

# Remuneration Report 2021

Norwegian Air Shuttle ASA



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## **1. Key developments in remuneration in 2021**

A new remuneration policy was approved at the annual general meeting (“AGM”) on 4 Jun 2021. The policy is consistent with the principles of management remuneration from previous years.

### **1.1 Key changes in the composition of Executive Management**

Geir Karlsen has been Chief Executive Officer (CEO) in Norwegian since his appointment in June 2021. He has held the position as Chief Financial Officer (CFO) since April 2018 and served as Acting CEO from July 2019 to December 2019.

Adrian Dunne was appointed Executive Vice President (EVP) Operations (COO) in August 2021.

Magnus Thome Maursund was appointed Executive Vice President (EVP) for Network, Pricing & Optimisation in October 2021.

Jacob Schram stepped down as CEO in June 2021, Andrew Hodges stepped down as EVP Network Pricing & Optimisation in October 2021, and Johan Gauer mann stepped down as acting EVP COO in September 2021.

Details on the serving Executive Management can be found in the appendix.

### **1.2 Key developments in remuneration of the Board of Directors in 2021**

The nomination committee proposed an extraordinary fee for the additional workload for the members of the board for the period from the AGM in 2020 to the AGM in 2021. This was approved by the AGM in 2021.

Details on the serving Board of Directors can be found in section 2.4.

### **1.3 Key developments in Executive remuneration in 2021**

A new remuneration policy was approved at the annual general meeting. The policy is consistent with the principles of management remuneration from previous years.

According to the remuneration policy, the Board of Directors may decide to deviate from the guidelines in individual cases, provided there are circumstances that make such deviations necessary to safeguard the Company’s long-term interest and financial sustainability, or ensure the Company’s viability.

The company was operating in unprecedented times following the outbreak of COVID-19, and it was vital to achieve sustainable solutions and demonstrate continuance of key management to investors. The Board acknowledged the importance of motivating and retaining its executives and securing qualified management of Norwegian Air Shuttle ASA (“Norwegian” or the “Company”) for as long as possible and at least for the upcoming period until 20 June 2021.

Therefore, in addition to the general terms and conditions agreed upon as part of each Executives’ employment relationship, an incentive scheme in the form of retention bonus was implemented to ensure continuity in key management through the extraordinary times in the first half of 2021. The retention bonus can be found under extraordinary items under section “3.5 Executive remuneration 2017 to 2021”.

The deviation from the remuneration policy ensured stable and qualified management which contributed to secure a successful reorganisation plan seeking protection under Irish Examinership and Reconstruction in Norway.

The actual remuneration for 2021 is fully aligned with the principles of the remuneration policy. Necessary steps were taken to ensure long-term performance and ensure the Company’s viability, within the framework of the remuneration policy.

## 2. Remuneration of the Board of Directors

### 2.1 Remuneration policy

With the consent of the Annual General Meeting, the remuneration of Board members is intended to reflect the respective members' responsibilities, expertise, time commitments and the complexities of the Company's activities. In cases where Board members take on specific assignments for the Company not part of their responsibilities as a Board member, the other Board members must be notified immediately and, if the transaction is of a substantial nature, this will be explicitly stated in the notes to the consolidated accounts. Details of the remuneration of individual Board members are available in the notes to the consolidated accounts. The Board of Directors are not entitled to performance-related compensation and are not granted share options.

### 2.2 Remuneration composition

The remuneration to the Board of Directors of Norwegian comprises a fixed base fee and other compensation which include, but not limited to ID tickets and insurance. In addition, the shareholder elected Board members and the Chair of the Board were granted fees to buy shares in the Company.

### 2.3 Board remuneration in 2021

To compensate for the additional workload for the period from the AGM of 2020 to the AGM of 2021, shareholder elected Board members were granted additional fees. Board members not including the Chair of Board were granted additional fee of NOK 100,000, while the Chair was granted an additional fee of NOK 1 million.

The shareholder elected Board members and the Chair of the Board were granted fees to buy shares in the company. The shares cannot be sold until the shares have a value corresponding to an annual board fee, total NOK 500,000, or before resignation from the board.

No shares were granted in 2021. There was no deviation from the remuneration policy in 2021.

