

Norwegian Air Shuttle ASA

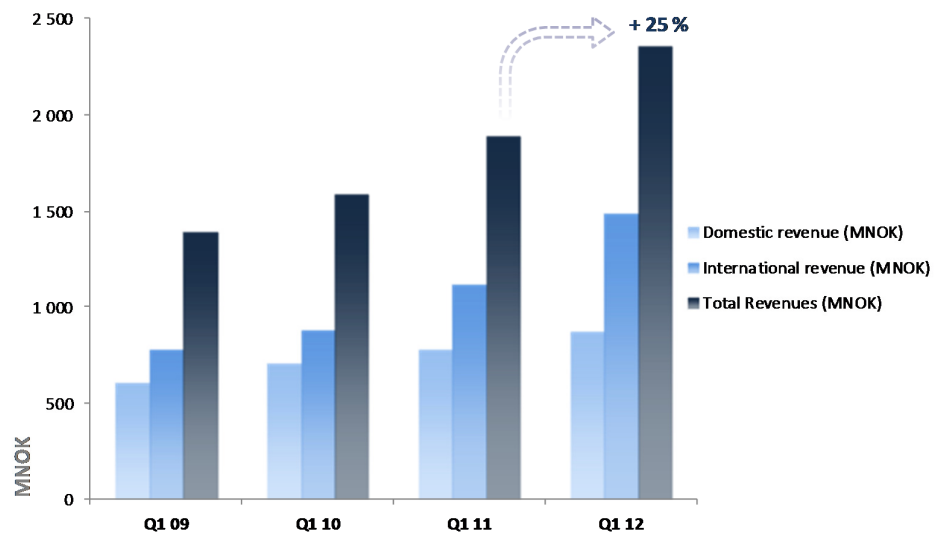
Q1 2012 Presentation
April 26th 2012

CEO Bjørn Kjos



Double digit revenue growth in Q1

- Group revenues of MNOK 2,360 in Q1 2012

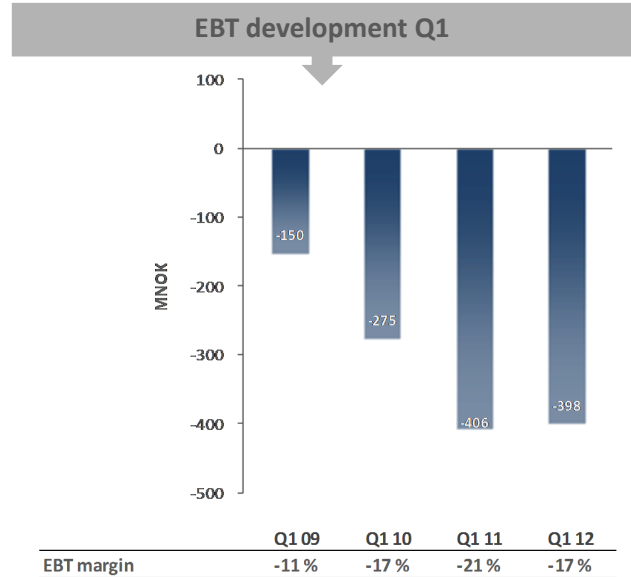
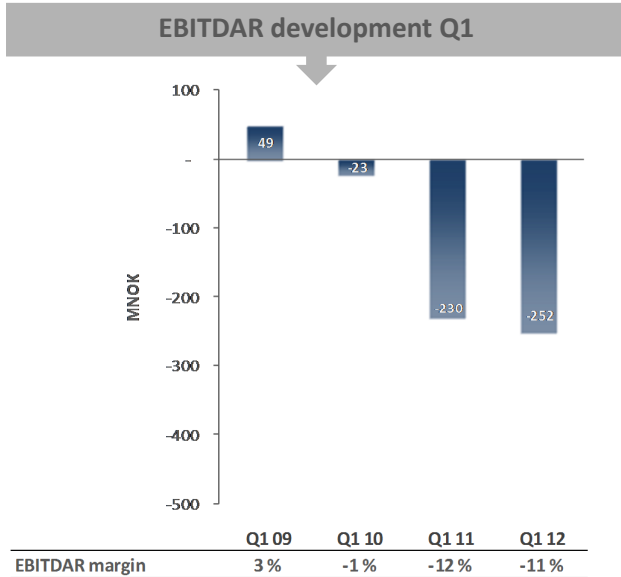


