Highlights Q3 2017

- Norwegian celebrated 15 years
- Start-up of 14 new intercontinental routes, to destinations such as Singapore, Denver and Seattle
- Added four Boeing 737 MAXs, one 737-800 and five 787-9 Dreamliners to operations
- Norwegian Air UK (NUK) given final approval by the US Department of Transportation
- Launched partnership with easyJet
- Carried out the 4th humanitarian aid flight in cooperation with UNICEF
- EBITDA of NOK 2.0 billion (1.7 billion)
9.8 million passengers in Q3 (+14 %)

<table>
<thead>
<tr>
<th>Year</th>
<th>Pax (mill)</th>
<th>Pax 12 mths rolling (mill)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q3 08</td>
<td>2.6</td>
<td>8.9</td>
</tr>
<tr>
<td>Q3 09</td>
<td>3.1</td>
<td>10.2</td>
</tr>
<tr>
<td>Q3 10</td>
<td>3.8</td>
<td>12.5</td>
</tr>
<tr>
<td>Q3 11</td>
<td>4.6</td>
<td>15.0</td>
</tr>
<tr>
<td>Q3 12</td>
<td>5.2</td>
<td>17.3</td>
</tr>
<tr>
<td>Q3 13</td>
<td>6.0</td>
<td>19.8</td>
</tr>
<tr>
<td>Q3 14</td>
<td>7.1</td>
<td>23.6</td>
</tr>
<tr>
<td>Q3 15</td>
<td>7.7</td>
<td>25.2</td>
</tr>
<tr>
<td>Q3 16</td>
<td>8.6</td>
<td>28.3</td>
</tr>
<tr>
<td>Q3 17</td>
<td>9.8</td>
<td>32.3</td>
</tr>
</tbody>
</table>
Increasing load despite high ASK growth

- 25% growth in capacity (ASK)
- 26% growth in traffic (RPK)
Continued growth at all key airports

Source: 12 month rolling passengers as reported by Avinor, Swedavia, Copenhagen Airports, Finavia, Gatwick Airport and Aena
Accelerating growth in the US

- 11% passenger growth in the Nordics
- 79% and 25% growth in the US and Spain respectively
21% revenue growth in Q3

- Q3 unit passenger revenue (RASK) -5% to 0.40 (-4% in constant currency)
- Average flying distance increased by 10%
- 10% growth in ancillary revenue per passenger (NOK 153)
A portfolio of 65 intercontinental routes
Adding 32 new aircraft in 2017

<table>
<thead>
<tr>
<th>2017:</th>
<th>Deliveries 787-9</th>
<th>+3,096 seats</th>
<th>Deliveries 737-800 and 737 MAX</th>
<th>+4,296 seats</th>
<th>Re-deliveries 737-800</th>
<th>-744 seats</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Delivered 787-9</td>
<td></td>
<td>Delivered 737-800 and 737 MAX</td>
<td></td>
<td>Re-delivered 737-800</td>
<td></td>
</tr>
<tr>
<td></td>
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</tr>
</tbody>
</table>

Legend:
- A321LR owned
- B787-8/B787-9 owned
- B787-8/B787-9 leased
- B737 MAX 8 owned
- B737-800 owned
- B737-800 S&L
- B737-800 leased
- B737-300 owned
- B737-300 leased
- M80 leased
Financials
Q3 EBT of NOK 1.4 billion

