Highlights Q4 2017

- Added one 737-800 and two 787-9s to operations
- Financed the first aircraft with a combination of UKEF and JOLCO
- Agreed with the Scandinavian pilot unions on a new three year agreement
- Got concessions for 152 routes in Argentina
- Launched transatlantic routes from Amsterdam, Madrid and Milan
- Norwegian Reward celebrated 10 years
- Awarded best European low fare carrier by Airlineratings.com
- EBITDA excl other losses/gains negative by NOK 901 million (-250)
Stable load despite high ASK growth

30% growth in both capacity (ASK) and traffic (RPK)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>ASK</th>
<th>Load Factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4 08</td>
<td>2,783</td>
<td>76.2%</td>
</tr>
<tr>
<td>Q4 09</td>
<td>3,432</td>
<td>76.1%</td>
</tr>
<tr>
<td>Q4 10</td>
<td>4,516</td>
<td>77.4%</td>
</tr>
<tr>
<td>Q4 11</td>
<td>5,461</td>
<td>78.5%</td>
</tr>
<tr>
<td>Q4 12</td>
<td>6,517</td>
<td>76.7%</td>
</tr>
<tr>
<td>Q4 13</td>
<td>9,176</td>
<td>77.9%</td>
</tr>
<tr>
<td>Q4 14</td>
<td>11,142</td>
<td>80.7%</td>
</tr>
<tr>
<td>Q4 15</td>
<td>11,909</td>
<td>84.9%</td>
</tr>
<tr>
<td>Q4 16</td>
<td>15,109</td>
<td>85.8%</td>
</tr>
<tr>
<td>Q4 17</td>
<td>19,704</td>
<td>85.3%</td>
</tr>
</tbody>
</table>
8.1 million passengers in Q4 (+12 %)
Continued growth at all key airports

Source: 12 month rolling passengers as reported by Avinor, Swedavia, Copenhagen Airports, Finavia, Gatwick Airport and Aena
55% of revenue generated outside the Nordics

- 17% revenue growth in the Nordics
- 78% revenue growth in Spain

Growth in revenue by origin in Q4 17 (y/y):

- Spain
- France
- Germany
- UK
- Finland
- Italy
- US
- Sweden
- Denmark

Split revenue by origin in Q4 17:
Underlying RASK unchanged

- Q4 unit passenger revenue (RASK) -2 % to 0.31 (-3 % in constant currency)
- Average flying distance increased by 14 %
- Ancillary revenue per passenger increased by 18 %
- Cargo revenue increased by 137 % to NOK 180 million
A network of more than 60 intercontinental routes
Adding 25 new aircraft to own operations in 2018

- Deliveries 787-9
  +3,724 seats
- Deliveries 737-800 and 737 MAX
  +2,640 seats
- Re-deliveries 737-800
  -744 seats
Norwegian Reward – loyalty pays off
Building the Reward program

- Set up as a separate and dedicated business unit
- We have about 50 partners in NO, SE, DK, FI, ES & UK:
Reached 7 million Reward members*

- Strong increase of members and activity
- More than 50% of cash points are earned through external partners
- Currently the highest growth in the US and the UK

* In February 2018
Financials
Q4 EBITDAR of NOK 387 million

<table>
<thead>
<tr>
<th></th>
<th>Q4 17</th>
<th>Q4 16</th>
<th>12 mths rolling</th>
<th>12 mths rolling</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>7,844</td>
<td>6,027</td>
<td>1,818</td>
<td>30,948</td>
</tr>
<tr>
<td>EBITDAR</td>
<td>387</td>
<td>1,357</td>
<td>-970</td>
<td>3,950</td>
</tr>
<tr>
<td>EBITDA</td>
<td>-652</td>
<td>673</td>
<td>-1,325</td>
<td>60</td>
</tr>
<tr>
<td>Pre-tax profit (EBT)</td>
<td>-1,431</td>
<td>300</td>
<td>-1,731</td>
<td>-1,067</td>
</tr>
<tr>
<td>Net profit</td>
<td></td>
<td>197</td>
<td>-1,116</td>
<td>-299</td>
</tr>
</tbody>
</table>