Revenues	1 387	1 592	1 895	2 360
Domestic revenue	606	709	780	872
% y.o.y. chg	39 %	17 %	10 %	12 %
International revenue	781	883	1 115	1 488
% y.o.y. chg	20 %	13 %	26 %	33 %



Seasonally slow Q1 affected by soaring oil price

-	EBITDAR	MNOK	- 252	(-230)
-	EBITDA	MNOK	- 497	(-430)
-	EBIT	MNOK	- 575	(-495)
-	Pre-tax profit (EBT)	MNOK	- 398	(-406)
-	Net profit	MNOK	- 286	(-293)

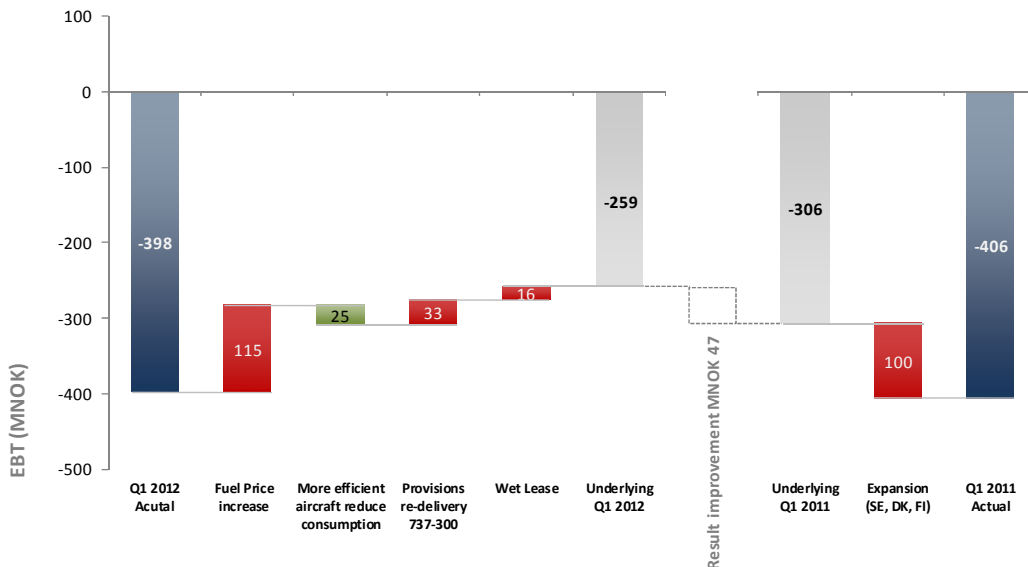


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Underlying EBT improvement of MNOK 47

- Fuel price up 15 % since last year – equivalent to MNOK 115
- More efficient aircraft saves MNOK 25 in fuel cost
- MNOK 33 accumulated provisions for re-delivery 737-300 's
- MNOK 16 Wet Lease cost





Cash & cash equivalents of NOK 1.5 billion

- Cash flows from operations in Q1 2012 MNOK +544 (+229)
- Cash flows from investing activities in Q1 2012 MNOK -178 (-150)
- Cash flows from financing activities in Q1 2012 MNOK +15 (-28)
- Cash and cash equivalents at period-end MNOK +1,487 (+1,229)

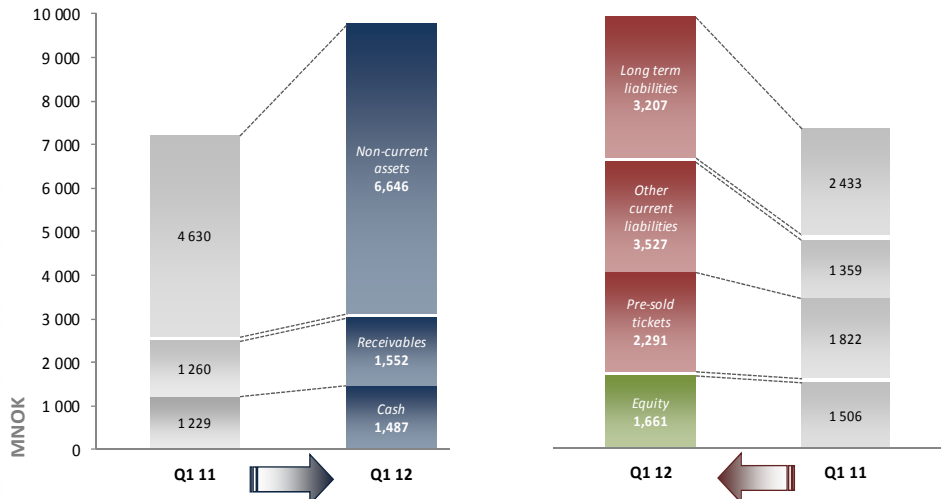
Condensed Consolidated Statement of Cash Flow (unaudited)