### 2.4 Board and committee fee levels in 2021

Total compensation year 2021 (NOK 1,000)							
Board of Directors and Audit Committee (AC)	Title - Board	Fees* as board members	Title - Audit Committee (AC)	Fees* as members of AC	Additional Fees for the year 2020-2021	Fees for 2021-2022 to be paid after AGM 2021 (to buy shares)	Total fees to be paid after AGM 2021
Chris Browne	Director	300			100	100	500
Eric Holm	Director, employee representative	150					150
Geir Olav Øien	Director, employee representative	150					150
Ingrid Elvira Leisner	Director	300	Chair of the AC	175	100	100	675
Jaan Albrecht Bindenberger	Director	300	Chair of the AC	125	100		525
Katrine Gundersen	Director, employee representative	150					150
Niels Smedgaard	Chair of the board	550			1,000		1,550
Sondre Gravir	Director	300			100	100	500
Vibeke Hammer Madsen	Director	300			100		400
Svein Harald Øygard	Chair of the board					350	350
Lars Boilesen	Director					100	100
<b>Total</b>		<b>2,500</b>		<b>300</b>	<b>1,500</b>	<b>750</b>	<b>5,050</b>

\*Fees in cash for the period from AGM 2020 to the AGM 2021

### 2.5 Board remuneration 2017 to 2020

Board remuneration for previous years can be found in the annual reports on <https://www.norwegian.no/om-oss/selskapet/investor-relations/reports-and-presentations/>.

## 2.6 Shareholdings by the Board of Directors

Shareholding per year-end 2021		
Board of Directors	Title – Board of Directors	Shareholding
Chris Browne	Director	9,502
Eric Holm	Director, employee representative	1,011
Geir Olav Øien	Director, employee representative	0
Ingrid Elvira Leisner	Director	12,927
Katrine Gundersen	Director, employee representative	0
Sondre Gravir	Director	33,052
Svein Harald Øygard	Chair of the board	1,534,281
Lars Boilesen	Director	568,424

## 2.7 Any use of the right to reclaim

No variable remuneration has been reclaimed for the financial year of 2021.

## 3. Remuneration of Executive Management

### 3.1 Remuneration principles

The purpose of the remuneration of Executive Management in Norwegian is to stimulate a strong and lasting performance-oriented culture, enabling the Company to deliver on its strategy. The overall compensation level should be competitive compared to comparable organizations. The Board of Directors determines the remuneration of the CEO and the guidelines for remuneration of Executive Management (“Executives”). The grandfather principle applies for Executives, implying that the Chair of the Board approves remuneration for Executives other than the CEO. The remuneration of the Board and the Executives must not have negative effects on the Company, nor damage the reputation of the Company. Compensation made to Executives going forward will in part be aligned with Norwegian’s performance.

#### 3.1.1 Principles for base salary

The fixed salary should reflect the Executive’s area of responsibility and performance over time. Norwegian offers base salary levels which are competitive in the market in which the Company operates. Salaries are benchmarked against salary statistics provided by global third-party human resource organisations and related financial services consulting firms.

#### 3.1.2 Short-term incentive program

Norwegian’s short-term incentive program (STI) is an incentive program with a timeframe of one year. The STI is a global incentive program designed to recognise, and reward executives for the contributions they make to enable the Company’s to meet its financial and business targets. The objectives of the program are to,

- (i) clearly communicate to Executives the Company targets,
- (ii) communicate to the Executives how variable compensation is linked to the Company’s performance,
- (iii) positively impact the organisation’s ability to meet or exceed the Company’s performance targets,
- (iv) encourage more cross-functional cooperation and a “one Norwegian mind-set”, and
- (v) improve the Company’s ability to attract and retain employees.

The target variable compensation for the CEO is 75 percent of the gross base salary. The maximum variable compensation is 127.5 percent of the gross base salary. The intended variable compensation scheme for 2021 was not made effective, primarily due to the financial impact of COVID-19 on the Company.

