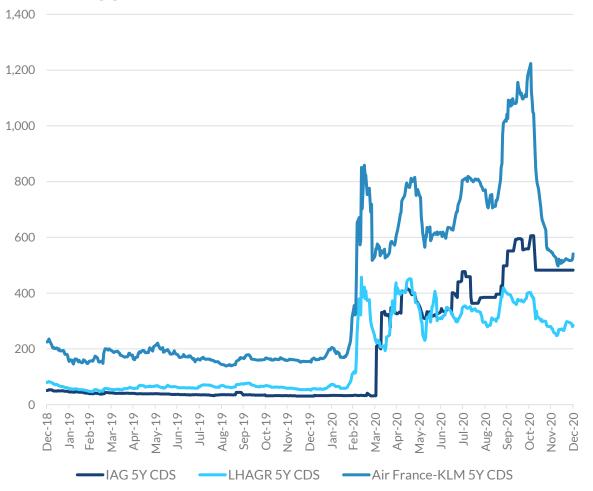
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5 December 2024

European Airlines Bifurification Taking Effect

European Airlines – How Far Have We Come?

What Happened In COVID-19



What Happened after COVID-19





FY24 Driving Factors And Considerations



North Atlantic Routes Driving Profitability



High Customer Demand For Premium Seats



Strong Pricing Power

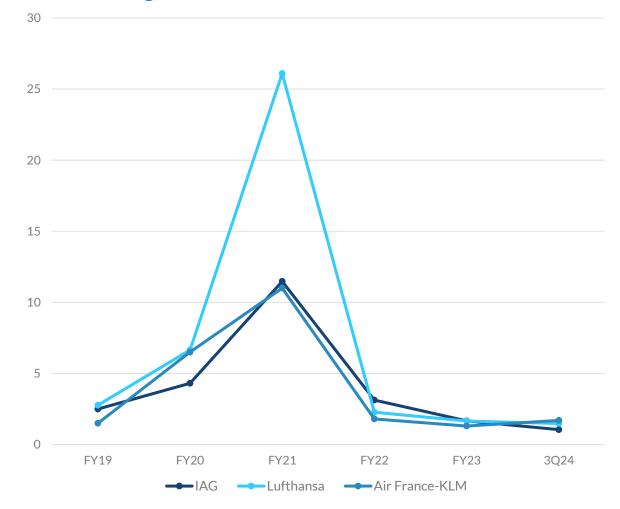


Lower Jet Fuel Prices



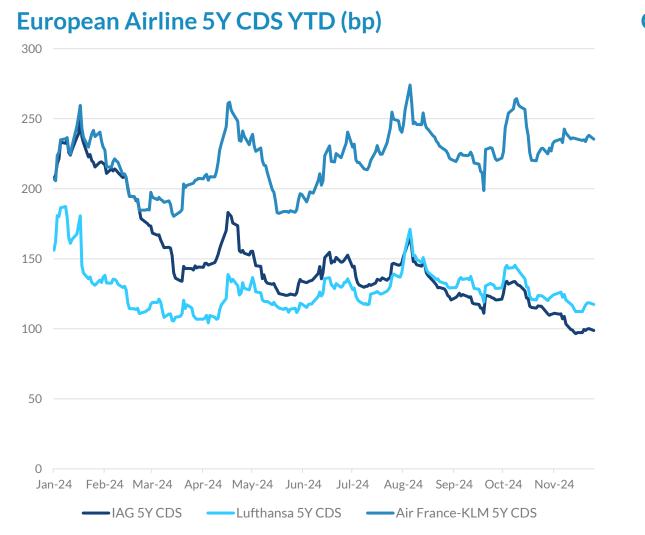
Long haul Asia and Corporate Travel Concerns

Net Leverage FY19-3Q24 (x)





