

## FOURTH QUARTER REPORT 2008

### HIGHLIGHTS

- Fourth quarter revenue up by 41.0 % to MNOK 1,614.7 (1,145.4).
- The Group earnings before depreciation (EBITDA) in fourth quarter were MNOK -168.8 (-36.3).
- Ancillary passenger revenue pr PAX up 40.5 % in fourth quarter.
- Net result before tax was MNOK -202.1 (-34.0).
- Unit cost (excluding fuel, and Norwegian.se) up by 9 % compared to same quarter last year.
- The fuel cost pr pax has increased by 48% compared to the same quarter last year (excluding Norwegian.se). Unrealised effects of fuel hedge as of 31 December amount to MNOK 104.
- The group started operations in Denmark during fourth quarter.

### KEY FINANCIAL FIGURES

#### Consolidated Financial Key figures and ratios

Unaudited	Quarter ended December 31		YTD December 31	
(NOK 1 000)	2008	2007	2008	2007
Operating revenue	1 614 747	1 145 389	6 226 413	4 226 202
EBITDAR	-45 015	33 363	199 797	504 395
EBITDA	-168 818	-36 304	-208 243	207 995
EBIT	-198 891	-57 718	-337 854	133 951
Net profit/ loss (-)	-149 087	-21 469	-7 593	84 580
EBITDAR margin	-2.8 %	2.9 %	3.2 %	11.9 %
EBITDA margin	-10.5 %	-3.2 %	-3.3 %	4.9 %
EBIT margin	-12.3 %	-5.0 %	-5.4 %	3.2 %
Net profit margin	-9.2 %	-1.9 %	-0.1 %	2.0 %

### TRAFFIC FIGURES AND RATIOS

Unaudited	Quarter ended Dec 31		YTD Dec 31	
(NOK 1 000)	2008	2007	2008	2007
Yield (NOK) *)	0.71	0.64	0.65	0.65
Unit Revenue (NOK) *)	0.54	0.50	0.51	0.52
Unit Cost (NOK) *)	0.66	0.55	0.57	0.53
Unit Cost ex. fuel (NOK) *)	0.44	0.40	0.38	0.40
Ancillary revenue/PAX (NOK) *)	64.2	45.7	56.3	33.3
Norwegian.no				
ASK (mill)	2 281	1 811	9 272	6 959
Passengers	1 898 134	1 670 075	7 521 348	6 362 725
Load factor	77 %	78 %	79 %	80 %
Norwegian.se				
ASK (mill)	502		2 257	
Passengers	322 783		1 615 205	
Load factor	75 %		79 %	

\*) Only Norwegian Air Shuttle ASA, excluding Norwegian Air Shuttle Sweden AB(Norwegian.se)

## OPERATIONS

### Traffic development \*

A total of 2,220,917 passengers traveled with Norwegian (the Group) in the fourth quarter of 2008, compared to 2,002,640 in the fourth quarter of 2007, an increase of 11 %. Norwegian.no had a passenger load factor of 77 % this quarter, compared to 78 % in the same period in 2007. The production (ASK) has increased by a total of 26 % for Norwegian.no, and the passenger traffic (RPK) has increased by 23 %. Norwegian.se had a passenger load factor of 75 % compared to 74 % last year.

At the end of the fourth quarter 2008 Norwegian had 37 operational aircraft, compared to 31 at the end of the same period last year (incl. wet lease). The total fleet including aircraft on maintenance and excluding wet lease was 40 aircraft on the same date. The Group utilized every operational aircraft on average 9.8 block hours in the fourth quarter which is equivalent to last year.

Norwegian.no utilized every operational aircraft 10.0 block hours pr day in the fourth quarter, a 4 % decrease compared to the same period last year. The utilization of aircraft has decreased as a result of changes to the route portfolio. Short domestic routes have replaced some longer European flights, general adjustments to optimize performance during seasonally weak periods have been undertaken, and the opening of new bases at Copenhagen and Rygge will in a start-up period result in lower utilization for aircraft allocated to these bases.

Norwegian.se utilized every operational aircraft 8.9 block hours which is an increase of 19 % compared to last year. The utilization of the aircraft has improved as a consequence of longer flying distances and restructuring and optimization of the route portfolio.

The share of Internet sales was 86 % for Norwegian.no which is an increase of 1 p.p. compared to the same period last year. For Norwegian.se 87 % of sales was internet based which is a decrease of 1 p.p.

