

Bank Norwegian

Investor presentation

December 2020



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This Company Presentation contains financial figures from Norwegian Finans Holding Group (consolidated) and its entities. Presented figures and tables are labeled accordingly.

Agenda

Snapshot of Bank Norwegian

Why invest in Bank Norwegian?

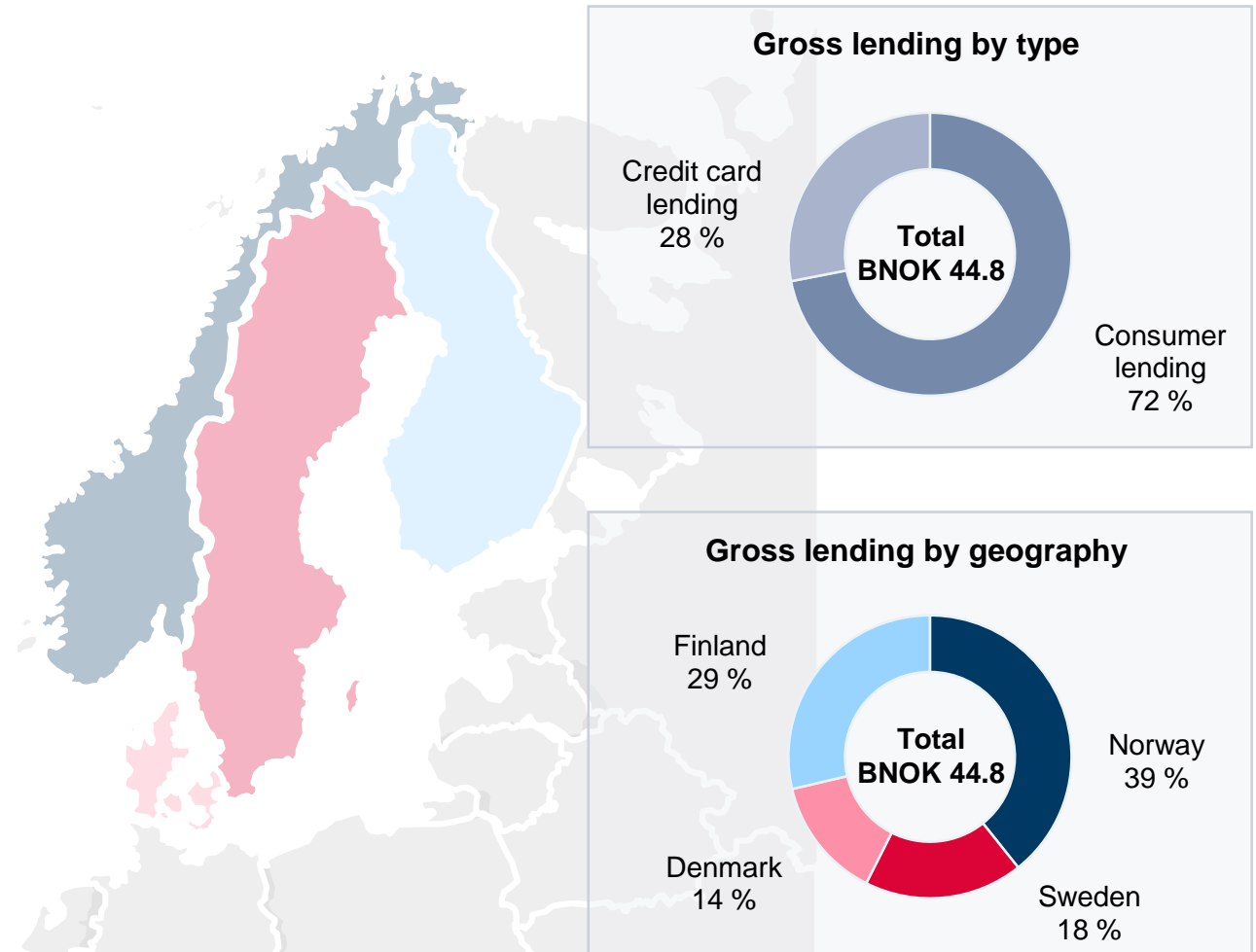
Appendix

Bank Norwegian – A leading Nordic consumer finance bank

- Established November 2007
- Offers unsecured instalment loans, credit cards and savings deposits in the Nordic consumer market
- Present in all four Nordic countries
 - Expanded into Sweden in 2013 and Denmark & Finland in 2015
 - Further European expansion underway
- 91 FTEs, all based at the head office in Fornebu, Norway
- Listed on the Oslo Stock Exchange since June 2016
 - Ticker: NOFI

Customers across Nordics	1.75m
Gross lending	BNOK 44.8
Deposits	BNOK 43.9
Net income (LTM)	BNOK 2.0
Return on equity (LTM)	21.0%
CET1 ratio	21.4%
Rating	BBB by S&P (Stable)

Q3 2020

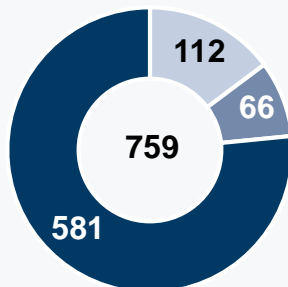


Strong presence in all four Nordic markets

Norway: Unexpected positive development