(Mill. NOK)	Quarter ended March 31		Year ended
	2012	2011	Dec 31 2011
Net cash flows from operating activities	544.0	229.3	673.7
Net cash flows from investing activities	-177.6	-150.1	-2,189.5
Net cash flows from financial activities	14.9	-28.4	1,442.2
Foreign exchange effect on cash	0.3	0.1	0.1
Net change in cash and cash equivalents	381.7	50.9	-73.5
Cash and cash equivalents in beginning of period	1,104.9	1,178.4	1,178.4
Cash and cash equivalents in end of period	1,486.6	1,229.3	1,104.9



Equity improved by more than MNOK 150 compared to last year

- Total balance of NOK 9.7 billion
- Net interest bearing debt NOK 2.5 billion
- Equity of NOK 1.7 billion at the end of the first quarter
- Group equity ratio of 17 % (21 %)

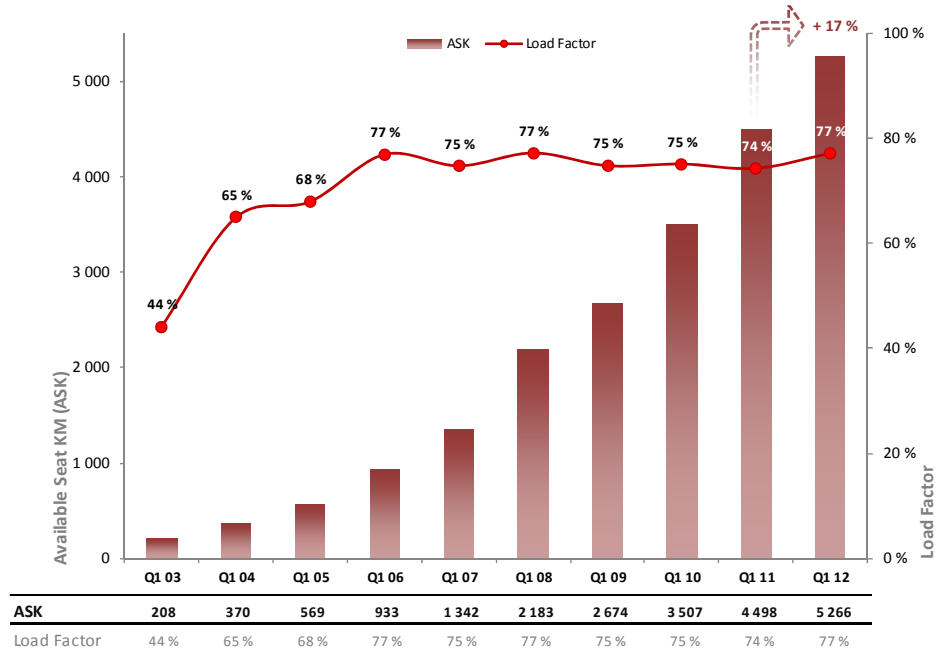




Traffic growth of 22 % in Q1 2012



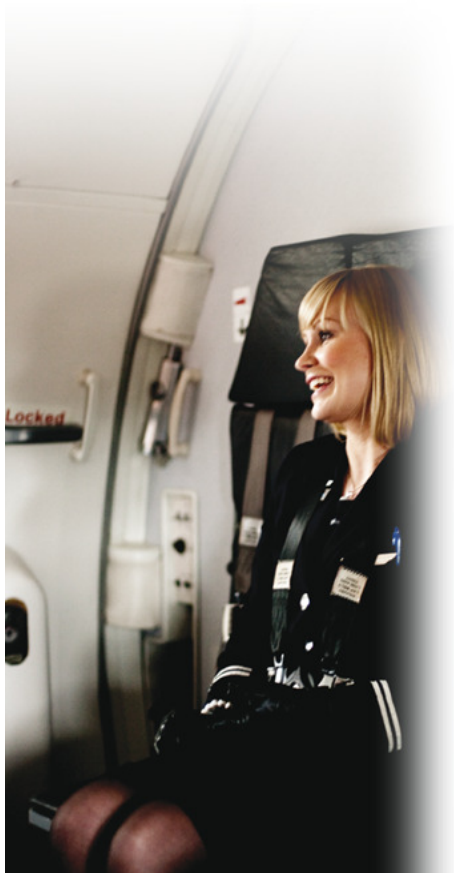
- Load up 3 p.p. despite capacity growth of 17 %
- Unit revenue (RASK) up 6 %



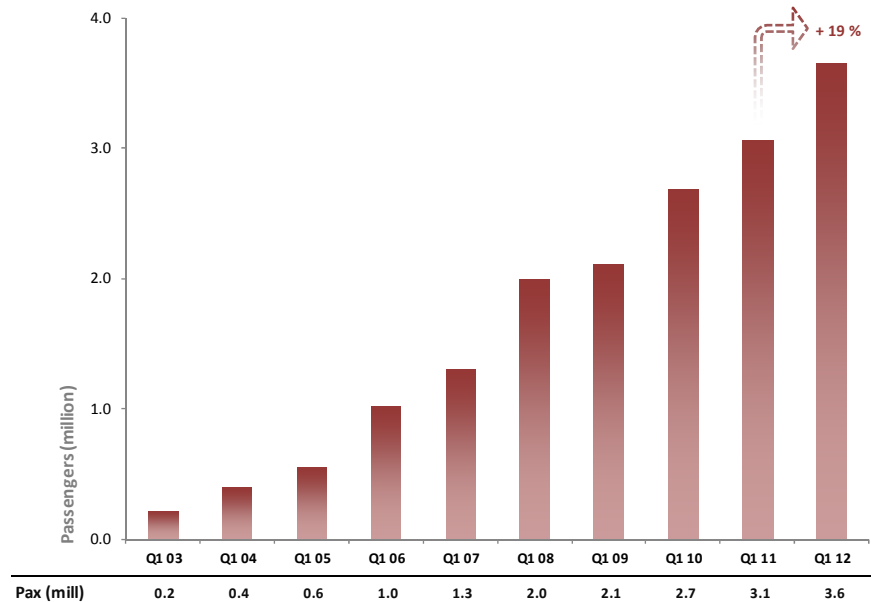
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More than 3.6 million passengers in Q1 2012



- An increase of 592,000 passengers



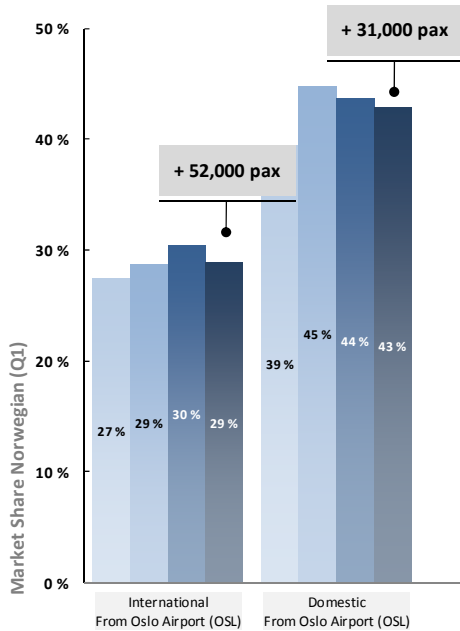
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Largest share of growth outside Norway Newly started base in Helsinki with 300,000 passengers in Q1

