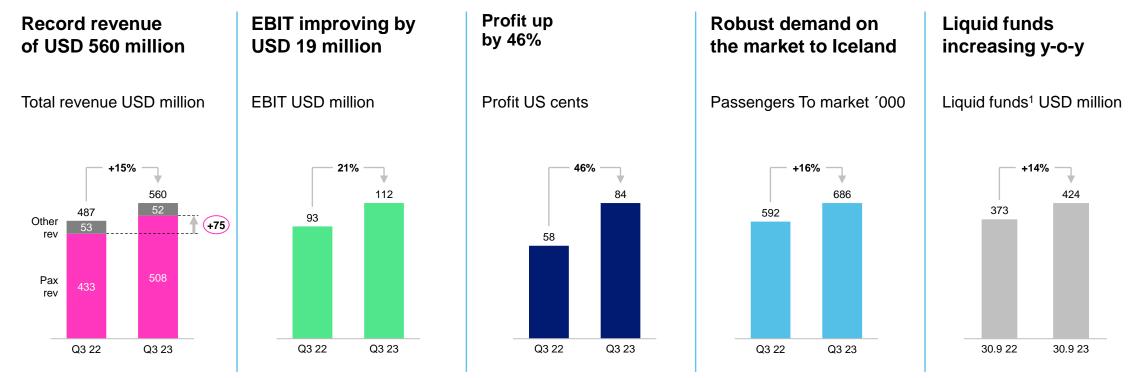


DAIR

Q3 2023 results 20 October 2023

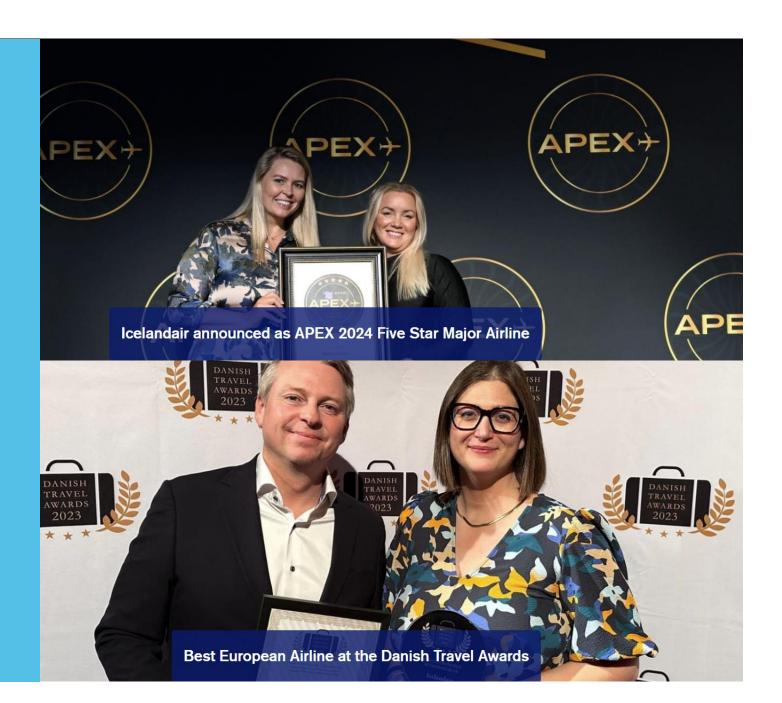
Bogi Nils Bogason, President and CEO Ívar S. Kristinsson, CFO