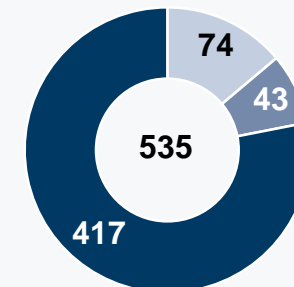
- Operating since 2007
- Gross loan book of BNOK 17.6
- 759 000 customers
- Market leading player with a market share of 18.5 %
- Increased competition from incumbent banks



Sweden: Untapped potential



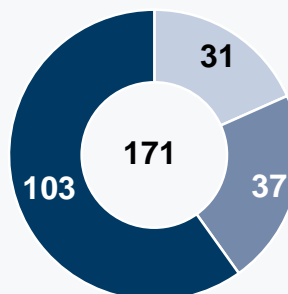
- Operating since 2013
- Gross loan book of BNOK 8.1
- 535 000 customers
- Market share of 4.5 %
- Highly competitive, agent driven market



Denmark: Regulations and liquidity



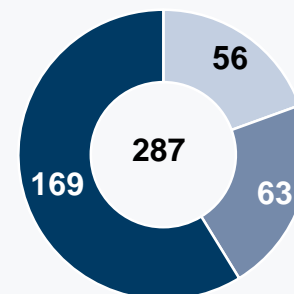
- Operating since 2015
- Gross loan book of BNOK 6.2
- 171 000 customers
- Market share of 6.2 %
- Marketing restrictions
- Weak agent value proposition



Finland: Rate cap of 10 %



- Operating since 2015
- Gross loan book of BNOK 12.8
- 287 000 customers
- Market share of 10.8 %
- Agents strengthening its foothold
- Changed market dynamics after rate cap, marketing restrictions



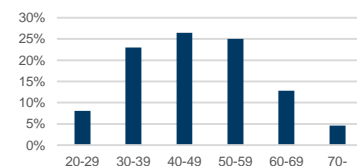
Credit card (Customers, thousand)
 Instalment loan (Customers, thousand)
 Deposit (Customers, thousand)

A typical customer of Bank Norwegian



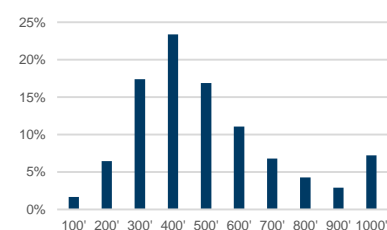
Urban areas, age between 30 – 60 with a yearly income of 400'