#### 3.1.3 Long-term incentive program

Norwegian offers employees hired in a Scandinavian legal entity participation in a long-term incentive program (LTI) through an employee share savings plan. The objective of the LTI is to align and strengthen the interest of employees and shareholders and to remunerate for long-term commitment and value

creation. Under this plan, Norwegian will match 50% of the employees' investment, limited up to NOK 6,000 per annum. Provided that the employee contributes NOK 12,000 annually, Norwegian's contribution will be NOK 6,000. The program has a one-year vesting period. If the shares are kept for two calendar years, the participants will be allocated bonus shares proportionate to their purchase. One bonus share will be earned for every tenth share allocated under this scheme.

### **3.1.4 Share Option Plan**

The Board of Directors has established annual share option plans for Executives and other key leading employees. It is the Company's view that the granting of share purchase options through option schemes are positive for long-term value creation of the Company. The intention of this plan is to (i) attract and retain employees whose service is important to the Company's success, (ii) motivate such employees to achieve long-term goals for the Company, (iii) provide incentive compensation opportunities to such employees which are competitive with those of other companies, and (iv) to secure that such employees' financial interest is aligned with the shareholders of the Company. The Board can offer share options to Executives and other key leading employees when shareholders have given the authority through an AGM to grant schemes in accordance with the following principles:

- (i) The exercise price per share shall be the average price of the Norwegian share, ticker NAS.OL, on trading days during the first 10 calendar days after the presentation of Norwegian's second quarterly results plus 10 percent and rounded to the nearest NOK 0.1
- (ii) 1/3 of options granted can be exercised at the earliest after one, two, and three years respectively, and the options shall expire after seven years
- (iii) In any calendar year, each employee's aggregated gross profit from exercise of options under all share option programs shall not exceed five years of accumulated gross base salary
- (iv) If an employee leaves the Company, the non-vested options will forfeit. Outstanding options exercisable at the date of such termination shall be exercisable no later than the first exercise period thereafter.

### **3.1.5 Severance pay**

The notice period for the CEO is six months, which is a deviation from the 2021 Remuneration Policy. The notice period for the remaining Executives is six months. The CEO severance pay is six months, which is a deviation from the 2021 Remuneration Policy. EVP Product & Digital Development and EVP Sales, Marketing & Customer Care having six months base salary severance pay, which is a deviation from the 2021 Remuneration Policy. The employee is not entitled to a severance payment in the event he or she terminates the employment. The CEO has a change of control clause in the employment contract.

## **3.2 Remuneration composition**

In addition to fixed and variable salary, other benefits such as insurance, newspaper, Internet and telephone may be granted. The total value of these benefits should be modest and only account to a limited portion of the combined remuneration package. Principles for company car and car allowance vary in accordance with local conditions.

Executives participate in the same pension plans as other employees within the unit in which they are employed. Executives in the Norwegian entities participate in a defined contribution pension plan. The annual accrual for 2021 was five percent of the annual base salary from 1 to 7.1 G and eight percent from 7.1 to 12 G. G is the base amount of Norwegian Social Security which in 2021 amounted to NOK 106,399. From 2022 the annual accrual is amended to five percent of the annual base salary from zero to 7.1 G and eight percent from 7.1 to 12 G.

Executives do not have a retirement have a retirement agreement that deviates from other employees within the unit in which they are employed.

### **3.3 Remuneration of Executive Management 2017 to 2021**

#### **3.3.1 Short-term incentive program**

The STI program described above is not effective for 2021, primarily due to the financial impact of COVID-19 on the Company. A retention incentive scheme was implemented to ensure continuity in Executives through the extraordinary times in the first half of 2021.

Adrian Dunne received a sign on fee when he was appointed EVP COO in March 2021.

#### **3.3.2 Long-term incentive program 2018 to 2021**

2021 program:

Share option program not effectuated. Upon appointment as CEO 21 June 2021, Geir Karlsen was awarded 1,000,000 options with 25 percent of the options vesting in 2022, 25 percent vesting in 2023, 25 percent vesting in 2024, and 25 percent vesting in 2025. The strike price of the options is NOK 10.10 per share, and the options expire four years after the vesting date.

2020 program:

Share option program not offered. Options awarded in the 2019 and 2018 programs are adjusted for the reverse share split. The strike price is multiplied by 100 and the number of outstanding options is divided by 100.