Record revenue in third quarter driving 46% higher profit year-on-year



2

Icelandair received two international customer awards this fall

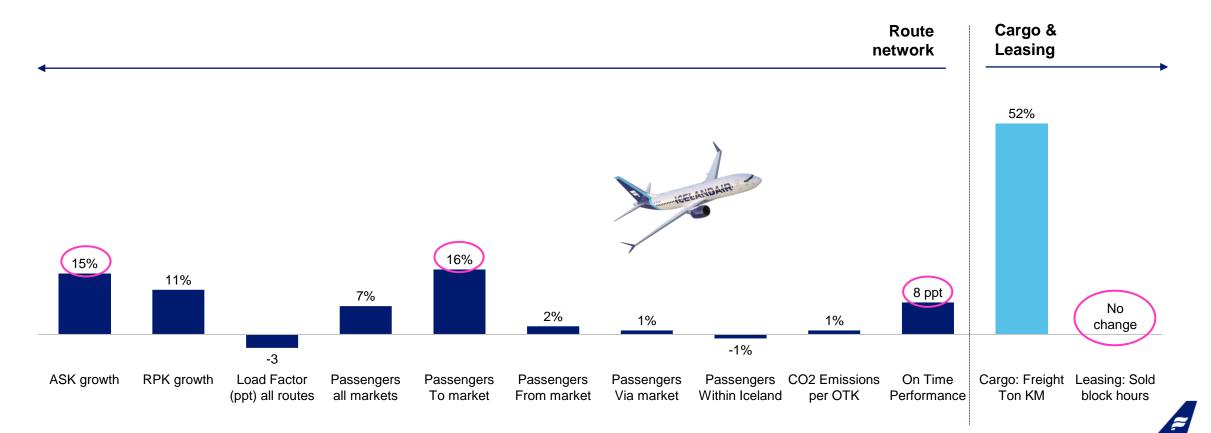




Financials Ívar S. Kristinsson, CFO

16% increase in the number of passengers on the To market driven by robust demand from N-America

Traffic figures - changes year-on-year in Q3 In percentage



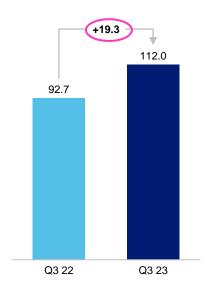
Strong revenue generation in the passenger network driving improved results

Income statement

USD million

| USD million | Q3 2023 | Q3 2022 | Change |
|-------------------------------|---------|---------|---------|
| Passenger revenue | 508.0 | 433.4 | 74.6 |
| Cargo revenue | 21.0 | 20.2 | 0.8 |
| Leasing revenue | 13.7 | 13.5 | 0.3 |
| Other operating revenue | 17.7 | 19.6 | -2.0 |
| Operating income | 560.4 | 486.7 | 73.6 |
| Salaries and salary related | 102.2 | 74.8 | 27.5 |
| Aircraft fuel | 121.4 | 136.7 | -15.4 |
| Other aviation expenses | 85.1 | 68.8 | 16.3 |
| Other operating expenses | 103.6 | 80.0 | 23.6 |
| Operating expenses | 412.3 | 360.3 | 52.0 |
| Depreciation and amortization | -36.0 | -33.7 | -2.3 |
| EBIT | 112.0 | 92.7 | 19.3 |
| EBIT ratio | 20.0% | 19.0% | 1.0 ppt |
| EBT | 106.2 | 73.8 | 32.4 |
| Profit | 84.5 | 57.9 | 26.6 |