<table>
<thead>
<tr>
<th></th>
<th>Q3 17</th>
<th>Q3 16</th>
<th>Chg</th>
<th>12 mths rolling</th>
<th>Q3 17</th>
<th>Q3 16</th>
<th>Chg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>10,074</td>
<td>8,331</td>
<td>1,743</td>
<td>29,131</td>
<td>25,243</td>
<td></td>
<td>3,887</td>
</tr>
<tr>
<td>EBITDAR</td>
<td>3,180</td>
<td>2,573</td>
<td>607</td>
<td>4,920</td>
<td>4,896</td>
<td></td>
<td>23</td>
</tr>
<tr>
<td>EBITDA</td>
<td>1,991</td>
<td>1,725</td>
<td>266</td>
<td>1,385</td>
<td>2,177</td>
<td></td>
<td>-792</td>
</tr>
<tr>
<td>Pre-tax profit (EBT)</td>
<td>1,351</td>
<td>1,270</td>
<td>81</td>
<td>664</td>
<td>506</td>
<td></td>
<td>158</td>
</tr>
<tr>
<td>Net profit</td>
<td>1,032</td>
<td>992</td>
<td>39</td>
<td>817</td>
<td>564</td>
<td></td>
<td>253</td>
</tr>
</tbody>
</table>

EBT development Q3

<table>
<thead>
<tr>
<th></th>
<th>Q3 14</th>
<th>Q3 15</th>
<th>Q3 16</th>
<th>Q3 17</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBT margin</td>
<td>10 %</td>
<td>17 %</td>
<td>17 %</td>
<td>3 %</td>
</tr>
</tbody>
</table>

EBT development Q3 12 mths rolling

<table>
<thead>
<tr>
<th></th>
<th>Q3 14</th>
<th>Q3 15</th>
<th>Q3 16</th>
<th>Q3 17</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBT margin</td>
<td>-4 %</td>
<td>-2 %</td>
<td>2 %</td>
<td>2 %</td>
</tr>
</tbody>
</table>
**Clean EBITDA** of NOK 1.9 billion

<table>
<thead>
<tr>
<th>NOK million</th>
<th>Q3 17</th>
<th>Q3 16</th>
<th>Chg</th>
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<th>Q3 16</th>
<th>Chg</th>
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</tr>
<tr>
<td>EBITDA as reported</td>
<td>1,991</td>
<td>1,725</td>
<td>266</td>
<td>1,385</td>
<td>2,177</td>
<td>-792</td>
</tr>
<tr>
<td>Other losses/gains</td>
<td>486</td>
<td>-178</td>
<td>664</td>
<td>1,110</td>
<td>-761</td>
<td>1,872</td>
</tr>
<tr>
<td>EBITDA ex. other losses/gains</td>
<td>1,505</td>
<td>1,904</td>
<td>-398</td>
<td>275</td>
<td>2,938</td>
<td>-2,664</td>
</tr>
</tbody>
</table>

Non-recurring items:
- **wetlease**
  - Q3 17: 368
  - Q3 16: 275
  - Chg: -93

- **Sum non-recurring items**
  - Q3 17: -368
  - Q3 16: -275
  - Chg: -93

**Clean EBITDA**
- Q3 17: 1,873
- Q3 16: 2,179
- Chg: -305

**Margin clean EBITDA**
- Q3 17: 18.6%
- Q3 16: 26.2%
- Chg: 3.2%

*Reported EBITDA adj. for other losses/gains and non-recurring items*
EBITDA (ex. other losses/gains) bridge

* Ex. Other losses/gains
YTD split of unit revenue and cost by currency

Currency split gross RASK*:

- SEK 16%
- NOK 35%
- EUR 16%
- USD 17%
- DKK 8%
- GBP 7%
- Other 1%

Currency split CASK:

- USD 65%
- NOK 14%
- EUR 16%
- Other 5%

* Includes ancillary and other revenue in addition to passenger revenue
Unit cost driven by fuel and wetlease/passenger care

Both unit cost ex. and incl. fuel increased by 6% (9% in constant currency)

NOK 0.03 of CASK is related to wetlease, passenger care and bought days off

Operating cost EBITDA level per ASK (CASK)

Unit cost ex. depr. and fuel Irregularities Fuel share of unit cost

Q3 08 Q3 09 Q3 10 Q3 11 Q3 12 Q3 13 Q3 14 Q3 15 Q3 16 Q3 17

CASK (NOK) 0.48 0.44 0.41 0.41 0.41 0.40 0.40 0.41 0.39 0.41
CASK ex. fuel (NOK) 0.29 0.32 0.29 0.27 0.28 0.27 0.30 0.30 0.29 0.29

Other losses / gains is not included in the CASK concept as it primarily contains hedge gains/losses offset under financial items* as well as other non-operational income and/or cost items such as gains on the sale of spare part inventory and unrealized foreign currency effects on receivables/payables and (hedges of operational expenses).

