

RECOMMENDATIONS OF THE NOMINATION COMMITTEE

OF

NORWEGIAN AIR SHUTTLE ASA

ATTACHMENT TO THE NOTICE OF ANNUAL GENERAL MEETING 6 MAY 2026

ITEMS 8, 9, 10 AND 11

Reference is made to the annual general meeting of Norwegian Air Shuttle ASA to be held on 6 May 2026.

The Nomination Committee has held 12 meetings since the 2025 annual general meeting.

The Nomination Committee has invited the largest shareholders to propose inputs to candidates and have reviewed the composition of the Board. Further, the Nomination Committee have invited for communication with shareholders, have had meetings with Board members and the company's management. As part of their considerations the Nomination Committee has emphasized that the Board members should have relevant competence, experience, gender equality, capacity and ensure continuity among the Board members.

An extraordinary General Meeting was held on 20 November 2025 whereas Mr. Dag Mejdell was elected as new Chair of the Board of Norwegian Air Shuttle ASA.

The Nomination Committee has emphasized both the need for continuity as well as the need for competencies within areas such as aviation, digital transformation, strategy, international perspective, and finance. The Committee has focused on relevant competence and diversity based on the distinctive nature of the company when selecting the candidates. The Nomination Committee has put weight on the Board's total competence related to the company's position and strategy when making its recommendations.

On this background the Nomination Committee recommends that the annual general meeting re-elects Mr. Dag Mejdell and Ms. Karina Deacon as Chair and member of the Board of Directors of Norwegian Air Shuttle ASA for a period of two years.

ITEM 8: ELECTION OF BOARD MEMBERS

The Board currently has the following shareholder-elected members:

- Mr. Dag Mejdell (Chair of the Board)
- Mr. Stephen Kavanagh
- Ms. Karina Deacon
- Ms. Sofia Arhall Bergendorff
- Mr. Daniel Skjeldam

Mr. Dag Mejdell and Ms. Karina Deacon election periods have expired, and they are up for re-election. The Nomination Committee recommends that Mr. Dag Mejdell and Ms. Karina Deacon are re-elected as independent Board members and that the general meeting adopt the following resolution:

“Mr. Dag Mejdell and Ms. Karina Deacon are re-elected as Chair and member of the Board of Directors for a period of two years.”

Following the recommendation of the Nomination Committee the Board will comprise of the following shareholder-elected members:

- Mr. Dag Mejdell (Chair of the Board)
- Mr. Stephen Kavanagh
- Ms. Karina Deacon
- Ms. Sofia Arhall Bergendorff
- Mr. Daniel Skjeldam

ITEM 9: ELECTION OF MEMBERS OF THE NOMINATION COMMITTEE

The Nomination Committee currently has the following members:

- Mr. Nils Bastiansen (Chair of the Nomination Committee)
- Mr. Bjørn Kise
- Mr. Jan Erik Klepsland

The position of Mr. Nils Bastiansen is up for re-election, and the Nomination Committee recommends that he is re-elected as Chair of the Nomination Committee and that the general meeting adopt the following resolution:

“Mr. Nils Bastiansen is re-elected as Chair of the Nomination Committee for a period of two years.”

Following the recommendation of the Nomination Committee, the Nomination Committee will comprise the following members:

- Mr. Nils Bastiansen (Chair of the Nomination Committee)
- Mr. Bjørn Kise
- Mr. Jan Erik Klepsland