USD million

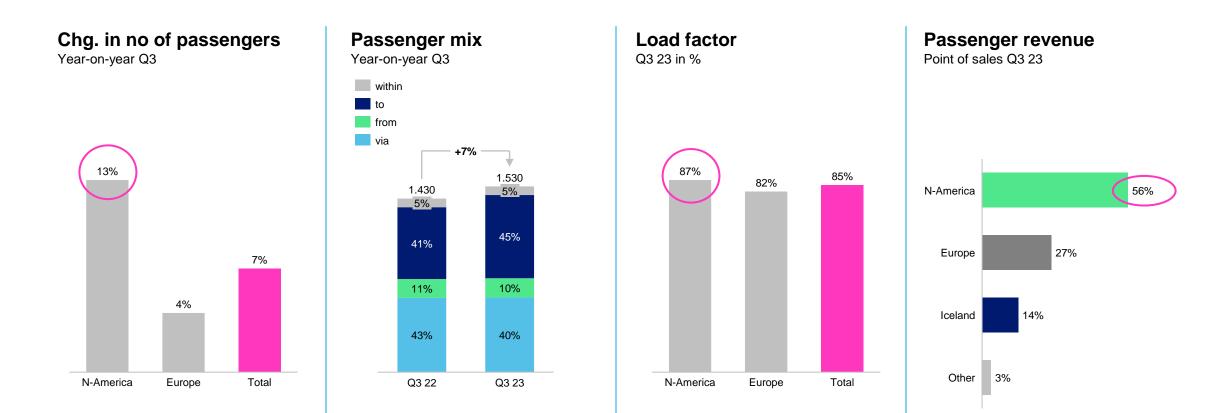


EJ

- Route network driving the improvement with strong revenue performance, including record unit revenue
- Improved yields, in all markets and both cabins
- Salaries increasing y-o-y due to more production, general salary increases, and weakening of the USD against the ISK
- Fuel costs developing favorably due to lower market prices and more B737 MAX flying
- Challenging cargo operation resulting in negative EBIT of USD 6.7 million
- Leasing operation performed well and delivered increased EBIT y-o-y

Robust demand particularly from N-America

56% of passenger revenue originating from United States and Canada



Fuel cost down 11% year-on-year due lower fuel prices and more flights on fuel-efficient MAX aircraft

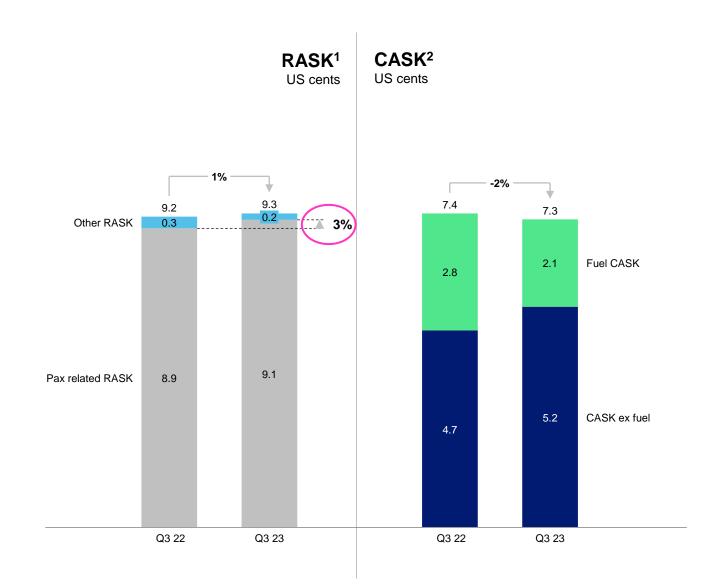


Record third quarter unit revenue driven by yield improvements in all markets and cabins

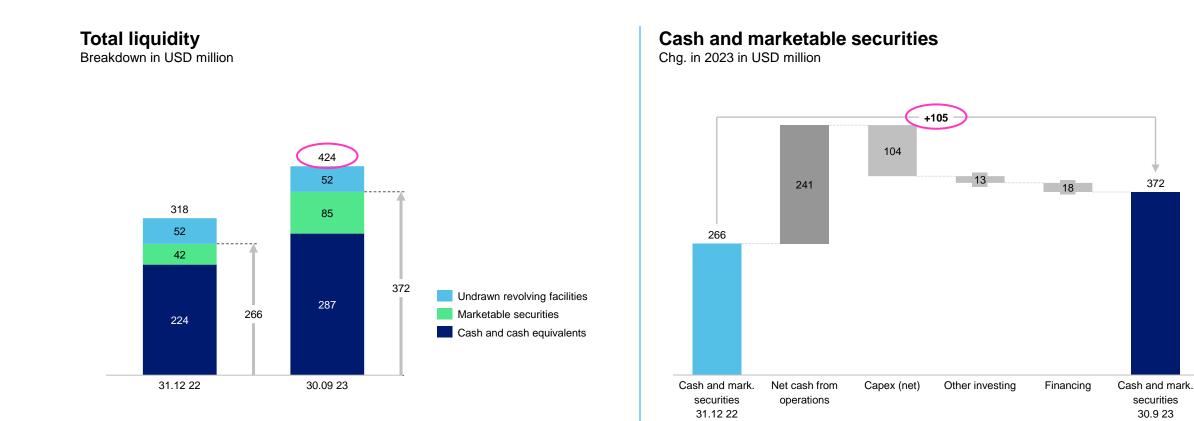
Passenger related RASK up by 3%, with September particularly strong with 9% improvement