*Norwegian hedges USD/NOK to counter foreign currency risk exposure on USD denominated borrowings translated to the prevailing currency rate at each balance sheet date. Hedge gains and losses are according to IFRS recognized under operating expenses.

Other losses/ (gains) while foreign currency gains and losses from translation of USD denominated borrowings are recognized under financial items.
Increased unit cost while expanding globally

- Higher fuel cost (+7 % per ASK) driven by spot price (+8 %), partly offset by a weaker USD vs NOK (-4 %)
- Higher personnel cost (+10 % per ASK) due to ramp-up (FTEs +47 %) and bought days off
- Higher leasing cost (+12 % per ASK) due to a higher share of leased aircraft
- Lower airport/ATC and handling (-11 % and -1 %) due to increased sector length. Handling hit by passenger care cost.
- Higher technical cost (+21 % per ASK) due to higher share of both leased aircraft and 787s/MAXs with total maintenance deals
- Lower depreciation (-25 % per ASK) due to lower proportion of owned aircraft
Comparison of unit cost incl. depreciation

Sources: Based on official full-year 2016 annual reports

- Foreign exchange rates used are equivalent to the daily average rates corresponding to the reporting periods and as stated by the Central Bank of Norway.
- Note: For some carriers the available financial data represents Group level data which may include cost items from activities that are unrelated to airline operations.
- Other losses / (gains) is not included in the CASK concept as it primarily contains hedge gains/losses offset under financial items* as well as other non-operational income and/or cost items such as gains on the sale of spare part inventory and unrealized foreign currency effects on receivables/payables and (hedges of operational expenses).

*Norwegian hedges USD/NOK to counter foreign currency risk exposure on USD denominated borrowings translated to the prevailing currency rate at each balance sheet date. Hedge gains and losses are according to IFRS recognized under operating expenses (other losses/ gains) while foreign currency gains and losses from translation of USD denominated borrowings are recognized under financial items.
NOK 1.0 billion cash flow from operations in Q3

→ Strong liquidity with NOK 5.6 bn in cash at the end of Q3
→ Cash flow from operations of NOK 3.8 bn the last 12 months (2.6 bn)
→ Invested NOK 2.3 bn the last 12 months

### Highlights

- **Net cash flows from operating activities**: NOK 3.818 bn the last 12 months (2.631 bn)
- **Net cash flows from investing activities**: NOK -6.075 bn the last 12 months (3.748 bn)
- **Net change in cash and cash equivalents**: NOK -64 bn the last 12 months (-3,512 bn)

### Cash development Q3

<table>
<thead>
<tr>
<th>NOK million</th>
<th>Q3 17</th>
<th>Q3 16</th>
<th>Chg</th>
<th>Q3 17</th>
<th>Q3 16</th>
<th>Chg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit before tax</td>
<td>1,351</td>
<td>1,270</td>
<td>81</td>
<td>664</td>
<td>506</td>
<td>158</td>
</tr>
<tr>
<td>Paid taxes</td>
<td>-9</td>
<td>-29</td>
<td>20</td>
<td>32</td>
<td>-29</td>
<td>60</td>
</tr>
<tr>
<td>Depreciation</td>
<td>401</td>
<td>352</td>
<td>50</td>
<td>2,025</td>
<td>1,325</td>
<td>700</td>
</tr>
<tr>
<td>Change air traffic settlement liabilities</td>
<td>-2,143</td>
<td>-2,140</td>
<td>-3</td>
<td>1,784</td>
<td>911</td>
<td>874</td>
</tr>
<tr>
<td>Change working capital</td>
<td>1,357</td>
<td>157</td>
<td>1,200</td>
<td>-686</td>
<td>-82</td>
<td>-604</td>
</tr>
</tbody>
</table>