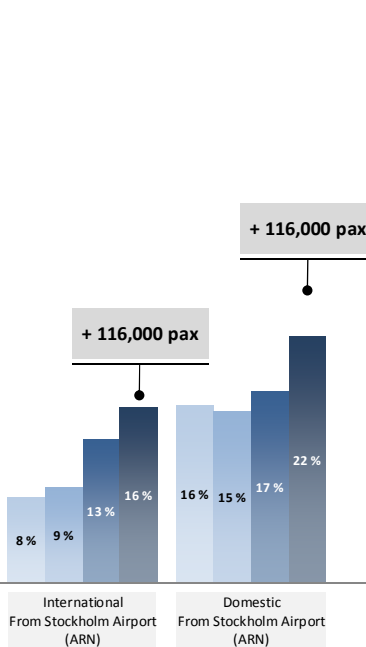
Norwegian in Oslo
+ 83,000 pax

- Marginal increase in domestic frequencies
- Growth due to larger aircraft and charter



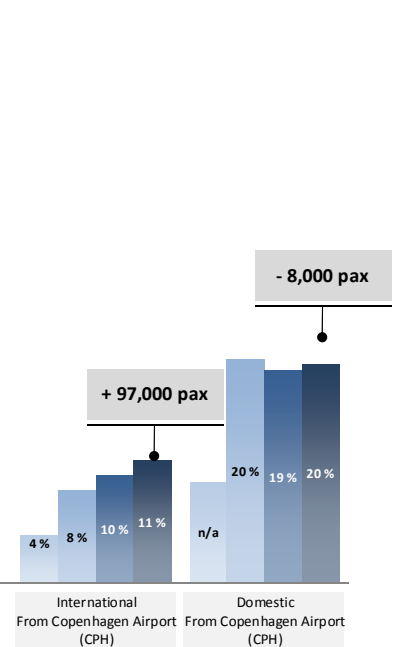
Norwegian in Stockholm
+ 232,000 pax

- New dom. routes to Malmö & Gothenburg
- Substantial international production growth



Norwegian in Copenhagen
+ 89,000 pax

- International production growth



Norwegian aiming for CASK NOK 0.30 excluding fuel

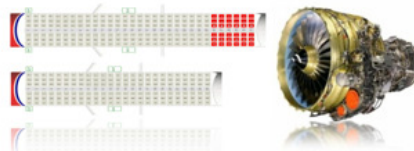
Scale economies

- Uniform fleet of Boeing 737-800s
- Overheads



New more efficient aircraft

- Flying cost of 737-800 lower than 737-300
- 737-800 has 38 "free" seats
- 3% lower unit fuel consumption in Q1



Growth adapted to int'l markets

- Cost level adapted to local markets
- Outsourcing/ Off-shoring



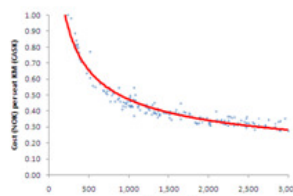
Crew and aircraft utilization

- Rostering and aircraft slings optimized
- Q1 utilization of 10.2 BLH pr a/c



Optimized average stage length

- Fixed costs divided by more ASKs
- Frequency based costs divided by more ASKs
- Q1 stage length up by 3%



Automation

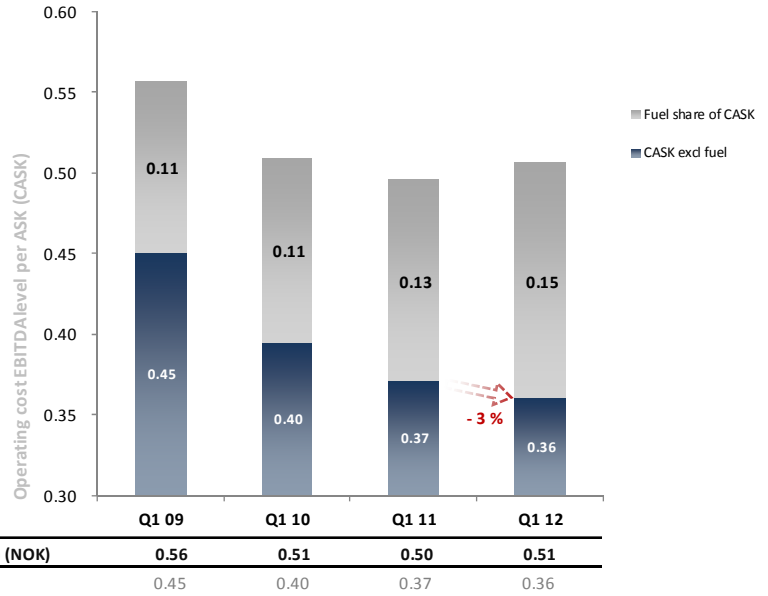
- Self check-in/ bag drop
- Automated charter & group bookings
- Streamlined operative systems & processes





