Norwegian at a glance

- **4th LARGEST LOW-COST AIRLINE IN EUROPE***
- **150+ GLOBAL DESTINATIONS**
- **~10,000 HARD WORKING STAFF**
- **160+ AIRCRAFT IN FLEET**
- **~36M PASSENGERS FLOWN**
- **500+ ROUTES**

*Based on passengers in 2019, based on company traffic reports.*
### Set to leverage on scale

#### Local short-haul focus

<table>
<thead>
<tr>
<th>Aircraft orders</th>
<th>42</th>
<th>6</th>
<th>15</th>
<th>15+3</th>
<th>222</th>
</tr>
</thead>
</table>

#### Global growth phase, long-haul focus

<table>
<thead>
<tr>
<th>Aircraft orders</th>
<th>19+8</th>
<th>30</th>
<th>2</th>
</tr>
</thead>
</table>

#### Focus on profitability

**New markets and other key milestones**

#### Number of Aircraft

- 787-8/9 Owned
- 787-8/9 Leased
- 737 MAX 8 Owned
- 737 MAX 8 Leased
- 737-800 Owned
- 737-800 Leased
- 737-300 Owned
- 737-300 Leased
- M80 Leased

#### Leading position on Nordic short haul

#### Maturing long-haul offering with improving margins

#### Solid platform and sufficient scale to achieve profitability

#### Top ranked by both short-haul and long-haul passengers

#### Europe’s Best Low-Cost Airline

#### World’s Best Low-Cost Long Haul Airline
Key pillars of our corporate strategy 2018-2022

**LONG TERM VISION**

“We shall be the leading long-haul low-cost airline in Europe operating as the engine of global low-cost alliance and dominating the Nordic short-haul market”

- Return to sustainable profitability
- Be the preferred airline for customers seeking value for money
- Fortify position as the leading short-haul carrier in the Nordics
- Build global low-cost alliance with our long-haul operation as the backbone

**STRATEGIC OBJECTIVES 2022**

- Competitive cost base
  - Reduce cost base
  - Sustainable unit cost position
  - Cost control and automation
- Profitable operations and global alliance
  - Focus is to capitalize on long haul
  - Fortify position in the Nordics
  - Improve connectivity and feed
- Operational resilience
  - Improve operational simplicity
  - Develop resilient program
  - Optimize technical & crew
- Optimized asset management
  - Commercially-driven fleet plan
  - Fleet renewal program
  - Maximize return on assets
- Shared customer focus
  - Deliver on the basics
  - One customer journey
  - Personalization and Reward
- Improve digital and analytics capabilities
  - Standardize and reduce complexity
  - Strategic sourcing
  - Agile development processes

**CORE VALUES**

- Innovation
- Teamwork
- Simplicity
Changing strategic focus from growth to profitability

**2013 - 2018**

- Focus on growth
- Built up market position and scale
- Captured slots at constrained airports
- Onboarded new aircraft and launched new routes

**2019 -**

- Focus on profitability and cash flow
- Continuous efforts to reduce costs
- Optimization of the base structure and route network based on 12-month profitability criteria
- Divest aircraft not required for the company’s commercial needs
Changes to network and operations
## Stable demand at key airports

### TOTAL PASSENGERS

<table>
<thead>
<tr>
<th>Airport</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>LTM Q3 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oslo</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stockholm</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Copenhagen</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gatwick</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barcelona</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Avinor, Swedavia, Copenhagen Airports, Gatwick Airport and Aena.
New strategy starting to show results

- Profits in Q3 was the highest in the Company’s history
- The planned capacity reduction supports higher unit revenue, better load factor and increased punctuality

MONTHLY TRAFFIC DEVELOPMENT

- ASK (12m rolling)
- Unit revenue growth y/y
Exhaustive review of the short-haul operation

SUMMER 2020 AIRCRAFT ALLOCATION

- **Existing base**
- **Restructured base**
- **Closed base**

( ) Versus same season last year

**Focus on Nordic core**

**Short-haul network connectivity and density**

**Support long-haul feed, where appropriate**

**Closed down more than 70 routes, of which more than 50 on short haul**

**Reduce complexity**

**Handle fleet deficit from MAX grounding**
**Our long-haul business in context**

<table>
<thead>
<tr>
<th><strong>Business model</strong></th>
<th>➔ Long haul, low cost mainly focused on connecting primary airport / city points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Product focus</strong></td>
<td>➔ Value for money fares with quality inflight services, leveraging our award-winning brand</td>
</tr>
</tbody>
</table>
| **Fleet**          | ➔ A fleet of 37 Boeing 787 Dreamliners  
                     ➔ Two-class configuration and high-density cabin |
| **Geographic focus** | ➔ Connecting large catchment areas  
                     ➔ Seek connectivity with the rest of the network where necessary |
| **Profitability**  | ➔ Finetuning network to improve operational resilience  
                     ➔ Focus on core EU and US markets |
Long haul developing according to strategy

