

RECOMMENDATIONS OF THE NOMINATION COMMITTEE
OF
NORWEGIAN AIR SHUTTLE ASA

ATTACHMENT TO THE NOTICE OF ANNUAL GENERAL MEETING 14 MAY 2025

ITEMS 7, 8, 9 AND 10

Reference is made to the annual general meeting of Norwegian Air Shuttle ASA to be held on Wednesday 14 May 2025.

Since the annual general meeting in 2024 the Nomination Committee has invited the largest shareholders to propose inputs to candidates and have reviewed the composition of the Board. Further, the Nomination Committee have invited for communication with shareholders, have had meetings with Board members and the company's management. As part of their considerations the Nomination Committee has emphasized that the Board members should have relevant competence, experience, gender equality, capacity and ensuring continuity among the Board members.

The Nomination Committee has emphasized both the need for continuity as well as the need for competencies within areas such as aviation, digital transformation, strategy, international perspective, and finance. The Committee has focused on relevant competence and diversity based on the distinctive nature of the company when selecting the candidates. The Nomination Committee has put weight on the Board's total competence related to the company's position and strategy when making its recommendations.

On this background the Nomination Committee recommends that the annual general meeting elects Ms. Sofia Arhall Bergendorff and Mr. Daniel Skjeldam as members of the Board of Directors of Norwegian Air Shuttle ASA for a period of two years.

The first new nominated Board member, Ms. Sofia Arhall Bergendorff, will, with her experience from Google Denmark ApS be a contributor to the Board as a value creator with a broad experience base, particularly known for her strategic and commercial acumen. Ms. Sofia Arhall Bergendorff is 54 and has her education from INSEAD-Asia Campus, Singapore (M.B.A., 2003) and University of Oregon, Eugene, OR (B.A., Journalism, 1992). She spent over a decade at Google from 2011 to 2024. She was most recently the Managing Director, Platforms & Partnerships, Northern Europe from 2021 to 2024. Ms. Sofia Arhall Bergendorff currently serves as Chair of Norstat and Vice Chair of Nuuday. In addition, she is a non-executive director at Stena Line.

The Nomination Committee considers that Ms. Sofia Arhall Bergendorff, with her background and her personal qualities, will be a valuable contributor to the Board of Directors of Norwegian Air Shuttle ASA. The Nomination Committee recommends that she is elected as a new board member of Norwegian Air Shuttle ASA for a period of two years.

Ms. Sofia Arhall Bergendorff will replace Ms. Kate Jane Sherry. The Nomination Committee would like to thank Ms. Kate Jane Sherry for her contributions and engagement as a Board member of Norwegian Air Shuttle ASA.

The second new nominated Board member, Mr. Daniel Skjeldam, has experience from amongst other Hurtigruten ASA. Mr. Daniel Skjeldam is 48 and has his education from Norges Handelshøyskole, Bergen-Sandviken (M.Sc., Business Administration, Economics, Strategy, Organization and Leadership, 2001) and Augustana College, Rock Island, IL (Economics and Political Science, 1995). He was Group CEO of Hurtigruten Group from 2012 to 2024. Prior to his CEO role, he spent over 10 years at Norwegian Air, most recently as Chief Commercial Officer from 2007 to 2012. He is a former Board member at Hurtigruten Group.

The Nomination Committee considers that Mr. Daniel Skjeldam, with this background and personal qualities, will be a valuable contributor to the Board of Directors of Norwegian Air Shuttle ASA. The Nomination Committee recommends that he is elected as a new Board member of Norwegian Air Shuttle ASA for a period of two years.

It is recommended that Mr. Daniel Skjeldam will replace Mr. Lars R. Boilesen. The Nomination Committee would like to thank Mr. Lars R. Boilesen for his contributions and engagement as a Board member of Norwegian Air Shuttle ASA.

ITEM 7: ELECTION OF BOARD MEMBERS

The Board currently has the following shareholder-elected members:

- Mr. Svein Harald Øygard (Chair of the Board)
- Ms. Kate Jane Sherry
- Mr. Lars R. Boilesen
- Mr. Stephen Kavanagh
- Ms. Karina Deacon

Ms. Kate Jane Sherry has chosen to step down and is not up for re-election and Ms. Sofia Arhall Bergendorff is proposed as a new and independent Board member to replace Ms. Kate Jane Sherry. Further, it is proposed that Mr. Daniel Skjeldam is elected as a new and independent Board member to replace Mr. Lars R. Boilesen. It is proposed that Ms. Sofia Arhall Bergendorff and Mr. Daniel Skjeldam will be elected for a period of two years.

The Nomination Committee recommends that Ms. Sofia Arhall Bergendorff and Mr. Daniel Skjeldam are elected as Board members and that the general meeting adopt the following resolution:

“Ms. Sofia Arhall Bergendorff and Mr. Daniel Skjeldam are elected as members of the Board of Directors for a period of two years.”

Mr. Svein Harald Øygard, Mr. Lars R. Boilesen and Mr. Stephen Kavanagh election periods has expired and they are up for re-election. As referred above it is recommended that Mr. Lars R. Boilesen is replaced. The Nomination Committee recommends that Mr. Svein Harald Øygard and Mr. Stephen

Kavanagh are re-elected as independent Board members and that the general meeting adopt the following resolution:

“Mr. Svein Harald Øygard and Mr. Stephen Kavanagh are re-elected as members of the Board of Directors for a period of two years.”