Underlying unit cost down 3 %

- Unit cost up 2 %
 - 15 % higher spot fuel price (25 % increase including fuel hedges)
- More efficient aircraft saved MNOK 25 in fuel cost in Q1



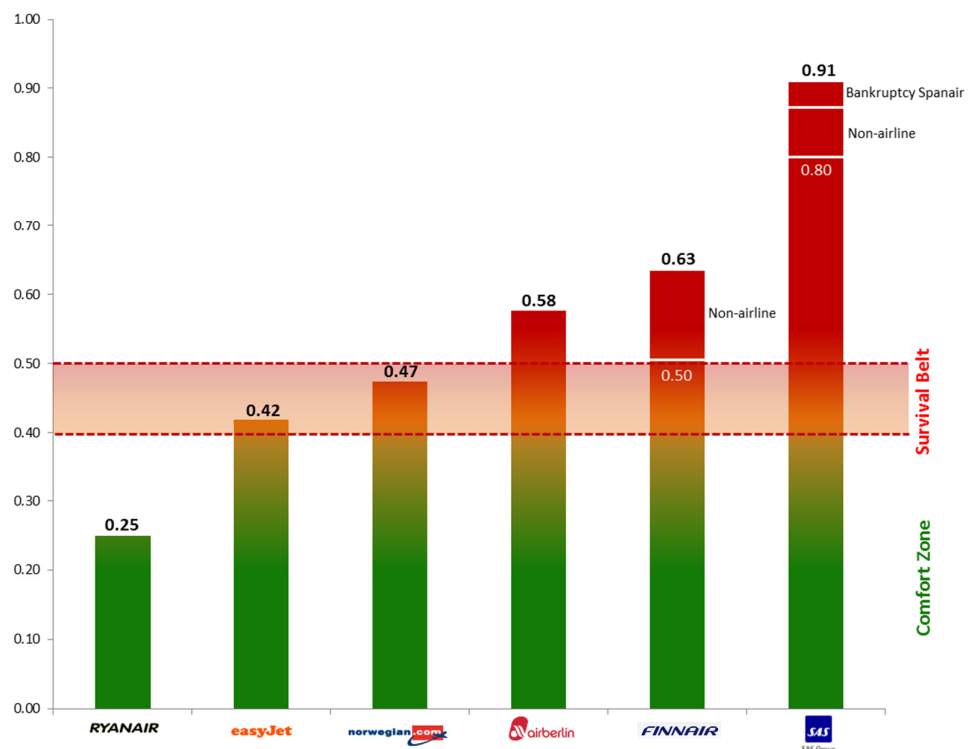
Cost per ASK (CASK) (NOK)	Q1 09	Q1 10	Q1 11	Q1 12
CASK ex. fuel	0.45	0.40	0.37	0.36

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 while foreign currency gains and losses from translation of USD denominated borrowings are recognized under financial items and is thus not included in the CASK concept. Hedge effects offset under financial items have not been included in this graph.

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Norwegian positioned in the cost "Survival Belt" – a prerequisite for self sustainability Aiming for the "Comfort Zone"



Sources: SAS Group Annual Report 2011, Finnair Plc. year-end report 2011 and Annual Report 2010, Ryanair Annual Report 2011, easyJet Annual Report 2011, Air Berlin Annual Report 2011 and Norwegian's estimations

• Cost per available seat kilometer is an industry-wide cost level indicator often referred to as "CASK". Usually represented as operating expenses before depreciation and amortization (EBITDA level) over produced seat kilometers (ASK). Here represented including depreciation and financial items.

• Finnair: Non-airline operating expenses calculated by deducting "airline Business" expenses as presented in the "Business segment data" from total operating expenses.