SUMMER 2020 AIRCRAFT ALLOCATION

<table>
<thead>
<tr>
<th>Country</th>
<th>787:</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>13</td>
</tr>
<tr>
<td>IT</td>
<td>4</td>
</tr>
<tr>
<td>ES</td>
<td>5</td>
</tr>
<tr>
<td>FR</td>
<td>7</td>
</tr>
<tr>
<td>NO</td>
<td>2</td>
</tr>
<tr>
<td>US</td>
<td>2</td>
</tr>
</tbody>
</table>

33 aircraft deployed on long-haul network

TRAFFIC AND YIELD DEVELOPMENT

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>LTM Q3 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passengers (million)</td>
<td>3.0</td>
<td>5.4</td>
<td>6.0</td>
</tr>
<tr>
<td>ASK (billion)</td>
<td>23.9</td>
<td>45.0</td>
<td>49.9</td>
</tr>
<tr>
<td>Legs</td>
<td>11,500</td>
<td>20,600</td>
<td>21,600</td>
</tr>
<tr>
<td>Load factor</td>
<td>90%</td>
<td>87%</td>
<td>87%</td>
</tr>
</tbody>
</table>
Largest foreign carrier in New York and largest European carrier in Los Angeles

Connecting networks to feed long haul
Our young fleet is a key sustainability, commercial and financial advantage

~20% more fuel efficient than world average for airline

Lower fuel costs

Significantly improved environmental friendliness

Newer and more sustainable aircraft are preferred by travellers globally

Source: Planespotter.net, January 2019.
Our low-cost business model is one of the most carbon efficient in the world

ONGOING INITIATIVES

- Fleet renewal program
- Advanced weather data from Avtech
- SkyBreathe app for pilots
Disciplined low cost operating model

Cost development in 2018 and 2019

Operating costs excl. fuel and ownership costs per ASK (NOK)

<table>
<thead>
<tr>
<th></th>
<th>Q1 18</th>
<th>Q2 18</th>
<th>Q3 18</th>
<th>Q4 18</th>
<th>Q1 19</th>
<th>Q2 19</th>
<th>Q3 19</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.28</td>
<td>0.23</td>
<td>0.25</td>
<td>0.24</td>
<td>0.25</td>
<td>0.23</td>
<td>0.22</td>
<td></td>
</tr>
</tbody>
</table>

Cost level compares well to peers

Operating costs (EBIT level) per ASK (NOK)

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>AirAsia X</td>
<td>0.27</td>
</tr>
<tr>
<td>WizzAir</td>
<td>0.32</td>
</tr>
<tr>
<td>Ryanair</td>
<td>0.35</td>
</tr>
<tr>
<td>easyJet</td>
<td>0.56</td>
</tr>
<tr>
<td>Vueling</td>
<td>0.56</td>
</tr>
<tr>
<td>JetBlue</td>
<td>0.59</td>
</tr>
<tr>
<td>Southwest</td>
<td>0.59</td>
</tr>
<tr>
<td>Finnair</td>
<td>0.62</td>
</tr>
<tr>
<td>SAS</td>
<td>0.76</td>
</tr>
</tbody>
</table>

Norwegian has the youngest fleet

1 Based on 2018 annual reports or corresponding fiscal year.
- 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.
- Other losses/(gains) are not included in the unit cost measure 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).
#FOCUS2019: Raising full-year target to NOK 2.3 billion

<table>
<thead>
<tr>
<th>Cost area</th>
<th>Completed cost initiatives</th>
<th>Actual Q3 (NOK m)</th>
<th>Actual YTD Q3 (NOK m)</th>
</tr>
</thead>
</table>
| Airport, handling and technical costs | • High effect of airport- and handling-related cost initiatives during peak season  
                                            • Progressing on several items with key technical suppliers                              | 408               | 924                   |
| Operating efficiency             | • Lower personnel costs due to improved planning and efficiency measures  
                                            • Standardizing operational tools and consumables  
                                            • Improving disruption handling  
                                            • Processes to close operational bases announced                                          | 237               | 582                   |
| Procurement, administration and IT | • Stronger effects from renegotiated volume-driven agreements  
                                            • Consolidating office locations in Norway and Spain  
                                            • Implemented new flight planning system                                                    | 68                | 177                   |
| Commercial, marketing and product offering | • Product offering optimization  
                                                       • Working with partners to release synergies                                                | 114               | 165                   |
| Total                            |                                                                                           | 827               | 1,848                 |
Continuing to deliver on strategic changes
Fuel is the largest variable expense and accounted for 30 percent of costs in 2018.