### Traffic Figures

	Quarter ended Dec 31			Y.T.D. Dec 31			Full Year
	2008	2007	y.o.y Change	2008	2007	y.o.y Change	2007
<b>norwegian.no</b>							
Internet bookings	86 %	85 %	1 pp	87 %	86 %	1 pp	86 %
ASK (mill)	2 281	1 811	26 %	9 272	6 959	33 %	6 959
RPK (mill)	1 746	1 415	23 %	7 296	5 586	31 %	5 586
Load factor	77 %	78 %	-1 pp	79 %	80 %	-1 pp	80 %
Passengers	1 898 134	1 670 075	14 %	7 521 348	6 362 725	18 %	6 362 725
<b>DOMESTIC</b>							
ASK (mill)	715	514	39 %	2 470	1 950	27 %	1 950
RPK (mill)	525	400	31 %	1 900	1 550	23 %	1 550
Load factor	73 %	78 %	-5 pp	77 %	79 %	-2 pp	79 %
Passengers	1 055 677	851 623	24 %	3 727 520	3 116 165	20 %	3 116 165
<b>INTERNATIONAL</b>							
ASK (mill)	1 566	1 298	21 %	6 802	5 008	36 %	5 008
RPK (mill)	1 221	1 015	20 %	5 396	4 036	34 %	4 036
Load factor	78 %	78 %	0 pp	79 %	81 %	-2 pp	81 %
Passengers	842 457	818 452	3 %	3 793 827	3 246 570	17 %	3 246 570
<b>norwegian.se</b>							
Internet bookings	87 %	88 %	-1 pp	86 %	89 %	-3 pp	89 %
ASK (mill)	502	311	61 %	2 257	602	275 %	602
RPK (mill)	375	231	63 %	1 778	473	276 %	473
Load factor	75 %	74 %	1 pp	79 %	79 %	0 pp	79 %
Passengers	322 783	332 565	-3 %	1 615 205	571 651	183 %	571 651

\* Traffic figures for Norwegian.se for 2007 only comprise August - December.

### Revenue

Total revenue in fourth quarter was MNOK 1,614.7 (1,145.4), an increase of 41.0 %. MNOK 1,426.4 (1,056.0) of the revenues in the fourth quarter is related to ticket revenues. MNOK 137.3 (76.3) is other passenger related revenue, while the remaining MNOK 51.0 (13.2) is related to freight, third-party products, and other income.

The yield for Norwegian in fourth quarter (excluding Norwegian.se) was NOK 0.71 compared to NOK 0.64 same period last year. The increase in yield is mainly due to changes in route portfolio. Ancillary passenger revenue was NOK 64.2 pr PAX (45.7) in fourth quarter 2008, an increase from same period last year of 40.5 %.

### Operating Expenses

The operating expenses excluding leasing and depreciation were MNOK 1,659.8 (1,112.0) this quarter up 49.3 % from same period last year. The increase in operating expenses is mainly related to increases in production (ASK) and the increase in fuel cost stated in NOK. Furthermore the Group's operations has during fourth quarter been challenged by a weakening of NOK. Costs for fuel, leasing, handling and other costs denominated in currencies other than NOK has increased compared to same period last year.

The fuel cost pr pax inclusive hedge effects have increased by 48% compared to the same quarter last year (excluding Norwegian.se) Unrealised effects of fuel hedge as of 31 December amounts to MNOK 104. Furthermore, MNOK 56 in fuel hedge result has been realised during fourth quarter. The Group has at the end of the fourth quarter, forward contracts to cover approx 7.3% of fuel exposure for 2009.

USD currency contracts cover approximately 2.9 % of expected exposure for operating activities in USD until December 2009. Changes in fair value of foreign currency contracts are included in operating costs. Total expense in fourth quarter was MNOK -32.2 (cost reduction).

Profit/loss from associated company in fourth quarter of MNOK -1.4 (-1.8) consists of the Group's estimate on the 20 % share of Bank Norwegian's fourth quarter results.

### Earnings

Earnings before interest, depreciation and amortisation (EBITDA) in the fourth quarter were MNOK -168.8 (-36.3), and the earnings before tax (EBT) were MNOK -202.1 (-34.0).

### Financial items

Financial items in fourth quarter were MNOK -1.8 (14.7).