2019 program:

On 7 May 2019, the Annual General Meeting adopted a share option program limited to 12,000 share options. The options under this program were granted to 10 Executives in May 2019. Options may be exercised at the earliest in 2022, and any remaining options in 2026 at the latest. The exercise price per share is NOK 4,300, which was the average price of the NAS share on trading days the first 10 calendar days after presentation of Norwegian's first quarter 2019 financial results, plus 15 percent. On 20 November 2019, 6,000 additional options were granted to two Executives.

As of year-end 2021, there were 14,000 outstanding share options outstanding under this plan.

2018 program:

On 8 May 2018, the Annual General Meeting adopted a share option program limited to 4,000 share options. 3,800 options under this program were granted to 11 Executives in September 2018. Options may be exercised at the earliest in 2021, and any remaining options in 2025 at the latest. The exercise price was NOK 27,800, which was the average price of the NAS share on trading days the first 10 calendar days after presentation of Norwegian's second quarter 2018 financial results, plus 15 percent. To maintain the incentive of the plan, the Board approved an adjustment to the strike price per share from NOK 27,800 to NOK 4,300 on 24 September 2019.

As of year-end 2021, there were 1,000 outstanding share options with strike price of NOK 4,300 and 800 outstanding share options with strike price of NOK 27,800.

Share options awarded or due to the Executive Management for the reported financial year:

	The main conditions of share option plans							Information regarding the reported financial year												
	1	2	3	4	5	6	7	8	9		10		11		12		13			
								Opening Balance	Share options awarded	Share options vested	Share Options subject to a performance condition	Share Options awarded and unvested	Share Options subject to a holding period							
<i>Name</i>	<i>Plan name</i>	<i>Date - Date</i>	<i>Date</i>	<i>Date</i>	<i>Date</i>	<i>Date - Date</i>	<i>Value</i>	<i>Quantity</i>	<i>Quantity</i>	<i>Market value of underlying shares as of award date</i>	<i>Quantity</i>	<i>Market value of underlying shares at NOK 10,75</i>	<i>Quantity</i>	<i>Quantity</i>	<i>Quantity</i>	<i>Quantity</i>	<i>Quantity</i>	<i>Quantity</i>	<i>Quantity</i>	
Anne-Sissel Skånvik	2018 Option Plan		03.09.2018	03.09.2021		03.09.2021 - 03.09.2025	4,300	200			200	2,150								
Anne-Sissel Skånvik	2019 Option Plan		29.05.2019	29.05.2022		29.05.2022 - 29.05.2026	4,300	500			-	0					500			
Bjørn Kjos	2018 Option Plan		03.09.2018	03.09.2021		03.09.2021 - 03.09.2025	27,800	800			800	8,600								
Bjørn Kjos	2019 Option Plan		29.05.2019	29.05.2022		29.05.2022 - 29.05.2026	4,300	3,000			-	0					3,000			
Edward Thorstad	2018 Option Plan		03.09.2018	03.09.2021		03.09.2021 - 03.09.2025	4,300	100			100	1,075								
Geir Karlsen	2018 Option Plan		03.09.2018	03.09.2021		03.09.2021 - 03.09.2025	4,300	500			500	5,375								
Geir Karlsen	2019 Option Plan		29.05.2019	29.05.2022		29.05.2022 - 29.05.2026	4,300	1,500											1,500	
Geir Karlsen	2019 Option Plan		20.11.2019	20.11.2022		20.11.2022 - 20.11.2026	4,300	3,000											3,000	
Geir Karlsen	2021 Option Plan		21.06.2021	21.06.2022		21.06.2022 - 21.06.2026	10.1			250,000	2,525,000								250,000	
Geir Karlsen	2021 Option Plan		21.06.2021	21.06.2023		21.06.2023 - 21.06.2027	10.1			250,000	2,525,000								250,000	
Geir Karlsen	2021 Option Plan		21.06.2021	21.06.2024		21.06.2024 - 21.06.2028	10.1			250,000	2,525,000								250,000	
Geir Karlsen	2021 Option Plan		21.06.2021	21.06.2025		21.06.2025 - 21.06.2029	10.1			250,000	2,525,000								250,000	
Jacob Schram	2019 Option Plan		20.11.2019	20.11.2022		20.11.2022 - 20.11.2026	4,300	3,000											3,000	
Sarah Goldsbrough	2019 Option Plan		29.05.2019	29.05.2022		29.05.2022 - 29.05.2026	4,300	500												
Tomas Hesthammer	2019 Option Plan		29.05.2019	29.05.2022		29.05.2022 - 29.05.2026	4,300	1,000												
Tore-Kristian Jensen	2018 Option Plan		03.09.2018	03.09.2021		03.09.2021 - 03.09.2025	4,300	200			200	2,150								
Tore-Kristian Jensen	2019 Option Plan		29.05.2019	29.05.2022		29.05.2022 - 29.05.2026	4,300	1,500											1,500	