### Cash and cash equivalents, end of period

<table>
<thead>
<tr>
<th>NOK million</th>
<th>Q3 17</th>
<th>Q3 16</th>
<th>Chg</th>
<th>Q3 17</th>
<th>Q3 16</th>
<th>Chg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash flows from operating activities</td>
<td>958</td>
<td>-390</td>
<td>1,348</td>
<td>3,818</td>
<td>2,631</td>
<td>1,188</td>
</tr>
<tr>
<td>Net cash flows from investing activities</td>
<td>-700</td>
<td>-1,748</td>
<td>1,049</td>
<td>3,227</td>
<td>2,327</td>
<td>-900</td>
</tr>
<tr>
<td>Net cash flows from financial activities</td>
<td>-457</td>
<td>1,322</td>
<td>-1,780</td>
<td>1,890</td>
<td>1,890</td>
<td>0</td>
</tr>
<tr>
<td>Net change in cash and cash equivalents</td>
<td>-135</td>
<td>-777</td>
<td>643</td>
<td>3,448</td>
<td>-64</td>
<td>-3,512</td>
</tr>
<tr>
<td>Cash and cash equivalents, end of period</td>
<td>5,567</td>
<td>2,233</td>
<td>3,334</td>
<td>5,567</td>
<td>2,233</td>
<td>3,334</td>
</tr>
</tbody>
</table>
Financing on track

- Expected capex (all aircraft incl. PDP)
  - USD 0.7 bn for 2017
  - USD 2.1 bn for 2018

- PDP financing / liquidity
  - SLB of a total 34 737-800s (of which 28 in 2017)
  - Paid down unsecured bond in July (NOK 1 bn)
  - Undrawn credit facility of NOK 325 million (of NOK 1 bn)

- Long-term financing
  - Financing in place for all deliveries through Q1 2018
  - Utilizing a mix of long-term financing for the deliveries in 2018 to 2020 with AFIC and export credits
Net debt reduced by close to 3 billion YTD

- Added two 787-9s, six 737 MAXs and three 320neos on balance the last 12 months
- NOK 18.3 net debt (reduced from 19.3 bn in Q2 2017)
- 11 % equity ratio (10 %)
Outlook
The graph shows booked and paid travels. Bookings per October 23, 2017 and October 24, 2016 (corresponding weekday).
Outlook for 2017

- Markets and business
  - Positive and stable markets in the Nordics
  - Capacity adjusted booking volumes ahead of last year

- An estimated production growth (ASK) of 25 % (unchanged)

- Fuel hedging
  - 53 % of Q4 2017 at USD 486 and 25 % of 2018 at USD 494

- Unit cost estimate of NOK 0.42 (unchanged)
  - Assumptions: Fuel price of USD 500 per metric ton, USD/NOK 8.25, EUR/NOK 9.00
  - Based on the current route portfolio and planned production
Outlook for 2018

- Markets and business
  - Negative impact from expected introduction of Swedish passenger tax

- An estimated production growth (ASK) of 35 %
  - Increasing distance driven by mix (long haul)

- Unit cost estimate of NOK 0.38-0.39 ex. depreciation and 0.40-0.41 incl. depreciation
  - Assumptions: Fuel price of USD 525 per metric ton, USD/NOK 7.75, EUR/NOK 9.00
  - Based on the current route portfolio and planned production

- 25 new aircraft entering operations in 2018
  - Two 737-800s
  - Twelve 737 MAXs
  - Eleven 787-9 Dreamliners (incl. six leased)
Going forward

- Solid bookings ahead of Q4
- Awarded ‘Airline of the Year’ at the 2017 CAPA Aviation Awards for Excellence
- Focus on global expansion and strong growth in number of staff, routes and aircraft
- Strong liquidity and fully financed for 2017 and Q1 2018
- Keep working on the partnership with easyJet
Norwegian offers more than 500 routes to over 150 destinations