Borrowing cost, in accounting for the prepayments on the purchase contract with Boeing, MNOK 11.2 have been capitalised in fourth quarter.

### Tax

The companies in the Group have tax losses to be carried forward both in Norway and Sweden. An increase of deferred tax asset of MNOK 16.6 was recognized in fourth quarter. Deferred tax liability decreased by MNOK 39.1 during fourth quarter.

### Net result

The net result for fourth quarter was MNOK -149.1, compared to MNOK -21.5 in the same period last year.

### Balance sheet

Total non-current assets amounts to MNOK 1,599.7 at 31 December, compared to MNOK 1,067.8 at the end of last year. Included in tangible fixed assets are the prepayments to Boeing on 42 new aircraft of MNOK 705.2, compared to MNOK 361.5 at the end of last year. Compared to 31 December 2007 book value of aircrafts has increased by MNOK 298.

Total current asset amounts to MNOK 1,574.5 at 31 December, compared to MNOK 1,262.7 at the end of last year. Receivables have increased by MNOK 423 of which about MNOK 200 are due to delayed settlement of credit card transactions.

Total liabilities at 31 December were MNOK 2,288.4 (1,822.3), of which MNOK 708.2 is interest bearing. Traffic liability was MNOK 598.1 at 31 December up from MNOK 536.5 at the end of last year.

### Shares

The parent company Norwegian Air Shuttle ASA had a total of 32,359,778 shares outstanding at 31 December, compared to 20,196,040 shares outstanding at the end of 2007. During third quarter 2008, Norwegian introduced a voluntary share option program for all its employees. If all options are exercised the maximums shares to be issues within October 2010 are 561.301.

### Cash flow

Cash and cash equivalents were MNOK 607.5 at 31 December compared to MNOK 501.4 at the end of last year.

#### Operating activities

Cash flow in fourth quarter from operating activities amounts to MNOK -133.1, compared to MNOK -8.9 in fourth quarter last year.

#### Investment activities

Cash flow in fourth quarter from investment activities was MNOK 164.3. Prepayments on the Boeing contract of MNOK 151.6 are the main investment in the quarter. As of 16 October Norwegian sold its USD hedge contracts resulting in a positive cash effect of MNOK 324. The sale of the term contracts has no effect in the company's income statement in the fourth quarter, but has balance sheet and cash flow effects.

#### Financing activities

Net cash flow from financing activities in the fourth quarter was MNOK 93.6. During fourth quarter MNOK 104.5 in Pre-Delivery-Payment (PDP) financing were released. The financing is a part of the prepayment stream on the first batch of 10 aircraft.

### Risk and uncertainties

The airline industry is undergoing a challenging time as a consequence of the financial crisis and the global downturn. The demand for tickets has so far not been affected by the turmoil in the global financial markets. However future demand is dependent on sustained consumer and business confidence in our key Scandinavian markets.

Material developments for the company are a capacity increase of 52.5 % last year and deliveries of seven of 53 aircraft of the type 737-800, the ongoing integration of Norwegian.se (Norwegian Air Shuttle Sweden AB) and the introduction of a new base at Rygge Airport.

### Outlook

The demand for travelling with Norwegian and advanced bookings has been satisfactory entering the first quarter of 2009. Norwegian has executed several sales and marketing campaigns that have been well received by the market, and continue to attract customers to the continuously growing route portfolio.

The Swedish operation will continue to focus on the restructuring and optimizing efforts. These plans include further adjustment of the route portfolio, adjusting the aircraft fleet, reducing the number of staff and realizing synergies within the Group. Core functions such as revenue management, network,

flight operations and administration has already been centralized. The Polish operation is expected to develop satisfactory.

The Group started operations in Denmark in the fourth quarter following rising market opportunities, and will by spring have 6 aircraft based in Denmark. The Danish routes have so far been well received by the market.

With the current jet fuel price, USD/NOK exchange rate and route portfolio, the Group anticipates a unit cost in the area of 0.53 for the full year 2009.

**Interim report Q1 2009**

The interim report for first quarter 2009 will be presented 23 April 2009.