Following the recommendation of the Nomination Committee the Board will comprise of the following shareholder-elected members:

- Mr. Svein Harald Øygard (Chair of the Board)
- Mr. Stephen Kavanagh
- Ms. Karina Deacon
- Ms. Sofia Arhall Bergendorff
- Mr. Daniel Skjeldam

ITEM 8: ELECTION OF MEMBERS OF THE NOMINATION COMMITTEE

The Nomination Committee currently has the following members:

- Mr. Nils Bastiansen (Chair of the Nomination Committee)
- Mr. Jakob Iqbal
- Mr. Jan Erik Klepsland

Mr. Jakob Iqbal has chosen to step down and is not up for re-election and it is proposed that he will be replaced by Mr. Bjørn Kise representing Brumm AS. It is proposed that Mr. Bjørn Kise will be elected for a period of two years. The Nomination Committee would like to thank Jakob Iqbal for his valuable contributions to the Nomination Committee.

The Nomination Committee recommends that Mr. Bjørn Kise is elected as member of the Nomination Committee and that the general meeting adopt the following resolution:

“Mr. Bjørn Kise is elected as member of the Nomination Committee for a period of two years.”

The position of Mr. Jan Erik Klepsland is up for re-election, and the Nomination Committee recommends that he is re-elected as member of the Nomination Committee and that the general meeting adopt the following resolution:

“Mr. Jan Erik Klepsland is re-elected and becomes member of the Nomination Committee for a period of two years.”

Following the recommendation of the Nomination Committee the Nomination Committee will comprise the following members:

- Mr. Nils Bastiansen (Chair of the Nomination Committee)
- Mr. Bjørn Kise
- Mr. Jan Erik Klepsland

ITEM 9: DETERMINATION OF COMPENSATION TO THE MEMBERS OF THE BOARD

The Nomination Committee has reviewed the current fees and proposes the following remuneration for the period from the annual general meeting in 2025 to the annual general meeting in 2026:

Position	Compensation
Chair of the Board	<p><i>Annual fee of total NOK 1.210.000 whereof:</i></p> <ul style="list-style-type: none"> a. NOK 825.000 in cash, to be paid in quarterly instalments in June, September and December 2025 and the last in March 2026, and b. NOK 385.000 in cash, to be resolved in advance and paid after the annual general meeting the same year (2025). It is assumed that the amount, subtracted tax, is invested in shares in the company and that the shares are purchased at market price within six months after the date of the annual general meeting. The shares cannot be sold until the shares have a value corresponding to an annual board fee (total NOK 1.210.000) or before resignation from the Board.
Directors elected by the shareholders	<p><i>Annual fee of total NOK 560.000 whereof:</i></p> <ul style="list-style-type: none"> a. NOK 448.000 in cash, to be to be paid in quarterly instalments in June, September and December 2025 and the last in March 2026, and b. NOK 112.000 in cash, to be resolved in advance and paid after the annual general meeting the same year (2025). It is assumed that the amount, subtracted tax, is invested in shares in the company and that the shares are purchased at market price within six months after the date of the annual general meeting. The shares cannot be sold until the shares have a value corresponding to an annual board fee (total NOK 560.000) or before resignation from the Board.
Directors elected by and amongst the employees	<p><i>Annual fee of total NOK 163.,000 in cash, to be paid in quarterly instalments in June, September and December 2025 and the last in March 2026).</i></p>
Chair of the Audit Committee	<p><i>Annual fee of NOK 300.000 in cash, to be paid in quarterly instalments in June, September and December 2025 and the last in March 2026.</i></p>
Other members of the Audit Committee	<p><i>Annual fee of NOK 160.000 in cash, to be paid in quarterly instalments in June, September and December 2025 and the last in March 2026.</i></p>

Position	Compensation
Chair of the People and Compensation Committee	<i>Annual fee of NOK 130.000 in cash, to be paid in quarterly instalments in June, September and December 2025 and the last in March 2026.</i>
Other members of the People and Compensation Committee	<i>Annual fee of NOK 90.000 in cash, to be paid in quarterly instalments in June, September and December 2025 and the last in March 2026.</i>
Physical meeting fee for board meetings taking place in other jurisdictions	<i>Any meeting where the Board member have to travel to another jurisdiction than his/her residence for a physical meeting will be remunerated with NOK 35.000 per meeting but paid in arrears after the annual general meeting the following year (2026).</i>

ITEM 10: DETERMINATION OF COMPENSATION TO THE MEMBERS OF THE NOMINATION COMMITTEE

The Nomination Committee is at present remunerated with a fixed fee of 120.000 per year, and NOK 6.000 per meeting that exceeds six meetings for the Chair and a fixed fee of NOK 40.000 per year and NOK 6.000 per meeting that exceeds six meetings for other members of the Nomination Committee.

The Nomination Committee do not propose any changes in the fixed remuneration, but a fee of NOK 6.000 per actual meeting held.

A meeting is defined as a meeting when formally called in for in Admincontrol and all members of the Nomination Committee are present.

However, the total compensation is not to exceed the annual compensation for the Chair and other members of the Audit Committee.

Position	Compensation
Chair of the Nomination Committee	<i>Fixed fee: NOK 120,000 per year, and NOK 6,000 per meeting to the next annual general meeting in 2026. The fixed fee is to be paid in two installments in December 2025 and after the annual general meeting the following year (2026). The total compensation is not to exceed the annual compensation for the Chair of the Audit Committee.</i>
Other members of the Nomination Committee	<i>Fixed fee: NOK 40,000 per year, and NOK 6,000 per meeting to the next annual general meeting in 2026. The fixed fee is to be paid in two installments in December 2025 and after the annual general meeting the following year (2026). The total compensation is not to exceed the annual compensation for the members of the Audit Committee.</i>

Lysaker, 25. March 2025

Nils Bastiansen
Chair

Jakob Iqbal

Jan Erik Klepsland