Age



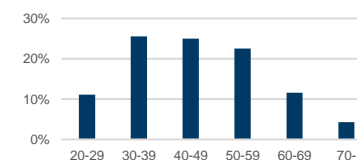
1. Viken 24.61 %
2. Oslo 13.94 %
3. Vestland 12.03 %
4. Rogaland 8.62 %
5. Telemark og Vestfold 7.38 %

Income profile (NOK)



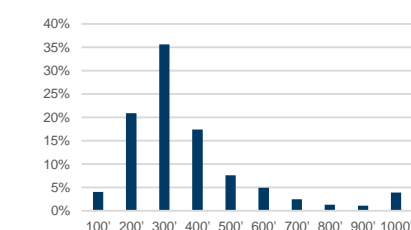
Urban areas, age between 30 – 60 with a yearly income of 300'

Age



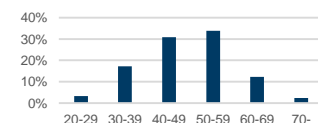
1. Stockholm 30.46 %
2. Skåne 14.99 %
3. Västra Götaland 14.32 %
4. Uppsala 3.93 %
5. Östergötland 3.03 %

Income profile (NOK)



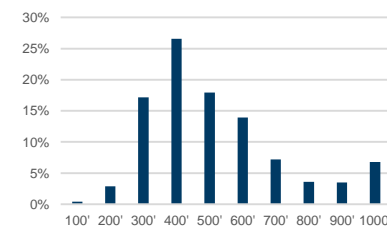
Urban areas, age between 40 – 60 with a yearly income of 400'

Age



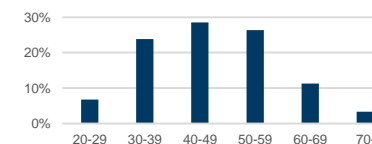
1. Hovedstaden 35.55 %
2. Sjælland 20.58 %
3. Midtjylland 17.38 %
4. Syddanmark 16.95 %
5. Nordjylland 8.29 %

Income profile (NOK)



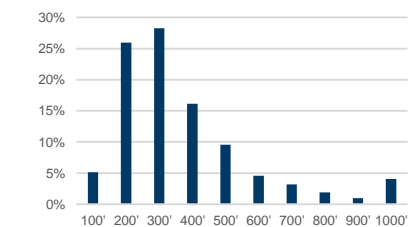
Urban areas, age between 30 – 60 with a yearly income of 300'

Age



1. Nyland 38.60 %
2. Birkaland 8.74 %
3. Egentliga Finland 8.60 %
4. Norra Österbotten 6.14 %
5. Mellersta Finland 3.97 %

Income profile (NOK)