Fornebu, 20 February 2009

Bjørn Kjos  
CEO



**Consolidated Income Statement**

Unaudited

		Quarter ended December 31		YTD December 31	
(NOK 1 000)	Note	2008	2007	2008	2007
<b>OPERATING REVENUE</b>					
Total operating revenue	3	1 614 747	1 145 389	6 226 413	4 226 202
<b>TOTAL REVENUE</b>		<b>1 614 747</b>	<b>1 145 389</b>	<b>6 226 413</b>	<b>4 226 202</b>
<b>OPERATING EXPENSES</b>					
Operating expenses	4	1 211 391	847 711	4 603 018	2 875 418
Personell expenses	4	328 125	193 892	1 076 068	622 189
Other operating expenses	4	120 247	70 423	347 531	224 200
<b>TOTAL OPERATING EXPENSES</b>		<b>1 659 762</b>	<b>1 112 026</b>	<b>6 026 616</b>	<b>3 721 807</b>
<b>OPERATING PROFIT / LOSS BEFORE LEASING &amp; DEPR (EBITDAR)</b>					
		<b>-45 015</b>	<b>33 363</b>	<b>199 797</b>	<b>504 395</b>
Leasing		123 802	69 667	408 040	296 400
<b>OPERATING PROFIT / LOSS BEFORE DEPR (EBITDA)</b>					
		<b>-168 818</b>	<b>-36 304</b>	<b>-208 243</b>	<b>207 995</b>
Depreciation and amortization		30 073	21 414	129 611	74 044
<b>OPERATING PROFIT / LOSS (EBIT)</b>					
		<b>-198 891</b>	<b>-57 718</b>	<b>-337 854</b>	<b>133 951</b>
<b>Net financial items</b>					
		<b>-1 775</b>	<b>14 728</b>	<b>351 966</b>	<b>-29 949</b>
Profit/loss associated company		-1 392	-1 821	-13 441	-1 821
Gain from sale of subsidiary		0	10 800	0	10 800
<b>NET RESULT BEFORE TAX (EBT)</b>					
		<b>-202 058</b>	<b>-34 012</b>	<b>671</b>	<b>112 982</b>
Income tax expense (benefit)		-52 971	-12 543	8 264	28 402
<b>NET PROFIT/ (LOSS)</b>					
		<b>-149 087</b>	<b>-21 469</b>	<b>-7 593</b>	<b>84 580</b>
Earnings per share (NOK) - Basic		-4.6	-1.0	-6.0	-1.1
Earnings per share (NOK) - Diluted		-4.3	-1.0	-5.7	-1.0
No. of shares at the end of the period		32 359 778	20 865 526	32 359 778	20 865 526
Average no. of shares outstanding		32 359 778	20 829 125	24 706 330	20 196 040
Average no. of shares outstanding - diluted		34 311 712	22 189 200	26 268 728	20 831 005

**Financial key figures**

Unaudited

	Quarter ended Dec 31		YTD Dec 31	
	2008	2007	2008	2007
Operating margin (%)	-12 %	-5 %	-5 %	3 %
Book equity per share (NOK)			27.4	24.4
Equity ratio (%)			28 %	22 %



**Consolidated Balance Sheet**

Unaudited

		December 31	
(NOK 1 000)	Note	2008	2007
<b>ASSETS</b>			
<b>NON-CURRENT ASSETS</b>			
Intangible assets		257 833	293 177
Tangible fixed assets		1 263 787	682 642
Fixed assets investment		78 107	92 027
<b>TOTAL NON CURRENT ASSETS</b>		<b>1 599 728</b>	<b>1 067 846</b>
<b>CURRENT ASSETS</b>			
Consumable goods		34 214	28 000
Investments		18 360	241 751
Receivables		914 379	491 543
Cash and cash equivalents		607 536	501 410
<b>TOTAL CURRENT ASSETS</b>		<b>1 574 489</b>	<b>1 262 705</b>
<b>TOTAL ASSETS</b>		<b>3 174 216</b>	<b>2 330 551</b>
<b>EQUITY AND LIABILITIES</b>			
<b>SHAREHOLDERS EQUITY</b>			
Paid-in capital		831 316	443 117
Other equity		54 516	65 156
<b>TOTAL EQUITY</b>		<b>885 831</b>	<b>508 273</b>
<b>LIABILITIES</b>			
Provisions for liabilities and charges		175 905	134 352
Other long term liabilities		457 438	470 954
Current liabilities		1 655 042	1 216 972
<b>TOTAL LIABILITIES</b>		<b>2 288 385</b>	<b>1 822 278</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>3 174 216</b>	<b>2 330 551</b>