EBT development Q4

EBT development Q4 12 mths rolling
EBITDA (excl other losses/gains) bridge
Unit cost driven by fuel and ramp-up

- Unit cost excl. fuel increased by 6% (5% in constant currency)
- Unit cost incl. fuel increased by 7% (8% in constant currency)

CASK (NOK)

<table>
<thead>
<tr>
<th>Q4 08</th>
<th>Q4 09</th>
<th>Q4 10</th>
<th>Q4 11</th>
<th>Q4 12</th>
<th>Q4 13</th>
<th>Q4 14</th>
<th>Q4 15</th>
<th>Q4 16</th>
<th>Q4 17</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.63</td>
<td>0.49</td>
<td>0.47</td>
<td>0.48</td>
<td>0.45</td>
<td>0.42</td>
<td>0.43</td>
<td>0.43</td>
<td>0.42</td>
<td>0.44</td>
</tr>
<tr>
<td>CASK ex. fuel (NOK)</td>
<td>0.42</td>
<td>0.40</td>
<td>0.36</td>
<td>0.33</td>
<td>0.30</td>
<td>0.28</td>
<td>0.30</td>
<td>0.32</td>
<td>0.32</td>
</tr>
</tbody>
</table>

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 (+11 % per ASK) driven by spot price (+22 %), partly offset by a weaker USD vs NOK (-5 %)
- Higher personnel cost (+5 % per ASK) due to recruitment for growth and to avoid crew shortage in the high season
- Higher handling cost (+5 %) due to additional security measures for travels to the US of NOK 183 million and lagged compensation cost
- Higher leasing cost (+16 % per ASK) due to a higher share of leased aircraft and wetlease
- Lower airport/ATC (-6 %) due to increased sector length
- Higher technical cost (+6 % per ASK) due to higher share of both leased aircraft and 787s/MAXs with total maintenance deals, in addition to price escalation on engine maintenance
- Lower depreciation (-17 % per ASK) due to lower proportion of owned aircraft
Strong liquidity with NOK 4 billion in cash

- Cash from operations finances the fleet increase
- Cash flow from operations of NOK 2.9 bn the last 12 months (3.1 bn)
- Invested NOK 3.6 bn the last 12 months

### Highlights

- **Profit before tax**
  - Q4 17: -1,431
  - Q4 16: 300
  - Chg: -1,731
- **Paid taxes**
  - Q4 17: 4
  - Q4 16: -
  - Chg: 4
- **Depreciation**
  - Q4 17: 374
  - Q4 16: 338
  - Chg: 36
- **Change air traffic settlement liabilities**
  - Q4 17: -402
  - Q4 16: -445
  - Chg: 43
- **Change working capital**
  - Q4 17: 603
  - Q4 16: 13
  - Chg: 590

### Cash development Q4

<table>
<thead>
<tr>
<th></th>
<th>Q4 14</th>
<th>Q4 15</th>
<th>Q4 16</th>
<th>Q4 17</th>
</tr>
</thead>
<tbody>
<tr>
<td>NOK million</td>
<td>2,811</td>
<td>2,454</td>
<td>2,324</td>
<td>4,040</td>
</tr>
</tbody>
</table>

### Financial Statements

- **Net cash flows from operating activities**
  - Q4 17: -852
  - Q4 16: 206
  - Chg: -1,058
  - 12 mths rolling: 2,901
  - 12 mths rolling: 3,114
  - Chg: -213
- **Net cash flows from investing activities**
  - Q4 17: -2,432
  - Q4 16: -1,112
  - Chg: -1,320
  - 12 mths rolling: -3,646
  - 12 mths rolling: -6,530
  - Chg: 2,883
- **Net cash flows from financial activities**
  - Q4 17: 1,741
  - Q4 16: 981
  - Chg: 760
  - 12 mths rolling: 2,509
  - 12 mths rolling: 3,303
  - Chg: -793
- **Net change in cash and cash equivalents**
  - Q4 17: -1,527
  - Q4 16: 90
  - Chg: -1,618
  - 12 mths rolling: 1,716
  - 12 mths rolling: -131
  - Chg: 20
- **Cash and cash equivalents, end of period**
  - Q4 17: 4,040
  - Q4 16: 2,324
  - Chg: 1,716
  - 12 mths rolling: 4,040
  - 12 mths rolling: 2,324
  - Chg: 1,716
13 new aircraft on balance in 2017