European Airline Performance YTD



Our Key Recommendations YTD





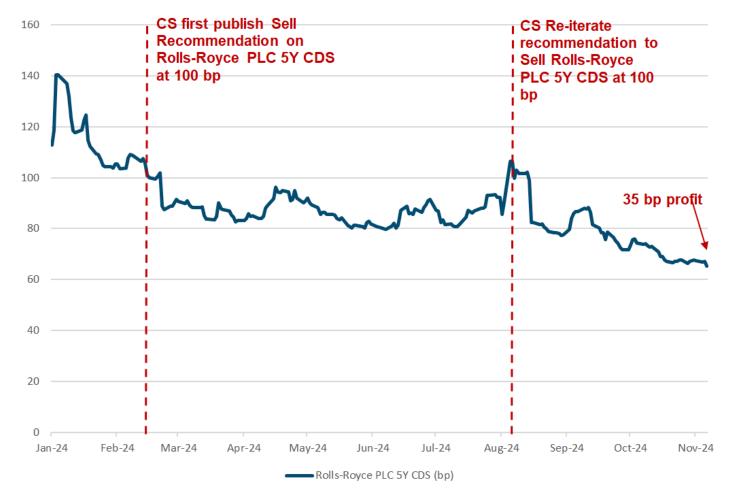


Aerospace/Defence

Rolls-Royce Key Considerations

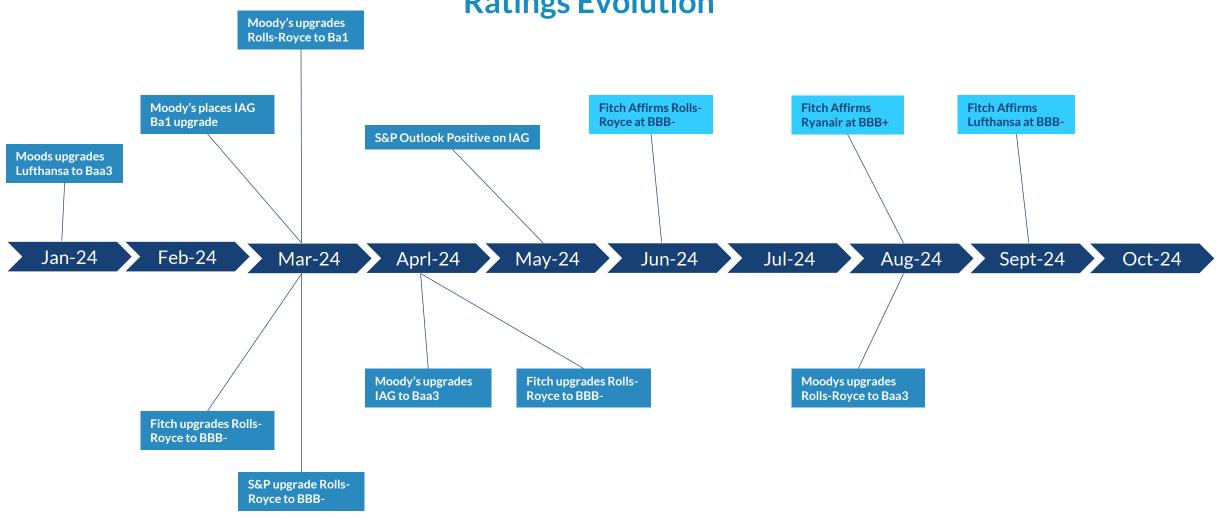


Our Recommendations





European Airline and Aerospace Ratings Evolution in FY24



Ratings Evolution



The Year Ahead – FY25



Fleet Modernization



Managing higher unit costs



Focus on profitability



Aircraft deliveries hurting capacity constraints



Loyalty Programs



Cruise Liners New Era For The Industry

Cruise Liners Performance Drivers

What Happened During COVID-19



| Cruise Liners Took On Additional Debt | "New to Cruise" Customers, inc under 40y olds | |
|---------------------------------------|--|--|
| Demand Destruction Led To Cash Burn | Pent Up Demand | |
| Low Vessel Fleet Deliveries | All Inclusiveness | |
| Travel Restrictions Slow To Be Lifted | New Vessels and Resorts | |