**Consolidated Cash flow statement**

Unaudited

(NOK 1 000)	Quarter ended Dec 31		YTD Dec 31	
	2008	2007	2008	2007
Net cash flows from operating activities	-133 124	-8 855	-331 765	497 920
Net cash flows from investing activities	164 333	-310 781	-253 600	-532 619
Net cash flows from financial activities	93 592	9 425	686 643	306 425
Exchange rate effect on cash	4 264	1 539	4 848	-2 025
<b>Net change in cash and cash equivalents</b>	<b>129 064</b>	<b>-308 672</b>	<b>106 126</b>	<b>269 700</b>
Cash and cash equivalents in beginning of period	478 473	810 082	501 410	231 710
Cash and cash equivalents in end of period	607 536	501 410	607 536	501 410



**Consolidated changes in equity**

Unaudited

(NOK 1 000)	Year ended Dec 31	
	2008	2007
Equity - Beginning of period	508 273	260 727
Share issue	382 002	136 463
Equity change on employee options	6 228	1 558
Stock options issued for FlyNordic acquisition		29 485
Valueadjustment assets held for sale	-4 376	
Profit/loss	-7 593	84 580
Exchange rate difference group	1 297	-4 540
Equity - End of period	885 831	508 273

**NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS**

**General and accounting principles**

Norwegian Air Shuttle ASA (the Group) consists of Norwegian Air Shuttle ASA and its subsidiaries. The company is a limited company incorporated in Norway. The condensed consolidated interim financial statements comprise the Group.

The consolidated financial statements of the Group for the year ended 31. December 2008 is available upon request from the company's registered office at Oksenøyveien 10A, 1330 Fornebu, Norway, or at [www.norwegian.no](http://www.norwegian.no).

These condensed consolidated interim financial statements have been prepared in accordance with rules and regulations of Oslo Stock Exchange and International Financial Reporting Standard (IAS) xx Interim Financial Reporting. They do not include all of the information required for full annual consolidated financial statements, and should be read in conjunction with consolidated financial statements of the Group as at and for the year ended 31 December 2007. These condensed interim financial statements are unaudited.

The accounting policies applied by the Group in these condensed consolidated financial statements are the same as those applied by the Group in its consolidated financial statements as at and for the year ended 31 December 2007.

**Note 1 Judgements, estimated and assumptions**

The preparation of condensed consolidated interim financial statements in accordance with IFRS and applying the chosen accounting policies requires management to make judgements, estimates and assumptions that affect the reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The estimates and the underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

In preparing these condensed consolidated interim financial statements, the significant judgements made by management in applying the Group's accounting policies and the key sources of estimation uncertainty were the same as those that applied to the consolidated financial statements for the period ended 31 December 2007.

**Note 2 Risk**

<b>SENSITIVITY ANALYSIS</b>	<b>Effect on income</b>
Unaudited	<b>MNOK</b>
1 % decrease in jet fuel price	12
1 % weakening of NOK against USD	-26
1 % weakening of NOK against EUR	-11

The sensitivity analysis reflects the effect on P/L by substantial changes in market prices and exchange rates. The effect on P/L is annualized based on today's level of production, fuel prices and exchange rates. Operational hedges are not included in the calculation of the sensitivity.

**Note 3 Revenue**

In First quarter the Group reclassified line items of revenue between passenger revenue, ancillary passenger revenue and other revenue. Passenger revenue comprise only ticket revenue, while ancillary passenger revenue is other passenger related revenue such as fees. Other revenue consist of revenue not directly related to passengers such as cargo, 3<sup>rd</sup> party commissions etc.

**SALES REVENUE**

Unaudited

<b>(NOK 1 000)</b>	<b>Quarter ended Dec 31</b>		<b>YTD Dec31</b>	
	<b>2008</b>	<b>2007</b>	<b>2008</b>	<b>2007</b>
<b>Per activity</b>				
Passenger revenue	1 426 389	1 055 935	5 641 533	3 956 081
Ancillary passenger revenue	137 320	76 256	463 609	212 049
Other revenue	51 038	13 198	121 271	58 072
<b>Total</b>	<b>1 614 747</b>	<b>1 145 389</b>	<b>6 226 413</b>	<b>4 226 202</b>
<b>Per geographical market</b>				
Domestic	683 516	492 550	2 294 940	1 791 495
International	931 231	652 839	3 931 473	2 434 708
<b>Total</b>	<b>1 614 747</b>	<b>1 145 389</b>	<b>6 226 413</b>	<b>4 226 202</b>