CASK decreasing by 2% driven by lower fuel cost

Salaries and inflation impacting non-fuel CASK



Strong liquidity of USD 424 million Total liquidity USD 106 million higher than at the beginning of the year



Shareholder's equity USD 337 million and equity ratio 21%

Assets

| USD million | 30 Sept 2023 | 30 Sept 2022 | Change |
|--------------------------------|--------------|--------------|--------|
| Operating assets | 539.2 | 465.3 | 73.9 |
| Right-of-use assets | 363.6 | 329.3 | 34.3 |
| Intangible assets and goodwill | 55.3 | 55.3 | 0.0 |
| Other non-current assets | 85.9 | 88.5 | -2.6 |
| Total non-current assets | 1,044.0 | 938.4 | 105.6 |
| Other current assets | 23.1 | 22.7 | 0.4 |
| Trade and other receivables | 162.6 | 151.0 | 11.6 |
| Derivatives used for hedging | 10.6 | 2.0 | 8.6 |
| Marketable securities | 84.6 | 30.5 | 54.1 |
| Cash and cash equivalents | 287.1 | 290.1 | -3.0 |
| Total current assets | 568.0 | 496.3 | 71.7 |
| Total assets | 1,612.0 | 1,434.7 | 177.3 |

Equity and liabilities

| USD million | 30 Sept 2023 | 30 Sept 2022 | Change |
|----------------------------------|--------------|--------------|---------|
| Shareholders' equity | 336.6 | 286.9 | 49.6 |
| Loans and borrowings non-current | 228.2 | 214.9 | 13.2 |
| Lease liabilities | 335.0 | 305.5 | 29.5 |
| Other non-current liabilities | 53.1 | 39.1 | 13.9 |
| Total non-current liabilites | 616.3 | 559.6 | 56.7 |
| Loans and borrowings current | 53.4 | 52.8 | 0.6 |
| Lease liabilities | 52.6 | 45.6 | 7.0 |
| Derivatives used for hedging | 0.0 | 3.3 | -3.3 |
| Trade and other payables | 228.2 | 181.2 | 47.0 |
| Deferred income | 324.9 | 305.3 | 19.6 |
| Total current liabilites | 659.2 | 588.2 | 71.0 |
| Total liabilities | 1,275.5 | 1,147.8 | 127.7 |
| Total equity and liabilities | 1,612.0 | 1,434.7 | 177.3 |
| Equity ratio | 21% | 20% | 1.0 ppt |



Outlook Bogi Nils Bogason, President & CEO

2023 Outlook

- Outlook in the route network is good, with the current booking status stronger than at the same time last year
- Continued strong performance of the Leasing operation
- Cargo operation will return losses in 2023, but various actions taken to restore profitability
- The guidance below is subject to change in case of unforeseen events and economic development

2023 guidance

| Ő | EBIT margin | Full year | ~3.3% - 4.3% |
|------------|----------------------------------|-----------|--------------|
| °°Å | Total revenue USD | Full year | ~1.5bn |
| | EBIT USD | Full year | ~50-65m |
| | Net capex USD | Full year | ~150 -160m |
| | Capacity chg. in ASK | Full year | ~20% |
| Ð | Av. fuel m/t USD | Q4 | 964 |
| \bigcirc | Av. Emission charges per unit EU | R Q4 | 85 |
| \$ | Av. USD/ISK | Q4 | 138 |