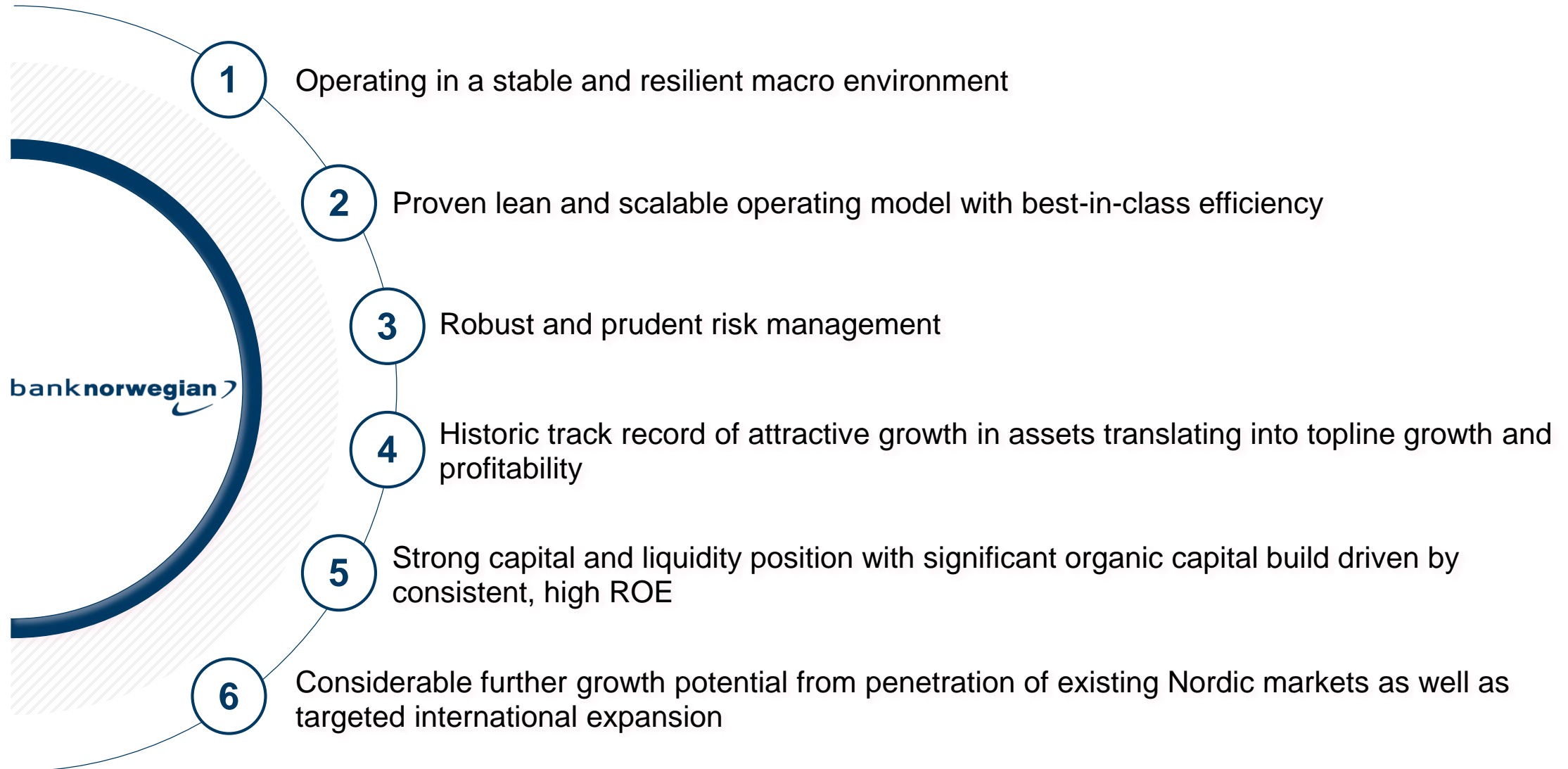
Agenda

Snapshot of Bank Norwegian

Why invest in Bank Norwegian?

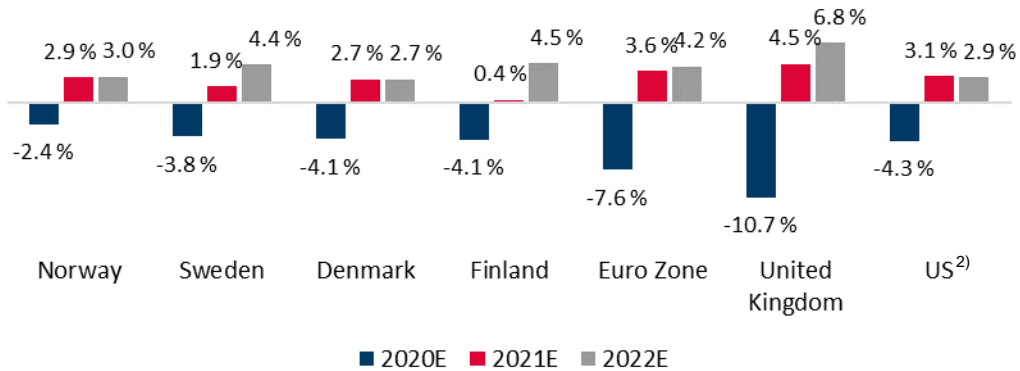
Appendix

Bank Norwegian offers a compelling combination of growth, high ROE and capital return

