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Norwegian's Annual Report 2012

Please find the Annual Report for 2012 at www.norwegian.com/annualreport2012

DEAR SHAREHOLDERS

An eventful year has passed. 2012 was a year of achievements and milestones: The largest European aircraft order in history for 222 new short-haul aircraft; the launch of 52 new routes, the delivery of 13 new aircraft and the launch of Norwegian's eagerly awaited long-haul ticket sale.

2012 was also the year we celebrated Norwegian's 10th anniversary. Capacity was up 18 percent and 17.7 million passengers chose to travel with us. Our focus on the cost base combined with a superior product enable us to offer inexpensive fares on our brand new, more eco-friendly aircraft – 80 percent equipped with free in-flight Wi-Fi - to a wide range of destinations in Europe, North Africa, the Middle East, North America and Southeast Asia. The combination of low cost and high quality resulted in the sixth consecutive year of net profit.

We have no plans to slow down in 2013 – quite the opposite. 2012 enabled us to create an even better platform for profitable international expansion. In 2013 we will receive another 14 brand new 737-800 aircraft and our first three 787 Dreamliners. We are opening our London Gatwick and Alicante bases in April, our third and fourth non-Nordic bases, followed by a long-haul crew base in Bangkok. This is the first - but probably not the last – non-European base.

Contacts



For journalists only Press Contact Norwegian Press Office press@norwegian.com +47 815 11 816



Marketing/sponsorhip requests: marketing@norwegian.com Press Contact Marketing/sponsorship requests: marketing@norwegian.com