- Added four 787-9s, six 737 MAXs and three 320neos on balance the last 12 months
- NOK 22.3 bn net debt (21.2 bn in Q4 2016)
- 9 % equity ratio (11 %)
Balanced mix of funding

- 30 aircraft financed by export credits
- 3.2% average interest rate on long-term aircraft financing (3.7%)
- 95% of aircraft financing on fixed rates

Debt maturity profile*:

Debt mix:

Number of aircraft:

<table>
<thead>
<tr>
<th># aircraft</th>
<th>B737</th>
<th>B787</th>
<th>B737 MAX</th>
<th>A320</th>
</tr>
</thead>
<tbody>
<tr>
<td>Export credits (UK and US)</td>
<td>23</td>
<td>7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AFIC</td>
<td></td>
<td></td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>EETC</td>
<td>10</td>
<td></td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Private placement/banks</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SLB</td>
<td>45</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leasing</td>
<td>19</td>
<td>14</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>117</strong></td>
<td><strong>21</strong></td>
<td><strong>6</strong></td>
<td><strong>5</strong></td>
</tr>
</tbody>
</table>

* Based on exchange rates as of 31.12.2017
Financing on track

→ Gross capex commitment (all aircraft incl PDP)
  → USD 1.9 bn for 2018 (reduced from 2.1 bn)
  → USD 2.6 bn for 2019
  → Expect net capex to be reduced in 2018 and 2019
  → Fleet renewal – initiated process to sell older aircraft and reduce capex commitment

→ PDP financing / liquidity
  → PDP financing for 787s
  → SLB of two 737-800s in 2018
  → Tap of unsecured bond in January (EUR 65 million)
  → Undrawn credit facility of NOK 311 million (of NOK 1 bn)

→ Long-term financing
  → UKEF and JOLCO combination in Q1 2018
  → Utilizing a mix of long-term financing for the deliveries in 2018 to 2020 with focus on AFIC and export credits
Outlook
Growth driven by increased frequency in wide body operation

- Two thirds of the 2018 growth will come from increased frequency
- 70% of the ASK growth in 2018 comes from the widebody fleet
Overall bookings ahead of last year

Booked and paid travels as of February 12, 2018 and February 13, 2017 (corresponding weekday)
Outlook for 2018

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

- An estimated production growth (ASK) of 40 % (unchanged)
  - Increasing distance
  - Q1: +36 %, Q2: +48 %, Q3: +37 % Q4: +41 %

- Fuel hedging
  - 25 % of 2018 at USD 494
  - 37 % of H1 2018 at USD 499
  - 16 % of H2 2018 at USD 484
Expect to reduce unit cost excl fuel by 12% in 2018

- Unit cost estimates (unchanged)
  - NOK 0.290-0.295 excl fuel and depreciation
  - NOK 0.390-0.395 excl depreciation
  - NOK 0.405-0.410 incl depreciation

- Assumptions: Fuel price of USD 575/mt, USD/NOK 7.75, EUR/NOK 9.00. Based on the current route portfolio and planned production
Going forward

- Solid bookings ahead of 2018
- Strong growth in cargo revenue
- Target 20% long-term ancillary revenue share driven by new products and services, and third party revenue streams
- Increasing premium cabin on new deliveries of the 787 Dreamliner due to demand
- Preparing for ticket sales after receiving Argentine route approvals and operating license (AOC)
- Signed collective bargaining agreements with Spanish and Italian pilots and cabin crew
- Launching interline agreement with Widerøe
- Continue fleet renewal and reduce ownership in non-core assets
Norwegian offers more than 500 routes to over 150 destinations