### 3.3.3 Executive remuneration 2017 to 2021

This table present the total of all benefits received in 2021 and 2020 for the Executive Management for easy comparison. It also shows the respective relative proportions both of fixed and variable remuneration in the reported financial year.

Total compensation (NOK 1,000) Executive Management	Year	1 Fixed remuneration			2 Variable remuneration		3 Extraordinary items	4 Pension expense	5 Total Remuneration	6 Proportion of fixed and variable remuneration
		Base salary	Fees	Fringe benefits	One-year variable	Multi-year variable				
Anne-Sissel Skånvik (EVP Communication and Public Affairs)	2021	2,000		159			1,500	89	3,748	60 %
	2020	2,000		171				86	2,257	100 %
Geir Karlsen (CEO from 21.06.2021)	2021	4,875		153			11,000	89	16,117	32 %
	2020	4,500		148	5,000			86	9,734	49 %
Magnus Thome Maursund (EVP Network, Pricing & Optimisation)*	2021	1,569		45			337	89	2,040	83 %
Adrian Dunne (EVP Operations)	2021	1,270		74	1,017			108	2,469	59 %
	2020									
Christoffer Sundby (EVP Marketing, Sales & Customer Care)	2021	3,000		151			2,250	89	5,490	59 %
	2020	1,000		49				29	1,078	100 %
Tor-Arne Fosser (EVP Products & Digital Development)	2021	2,900		153			2,175	89	5,317	59 %
	2020	725		37				21	783	100 %
Knut Olav Irgens Høeg (EVP IT & Business Services)	2021	2,300		153			1,725	89	4,267	60 %
	2020	2,108		139				79	2,326	100 %
Guro Poulsen (EVP People)	2021	2,000		152			1,500	89	3,741	60 %
	2020	2,000		148				86	2,234	100 %
Andrew Hodges (EVP Network, Pricing & Optimisation)	2021	3,075					2,306	242	5,623	59 %
	2020	1,827		20				155	2,002	100 %
Johan Gauermann (Interim EVP Operations)	2021	1,795					1,593	561	3,949	60 %
	2020	1,395						458	1,853	100 %
Jacob Schram (CEO until 21.06.2021)	2021	7,000		144			11,000	89	18,233	40 %
	2020	7,000		148				86	7,234	100 %
Bjørn Erik Barman-Jenssen (EVP Operational Development)	2021									
	2020	243						7	250	100 %
Thomas Hesthammer (Group Accountable Manager)	2021									
	2020	159		7				7	173	100 %
Kurt Erik Simonsen (Chief Customer & Digital Officer)	2021									
	2020	2,189		86	1,550			50	3,875	60 %
Frode Berg (Chief Legal Officer)	2021									
	2020	961		62				48	1,071	100 %
Tore Jenssen (Chief Operating Officer/Managing Director Arctic Aviation)	2021									
	2020	1,125		62				48	1,235	100 %
Sarah Goldsbrough (EVP HR, HSE & Payroll)	2021									
	2020	743		63				36	842	100 %
Marty St. George (Interim Chief Commercial Officer)	2021									
	2020	4,235							4,235	100 %
Brede Huser (EVP Loyalty/Managing Director Norwegian Reward)	2021									
	2020	1,000		549				43	1,592	100 %
Kei Grieg Toyomasu (Senior Vice President Brand & Marketing)	2021									
	2020	1,371		5				50	1,426	100 %

\*Remuneration for the time in the Company before becoming EVP Network, Pricing & Optimisation is included.

Remuneration or Executive Management for the years 2019 to 2017 can be found in the annual reports on <https://www.norwegian.no/om-oss/selskapet/investor-relations/reports-and-presentations/>.