• SAS Group: Revenues from mail & freight ground handling services, technical maintenance and terminal & forwarding services as presented in the 2011 annual report are classified as "non-airline" and are deducted from airline operating expenses.

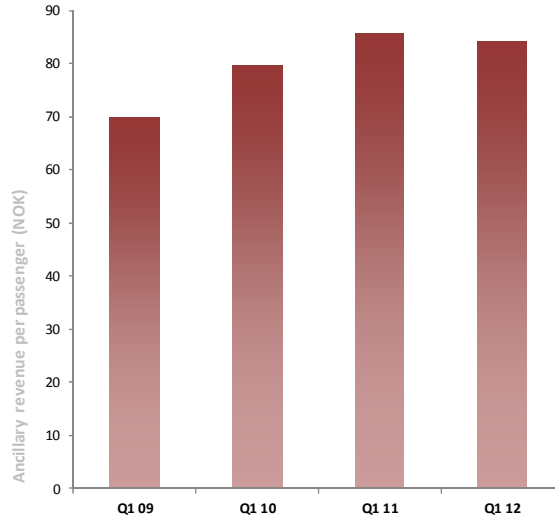
• SAS Group: Equities are unadjusted for "earnings" and "write-offs" as both items have been a constant fixture in most financial statements the last decade.

• 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



Ancillary revenues remains a significant contributor

- Ancillary revenue comprises 13 % of Q1 revenues



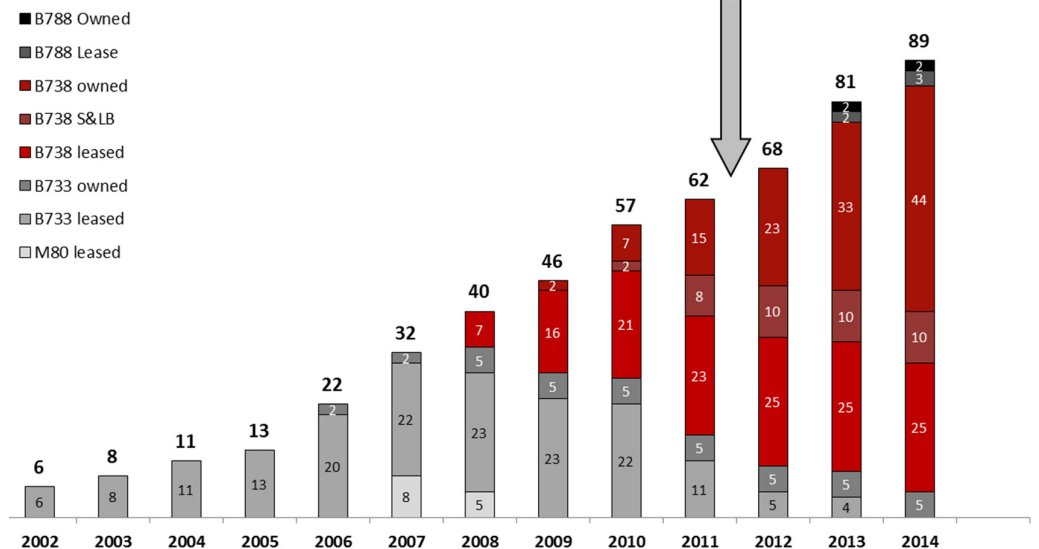
	Q1 09	Q1 10	Q1 11	Q1 12
Ancillary revenue/ scheduled pax	70	80	86	84
Ancillary revenue/all pax (inc. charter)	70	80	84	82