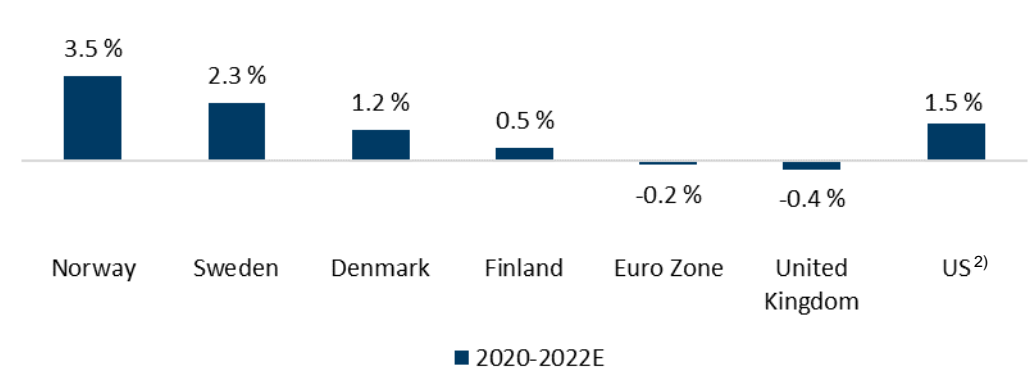


Resilient macro economic backdrop despite Covid-19

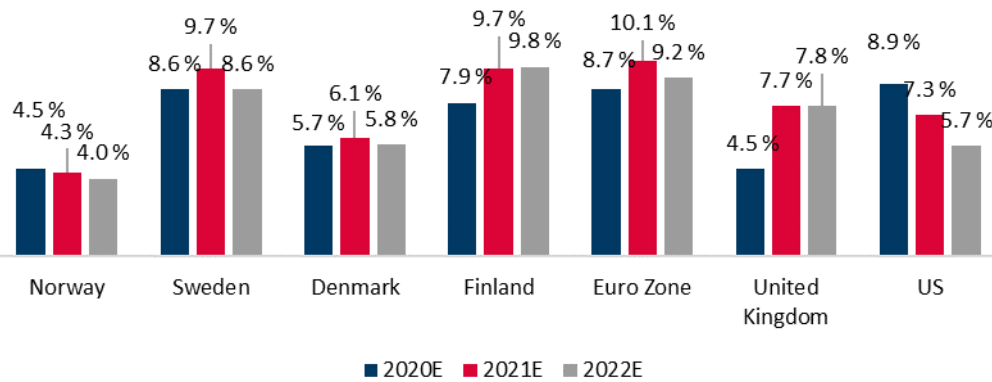
Annual GDP growth¹⁾



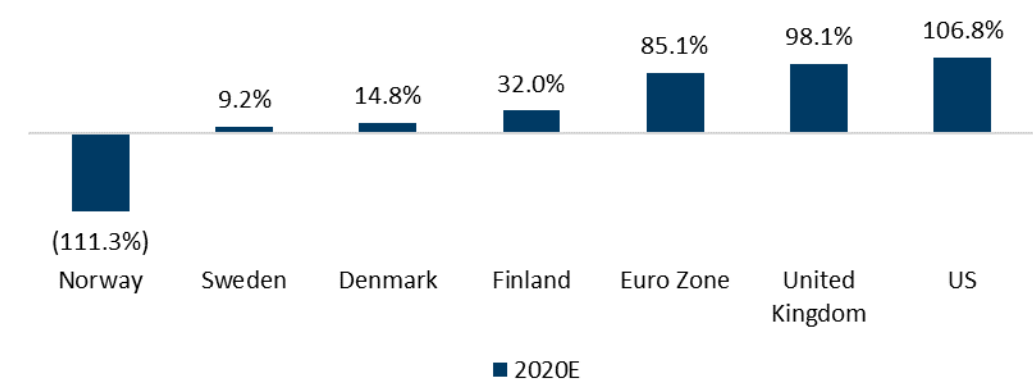
Cumulative GDP growth¹⁾



Unemployment¹⁾



Net government debt (% of GDP)²⁾



Well proven lean and scalable model...