### 3.4 Comparative information on the change in remuneration and company performance

The table below displays the annual change of remuneration of each Executive, the performance of the Company, and average remuneration on a full-time equivalent basis of employees of the company other than Executives over a period of the five most recent financial years.

For remuneration for an Executive whose mandate began or ended during the reported financial year, the respective remuneration is annualised.

Executive Management remuneration (NOK 1,000)				
Annual change	2017-2018	2018-2019	2019-2020	2020-2021
Andrew Hodges (Executive Vice President Airline)				9.0%
Anne-Sissel Skånvik (EVP Communication and Public Affairs)	5.7%	-1.2%	3.3%	68.5%
Asgeir Nyseth (Chief Operating Officer)	4.3%	39.4%		
Bjørn Erik Barman-Jenssen (EVP Operational Development)	63.8%	1.6%	-11.0%	
Bjørn Kjos (Chief Executive Officer)	37.1%	-27.6%		
Brede Huser (EVP Loyalty/Managing Director Norwegian Reward)	-40.4%	-68.0%	332.4%	
Christoffer Sundby (EVP Sales, Marketing & Customer Care)				77.1%
Edward Thorstad (Chief Customer Officer)	4.4%	84.4%		
Frøde Berg (Chief Legal Officer)	4.4%	-1.2%	38.2%	84.5%
Geir Karlsen (CEO)		336.6%	-15.5%	66.1%
Guro Poulsen (EVP People)				70.0%
Helga Bollmann Leknes (Chief Commercial Officer)	7.2%	324.9%		
Jacob Schram (CEO)				153.8%
Johan Gauermann (Interim EVP Operations)				21.4%
Knut Olav Høeg (EVP IT & Business Services)				71.3%
Kurt Erik Simonsen (Chief Information Officer)			-50.4%	
Marty St. George (Interim Chief Commercial Officer)			0.4%	
Thomas Hesthammer (Group Accountable Manager)			-12.5%	
Tor-Arne Fosser (EVP Products & Digital Development)				78.0%
Tore Jenssen (Chief Operating Officer/Managing Director Arctic Aviation)	4.8%	107.0%	-26.6%	
Company performance				
Net profit	19 %	-11 %	-1332 %	108 %
Average remuneration on a full-time equivalent basis of employees				
Employees of the group	4.2%	14.7%	-2.3%*	-2.4%*

\*Average salary in 2020 is estimated due to large changes in the number of employees

### 3.5 Shareholdings by Executive Management

Shareholding per year-end 2021			
Executive Management	Title	Shareholding	Options
Geir Karlsen	CEO	651,478	1,005,000
Magnus Thome Maursund	EVP Network, Pricing & Optimisation	888	0
Christoffer Sundby	EVP Sales, Marketing & Customer Care	335,943	0
Guro Poulsen	EVP People	236,808	0
Anne-Sissel Skånvik	EVP Communication and Public Affairs	50,095	700
Knut Olav Irgens Høeg	EVP IT & Business Services	239,846	0
Tor-Arne Fosser	EVP Products & Digital Development	95,847	0
Adrian Dunne	EVP Operations	243,019	0

### 3.6 Any use of right to reclaim

No variable remuneration has been reclaimed for the financial year of 2021.

## 4. Information on shareholder vote

In agreement with the Board's proposal, the annual general meeting passed the following resolution:

“The general meeting approves the guidelines on determination of salary and other remuneration to the executive management of the Company pursuant to the Norwegian Public Limited Liability Companies Act section 6-16a.”

The resolution was passed with 87.46 percent voting for, while 12.54 percent voted against the resolution.

## 5. Appendix

Executive Management during the financial year of 2017 to 2021.