Post COVID-19



Premium to Upper Premium The Sweet Spot

Factors that drive Customers





Shipping Uncertain Waters

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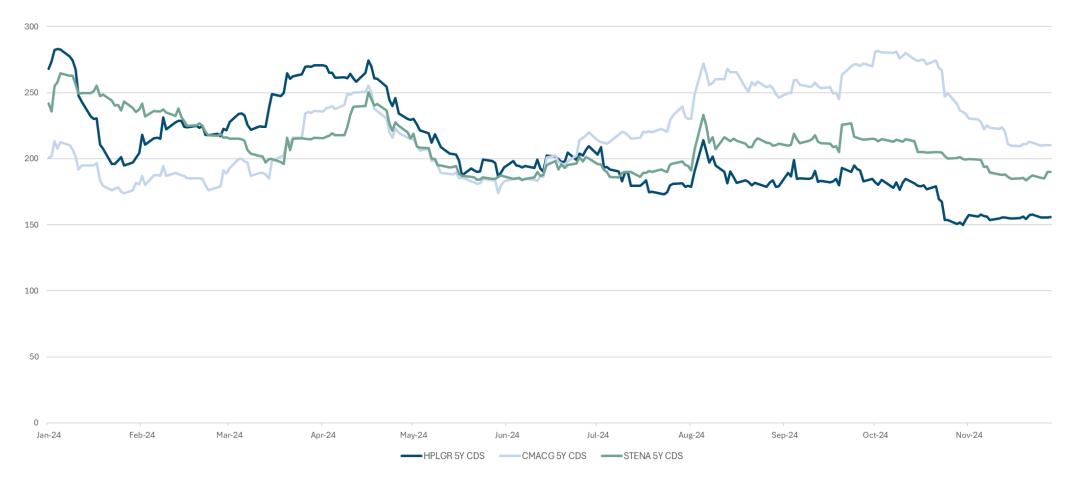
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COMPANY.

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European Shipping Performance YTD

European Shipping 5Y CDS YTD (bp)





FY24 Driving Factors And Considerations



| Red Sea/Suez Conflict Abosrbed Capacit | ty |
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Container Rates remain elevated



New Order Vessels being absorbed

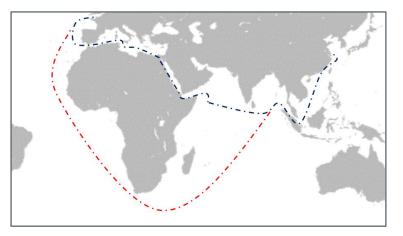


Tariffs remain an unknown



Demand has remained strong in 3Q24

Re-Routing Absorbed Capacity

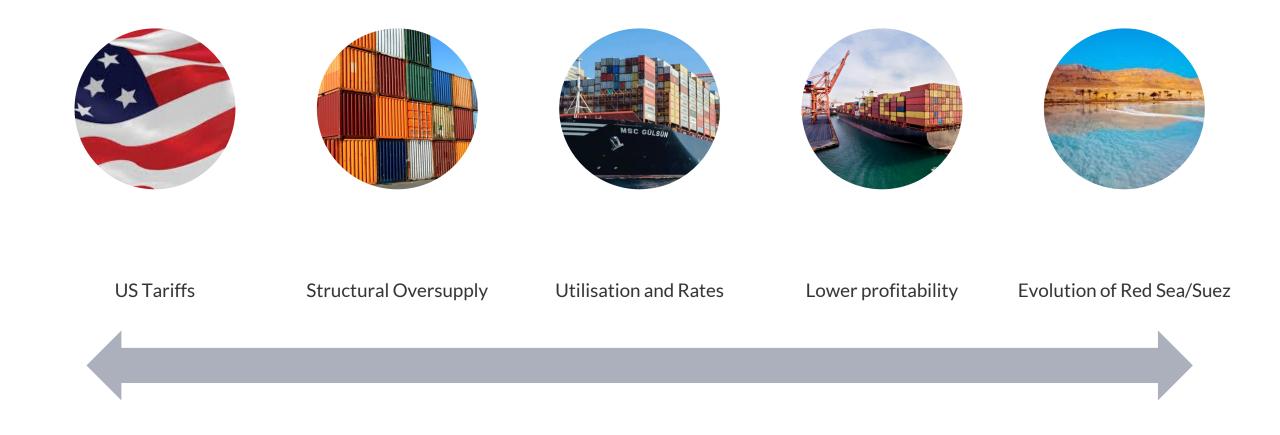


Container Rates





The Year Ahead – FY25





European Aviation, Cruises and Shipping - Picks and Pans





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