Focus and simplicity

One location



Focused product portfolio



Credit cards



Personal loans



Deposits

~100 employees across
14 nationalities serving
~1.75 million customers

~30% of employees working
in IT and analytics enable
rapid adoption

Deep knowledge and
inspiring tasks drive
employee engagement

Digital on the inside



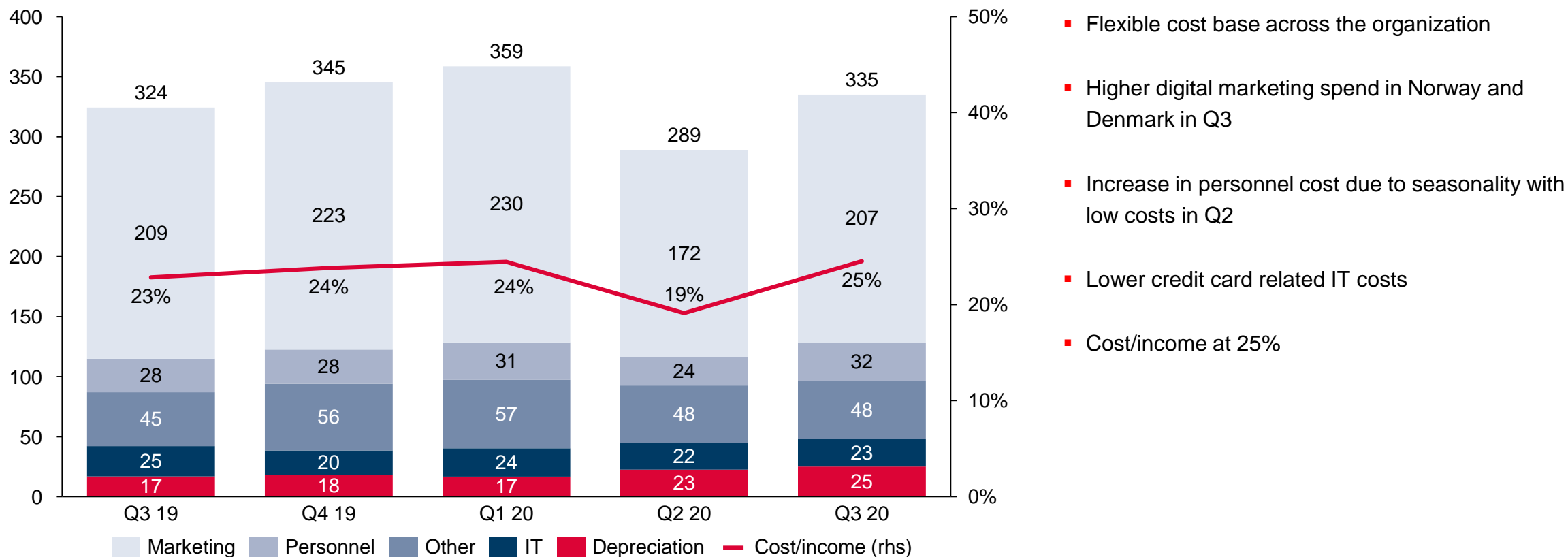
Digital on the outside



Born digital

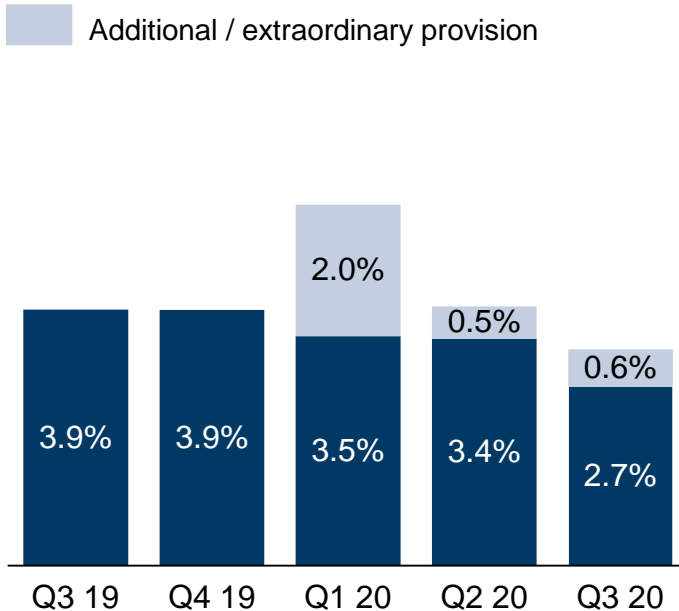