**Note 4 Operating expenses**

**COST BREAKDOWN**

Unaudited

<b>(NOK 1 000)</b>	<b>Quarter ended Dec 31</b>		<b>YTD Dec 31</b>	
	<b>2008</b>	<b>2007</b>	<b>2008</b>	<b>2007</b>
Personell expenses	331 674	193 892	1 079 617	622 189
Sales/ distribution expenses	29 252	26 813	114 885	94 162
Aviation fuel	597 845	320 086	2 162 128	990 741
Airport charges	209 962	177 535	838 420	601 780
De-icing	24 532	18 478	58 567	38 080
Handling charges	169 551	119 418	615 113	404 275
Technical maintenance expenses	143 546	111 635	559 657	412 837
Other expenses	153 401	144 168	598 230	557 743
<b>Total operating costs</b>	<b>1 659 762</b>	<b>1 112 026</b>	<b>6 026 616</b>	<b>3 721 807</b>

### Note 5 Segment information

The Group's business is managed in one operational segment which is low cost air passenger travel. The products are in all effect identical in all geographical markets.

The Group has operations in four geographical areas, but the revenue generating assets, the aircraft, are utilized separately between Norway and Sweden. Because the Group only has one business segment, the primary reporting format is the geographical segments.

There have been no changes from the last annual financial statements in the basis of segmentation or in the basis of measurement of segment profit or loss.

#### SEGMENTS

Unaudited

(NOK 1 000)	Quarter ended Dec 31			YTD Dec 31	
	Norway	Sweden	Total	Norway	Total
External Revenue	1 392 880	221 867	1 614 747	5 244 765	6 226 413
Operating profit/loss	-125 071	-73 820	-198 891	-86 936	-337 854
Depreciation *)	24 330	5 743	30 073	89 571	129 611

\*) Includes depreciation and write down on the fair values of assets identified in purchase price allocation.

### Note 6 Information on related parties

During fourth quarter 2008 there are no changes in related parties compared to described in Note 27 in the annual report. There have been no significant transactions with related parties during fourth quarter 2008.

### Definitions

ASK: Available Seat Kilometres. Number of available passenger seats multiplied by the flight distance.

RPK: Revenue Passenger Kilometres. Number of sold seats multiplied by flight distance.

CABIN FACTOR: Relationship between RPK and ASK as a percentage. Describes the rate of utilisation of available seats.

EBITDA: Operating profit/loss before financial items, taxes and depreciation

EBITDAR: Operating profit/loss before financial items, taxes, depreciation and leasing costs for aircraft

## Information about the Norwegian Group

### Head office Norwegian Air Shuttle ASA

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Telephone +47 67 59 30 00  
Telefax +47 67 59 30 01  
Internet [www.norwegian.no](http://www.norwegian.no)  
Organisation Number NO 965 920 358 MVA

### Board of Directors - Norwegian Air Shuttle ASA

Erik G. Braathen, Chairman  
Bjørn H. Kise, deputy Chairman  
Ola Krohn-Fagervoll  
Liv Berstad  
Marianne Wergeland Jensen  
Monika Johansen  
Halvor Vatnar  
Sissel Vårum

### Group Management

Bjørn Kjos, Chief Executive Officer  
Asgeir Nyseth, Chief Operating Officer  
Hans-Petter Aanby, Chief Information Officer  
Daniel A. Skjeldam, Chief Commercial Officer  
Frode E. Foss, Chief Financial Officer  
Gunnar Martinsen, SVP Human Resources  
Anne-Sissel Skånvik, SVP Corporate Communications

### Investor Relations

Karl Peter Gombrii [karl.gombrii@norwegian.no](mailto:karl.gombrii@norwegian.no)

### Other sources of Information

#### Annual reports

Annual reports for Norwegian Group are available on [www.norwegian.no](http://www.norwegian.no)

#### Quarterly publications

Quarterly reports are available on [www.norwegian.no](http://www.norwegian.no).

The publications can be ordered by sending an e-mail to [investor.relations@norwegian.no](mailto:investor.relations@norwegian.no)