Moderate growth of ~10% in the route network in 2024

50+ destinations N-America, and Europe

New destinations under review Will be announced soon

Majority of the growth into North America

Very strong demand in that market

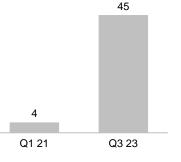
Three connecting banks

More frequency, better products and increased partner connectivity

From hiatus to record capacity in just over two years

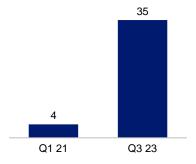






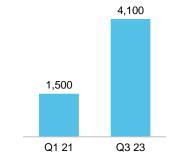


Aircraft in operation

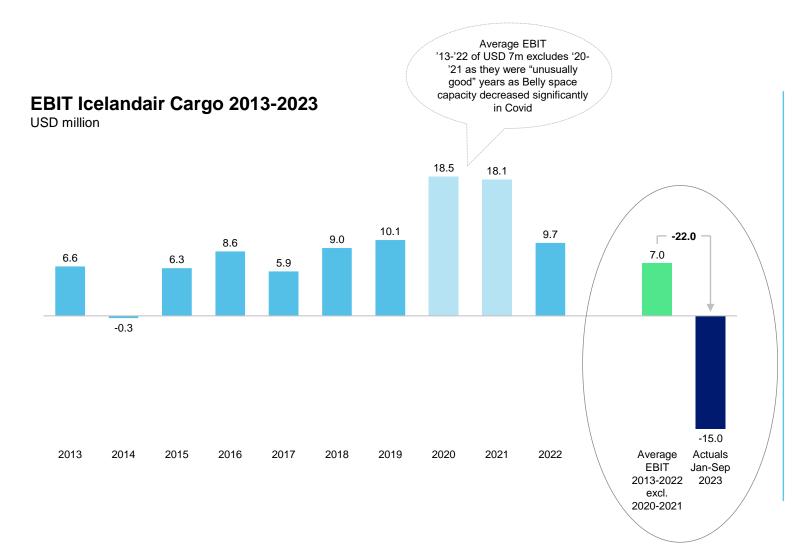




Full-time employees



Focus on restoring profitability in the cargo operation



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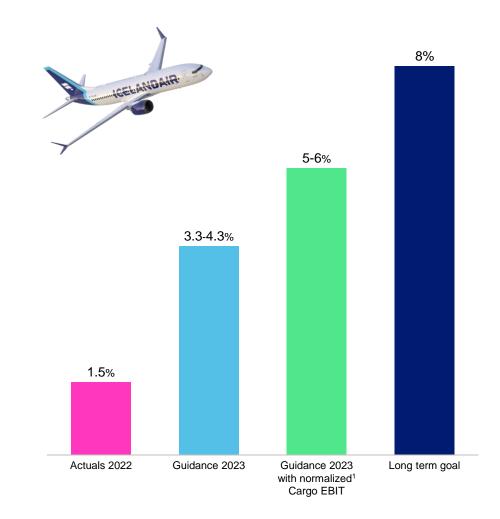
- The cargo operation has been very challenging in 2023 due to difficult market conditions at the same time Icelandair had invested in more capacity
- Various actions taken to return to profitability:
 - · Capacity adjusted to demand
 - B757 cargo aircraft returned to lessor
 - Seeking AM / ACMI projects for one B767 cargo aircraft

Strong performance of Loftleidir, the Leasing operation, and profitable organic growth expected in 2024

- The leasing operation has been successful in 2023, and profit is expected to increase year-on-year.
- Contracts have recently been signed with the largest leasing customer for four aircraft, extending the lease of three aircraft and one new. Furthermore, a Letter of Intent has been signed for the fifth.
- VIP projects expected to increase considerably in 2024, when the third aircraft will be added to the specialized fleet for such projects.
- Outlook good and both profitability and scope of the business are expected to grow.

The passenger route network and leasing operation generating strong results and outlook strong for next year

By returning cargo to normal operations the company will be on track to reach its goal of long-term EBIT margin of 8%



¹Normalized Cargo EBIT = Average EBIT% for the period 2013-2022 excluding the 2020-2021 Covid years

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We bring the spirit of Iceland to the world

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