Jet fuel price and effective fuel price including hedging

Hedging ratio 12m fwd at FY reporting

<table>
<thead>
<tr>
<th></th>
<th>SAS</th>
<th>easyJet</th>
<th>Ryanair</th>
<th>Norwegian</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>80 %</td>
<td>83 %</td>
<td>90 %</td>
<td>50 %</td>
</tr>
<tr>
<td>2015</td>
<td>45 %</td>
<td>81 %</td>
<td>95 %</td>
<td>52 %</td>
</tr>
<tr>
<td>2016</td>
<td>43 %</td>
<td>75 %</td>
<td>90 %</td>
<td>25 %</td>
</tr>
<tr>
<td>2017</td>
<td>52 %</td>
<td>65 %</td>
<td>90 %</td>
<td>35 %</td>
</tr>
<tr>
<td>2018</td>
<td>62 %</td>
<td>68 %</td>
<td>90 %</td>
<td>0 %</td>
</tr>
<tr>
<td>2019</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
</tr>
</tbody>
</table>

1) Numbers presented are annualised numbers on a December year-end basis due to the different reporting standards of the peer companies
2) 2019 full year estimated with a forward fuel cost at 626 USD/MT as per 12.12.2019
Impact of MAX grounding and engine issues

- Status and impact from MAX grounding
  - 18 aircraft grounded 12 March 2019
  - 16 new deliveries deferred
  - Estimated negative impact on P&L of NOK 1 billion for 2019
  - Discussions on compensation and new delivery schedule

- Engine issues Dreamliners
  - Estimated negative impact on P&L of NOK 300 million for 2019

- Credit card acquirers
  - Onboarded two new acquirers in Q4 plus a new account-to-account solution
  - In discussions with existing acquirers
Significant actions to increase financial headroom while transforming the business

#Focus2019
Target achieved through continuous cost focus and revised target to NOK 2.3 billion

Sale of NOFI
Completed sale of shares with final settlement in Q4 and cash release of NOK 0.9 billion

Partnership
Letter of intent for partnership with JetBlue

Joint Venture
Established joint venture with CCBLI reducing capex by NOK 13.7 billion

Sale of Argentina
Sold Argentinian subsidiary to JetSMART

Deferring deliveries
Restructuring of aircraft orders reducing capex by NOK 22.0 billion for 2019 and 2020

Bond maturity
NOK 3.4 billion extended with approx. 2 years compared to original maturity dates

Sale of aircraft
Concluded 24 AC for 2019 and 2020 with net liquidity effect of NOK 2.2 billion

Capital raise
Private placement of NOK 1.1 billion and CB of USD 150 million. This comes on top of NOK 3 billion rights issue in Q1 2019

Based on exchange rate USD/NOK of 9.10.
Sold a total 24 aircraft with net proceeds of NOK 2.2 billion in 2019 and 2020

NUMBER OF AIRCRAFT BASED ON ANNOUNCED SALES

<table>
<thead>
<tr>
<th>Fleet (2020 vs. 2018)</th>
<th>Aircraft sales*</th>
<th>Aircraft re-deliveries</th>
<th>Aircraft deliveries</th>
<th>Net development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short haul</td>
<td>22</td>
<td>9</td>
<td>16</td>
<td>-15</td>
</tr>
<tr>
<td>Long haul</td>
<td>0</td>
<td>0</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>22</td>
<td>9</td>
<td>25</td>
<td>-6</td>
</tr>
</tbody>
</table>

* In addition, the company sold two Airbus A320neo in Q1 2019 that were on external lease.
NEXT steps

Norwegian Exceling Together

OUR 2-3 YEAR TRANSFORMATION PLAN

6 Workstreams
1. Network
2. People
3. Product, pricing and revenue management
4. Operational performance
5. Cost reduction/procurement
6. Value proposition

The target is 4 billion NOK EBITDAR run rate improvement by 2021

One (PMO)
Program Management Office set up to oversee and support the delivery of the NEXT Program

The Management Team and Board are responsible for the overall delivery and governance
Fly Norwegian

Book tickets at Norwegian.com