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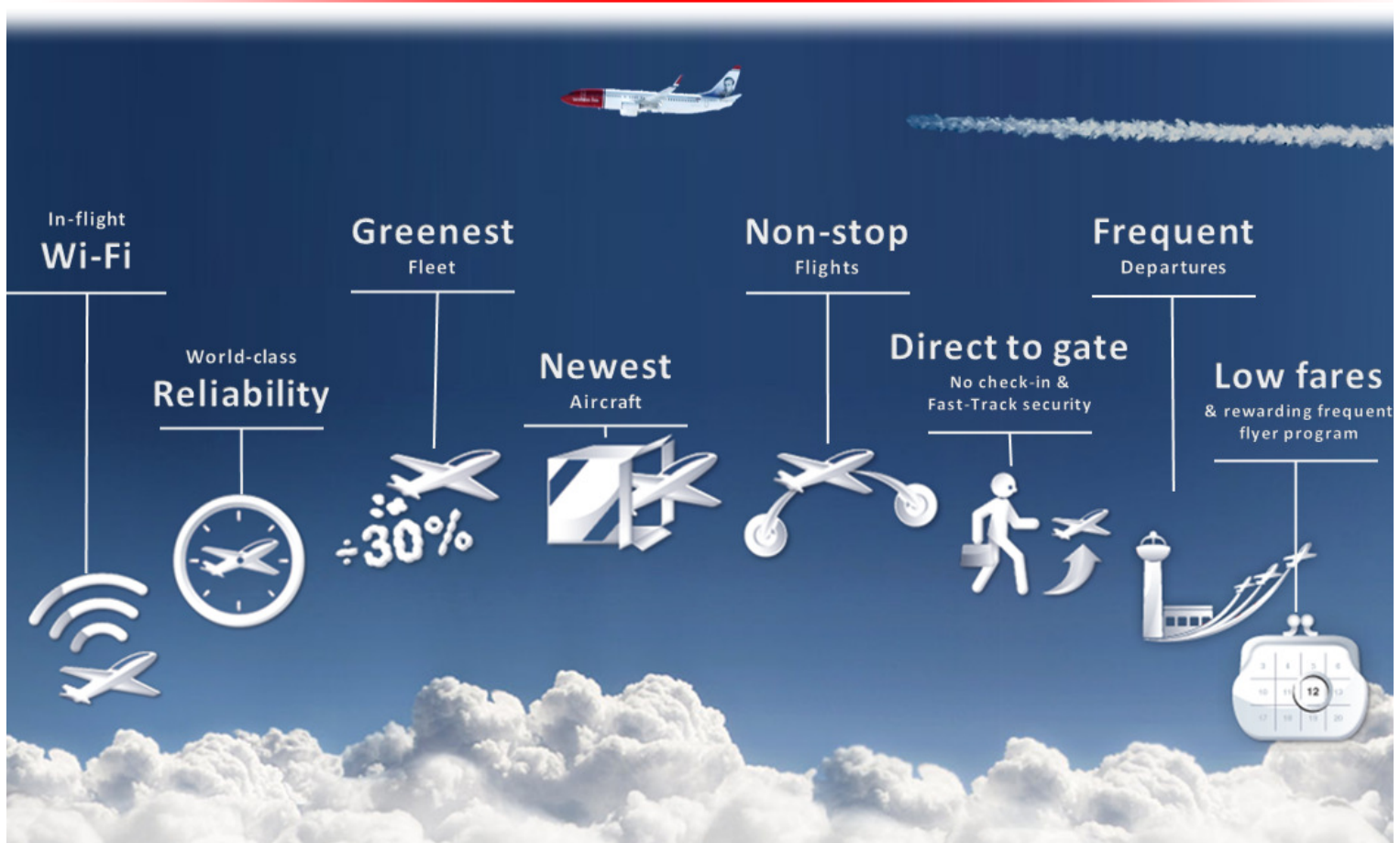
Current committed fleet plan

- 13 new 800 deliveries in 2012
- Short term shortage of 800's
 - Temporarily covered by existing 300's (2012 CASK guidance unaffected)
- First 787-8 Dreamliner deliveries expected in Q1 2013






Offering a better product at lower cost



Expectations for 2012

- 
- **Business environment**
 - Uncertain business climate
 - Seasonal fluctuations
 - Continued but stabilized yield pressure
 - **Production**
 - The company expects a production growth (ASK) of approximately 15 %
 - Primarily from increasing the fleet by adding 737-800's
 - Capacity deployment depending on development in the overall economy and marketplace
 - **Cost development**
 - Unit cost expected in the area of 0.43 – 0.44 (excluding hedged volumes)
 - Fuel price dependent – USD 850 pr. ton (excluding hedged volumes)
 - Currency dependent – USD/NOK 6.00 (excluding hedged volumes)
 - Based on the current route portfolio
 - Production dependent
 - Larger share of aircraft with more capacity and lower unit cost

Norwegian offers 294 scheduled routes to 112 destinations