Title	First name	Last name	Date from 01.01.2017 to 31.12.2021
Chief Executive Officer	Bjørn	Kjos	01.01.2017-11.07.2019
Chief Executive Officer	Geir	Karlsen	Acting CEO 11.07.2019-01.01.2020
Chief Executive Officer	Jacob	Schram	01.01.2020-21.06.2021
Chief Executive Officer	Geir	Karlsen	21.06.2021-
Chief Financial Officer	Frode	Foss	01.01.2017-31.10.2007
Chief Financial Officer	Tore	Østby	Acting 15.06.2017-31.12.2017
Chief Financial Officer	Geir	Karlsen	01.04.2018-
Chief Communications Officer	Anne-Sissel	Skånvik	01.01.2017-31.08.2020
EVP Communications and Public Affairs	Anne-Sissel	Skånvik	New title 01.09.2020-
Chief HR Officer	Jan	Dahm-Simonsen	01.09.2016-31.08.2017
Chief HR Officer	Katarina	Finneng	Acting 01.09.2017-30.09.2017
Chief HR Officer	Helga Bollmann	Leknes	01.10.2017-30.06.2018
Chief HR Officer & Managing Director NAR	Helga Bollmann	Leknes	New title 01.07.2018-30.11.2018
Chief Commercial Officer & Chief HR Officer & Managing Director NAR	Helga Bollmann	Leknes	New title 01.12.2018-31.01.2019
Chief Commercial Officer & Chief HR Officer	Helga Bollmann	Leknes	New title 01.02.2019-31.12.2019
EVP Human Resources	Sarah Louise	Goldsbrough	01.01.2020-30.06.2020
EVP People	Guro	Poulsen	01.07.2020-
Chief Operating Officer	Asgeir	Nyseth	01.06.2016-30.10.2019
Chief Executive Officer Norwegian Air International	Tore Kristian	Jenssen	01.01.2017-30.09.2018
Managing Director Arctic Aviation Assets	Tore Kristian	Jenssen	01.10.2018-31.10.2019
Chief Operating Officer & Managing Director Arctic Aviation Assets	Tore Kristian	Jenssen	01.11.2019-28.02.2020
Chief Operating Officer	Tore Kristian	Jenssen	01.03.2020-31.05.2020
EVP Operations	Johan	Gauermann	Acting 01.09.2020-31.07.2020
EVP Operations	Adrian	Dunne	01.08.2020-
Chief Executive Officer and Accountable Manager NUK	Lennart	Ceder	01.01.2017-30.09.2018
Chief Customer and Digital Officer	Kurt Erik	Simonsen	New title 01.03.2019-04.02.2020
EVP IT Supply Chain and Process Improvement	Knut Olav	Høeg	05.02.2020-31.03.2021
EVP IT & Business Services	Knut Olav	Høeg	New title 01.04.2021-
EVP Airline Eco-system	Tor-Arne	Fosser	01.08.2020-31.03.2021
EVP Products & Digital Development	Tor-Arne	Fosser	New title 01.04.2021-
Group Accountable Manager	Thomas	Hesthammer	01.2019-01.2020
EVP Airline	Andrew	Hodges	01.09.2020-31.12.2020
EVP Network Pricing & Optimisation	Andrew	Hodges	01.01.2021-02.11.2021
EVP Network Pricing & Optimisation	Magnus Thome	Maurusund	02.11.2021-
EVP Loyalty & Managing Director Norwegian Reward	Brede	Huser	03.02.2020-31.07.2020
EVP Loyalty & Managing Director Norwegian Reward	Kei Greig	Toyomasu	01.08.2020-31.08.2020
Chief Information Officer	Dag	Skage	01.01.2017-31.12.2017
Chief Information Officer	Kurt Erik	Simonsen	01.01.2018-28.02.2019
Chief Legal Officer	Frode	Berg	01.01.2017-03.02.2020
Chief Commercial Officer	Thomas Alexander	Ramdahl	01.01.2017-10.09.2018
Chief Commercial Officer	Martin Joseph	St. George	01.12.2019-31.08.2020
Chief Executive Officer Norwegian Air International	Tore Kristian	Jenssen	01.01.2017-30.09.2018
Chief Executive Officer Norwegian Air Argentina	Ole Christian	Melhus	01.01.2017-30.09.2018
Managing Director Support Services	Bjørn Erik	Barman-Jenssen	01.01.2017-30.09.2019
Chief Customer Officer	Edward	Thorstad	01.01.2017-27.02.2019
EVP Customer	Christoffer	Sundby	01.07.2020-31.03.2021
EVP Marketing, Sales & Customer Care	Christoffer	Sundby	New title 01.04.2021-