ITEM 10: DETERMINATION OF COMPENSATION TO THE MEMBERS OF THE BOARD

The Nomination Committee has reviewed the current fees and proposes the following remuneration for the period from the annual general meeting in 2026 to the annual general meeting in 2027:

| Position | Compensation |
|---|---|
| Chair of the Board | <p><i>Annual fee of total NOK 1.265.000 whereof:</i></p> <ul style="list-style-type: none"> a. NOK 860.000 in cash, to be paid in quarterly instalments in June, September and December 2026 and the last in March 2027, and b. NOK 405.000 in cash, to be resolved in advance and paid after the annual general meeting the same year (2026). It is assumed that the amount, subtracted tax, is invested in shares in the company and that the shares are purchased at market price within six months after the date of the annual general meeting. The shares cannot be sold until the shares have a value corresponding to an annual board fee (total NOK 1.265.000) or before resignation from the Board. |
| Directors elected by the shareholders | <p><i>Annual fee of total NOK 585.000 whereof:</i></p> <ul style="list-style-type: none"> a. NOK 468.000 in cash, to be to be paid in quarterly instalments in June, September and December 2026 and the last in March 2027, and b. NOK 117.000 in cash, to be resolved in advance and paid after the annual general meeting the same year (2026). It is assumed that the amount, subtracted tax, is invested in shares in the company and that the shares are purchased at market price within six months after the date of the annual general meeting. The shares cannot be sold until the shares have a value corresponding to an annual board fee (total NOK 585.000) or before resignation from the Board. |
| Directors elected by and amongst the employees | <p><i>Annual fee of total NOK 170.000 in cash, to be paid in quarterly instalments in June, September and December 2026 and the last in March 2027.</i></p> |
| Chair of the Audit Committee | <p><i>Annual fee of NOK 313.000 in cash, to be paid in quarterly instalments in June, September and December 2026 and the last in March 2027.</i></p> |
| Other members of the Audit Committee | <p><i>Annual fee of NOK 167.000 in cash, to be paid in quarterly instalments in June, September and December 2026 and the last in March 2027.</i></p> |
| Chair of the People and Compensation Committee | <p><i>Annual fee of NOK 136.000 in cash, to be paid in quarterly instalments in June, September and December 2026 and the last in March 2027.</i></p> |
| Other members of the People and Compensation Committee | <p><i>Annual fee of NOK 95.000 in cash, to be paid in quarterly instalments in June, September and December 2026 and the last in March 2027.</i></p> |
| Physical meeting fee for board meetings taking place in other jurisdictions than their domicile | <p><i>Any meeting where the Board member have to travel to another jurisdiction than his/her residence for a physical meeting will be remunerated with NOK 35.000 per meeting but paid in arrears after the annual general meeting the following year (2027).</i></p> |

ITEM 11: DETERMINATION OF COMPENSATION TO THE MEMBERS OF THE NOMINATION COMMITTEE

The Nomination Committee is at present remunerated with a fixed fee of 120.000 per year, and NOK 6.000 per actual meeting held for the Chair and a fixed fee of NOK 40.000 per year and NOK 6.000 per meeting held for other members of the Nomination Committee.

The Nomination Committee proposes to increase the fees for meetings to NOK 8.000 per actual meeting held. The fixed remuneration is proposed to be increased to NOK 125.000 for the Chair and NOK 42.000 for other members.

A meeting is defined as a meeting when formally called in for in Admincontrol and all members of the Nomination Committee are present.

However, the total compensation is not to exceed the annual compensation for the Chair and other members of the Audit Committee.

| Position | Compensation |
|---|---|
| Chair of the Nomination Committee | <i>Fixed fee: NOK 125,000 per year, and NOK 8,000 per meeting to the next annual general meeting in 2027. The fixed fee is to be paid in two installments in December 2026 and after the annual general meeting the following year (2027). The total compensation is not to exceed the annual compensation for the Chair of the Audit Committee.</i> |
| Other members of the Nomination Committee | <i>Fixed fee: NOK 42,000 per year, and NOK 8,000 per meeting to the next annual general meeting in 2027. The fixed fee is to be paid in two installments in December 2026 and after the annual general meeting the following year (2027). The total compensation is not to exceed the annual compensation for the members of the Audit Committee.</i> |

Lysaker, 24. March 2026

Nils Bastiansen
Chair

Bjørn Kise

Jan Erik Klepsland