...creates best-in-class operating efficiency

Quarterly operating expenses, MNOK



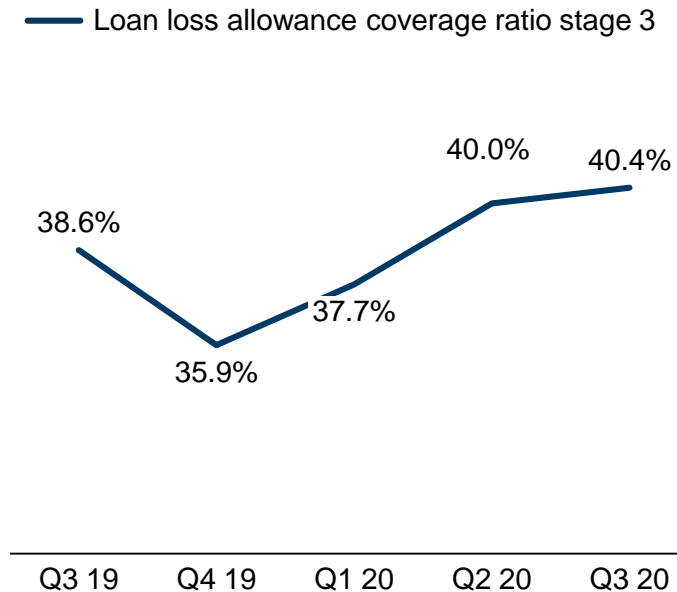
③ Improving asset quality results in increasing risk-adjusted yield...

Loan loss provisions normalizing



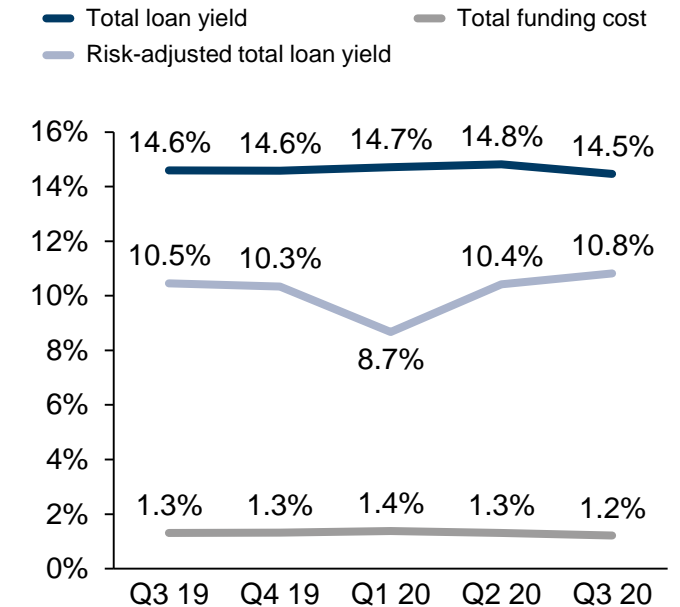
- Loan loss provision reducing from peak and now below prior year levels
- Optimistic macro scenario still excluded from provision calculation – net negative effect of MNOK 62.1 in Q3

Improving stage 3 coverage ratio



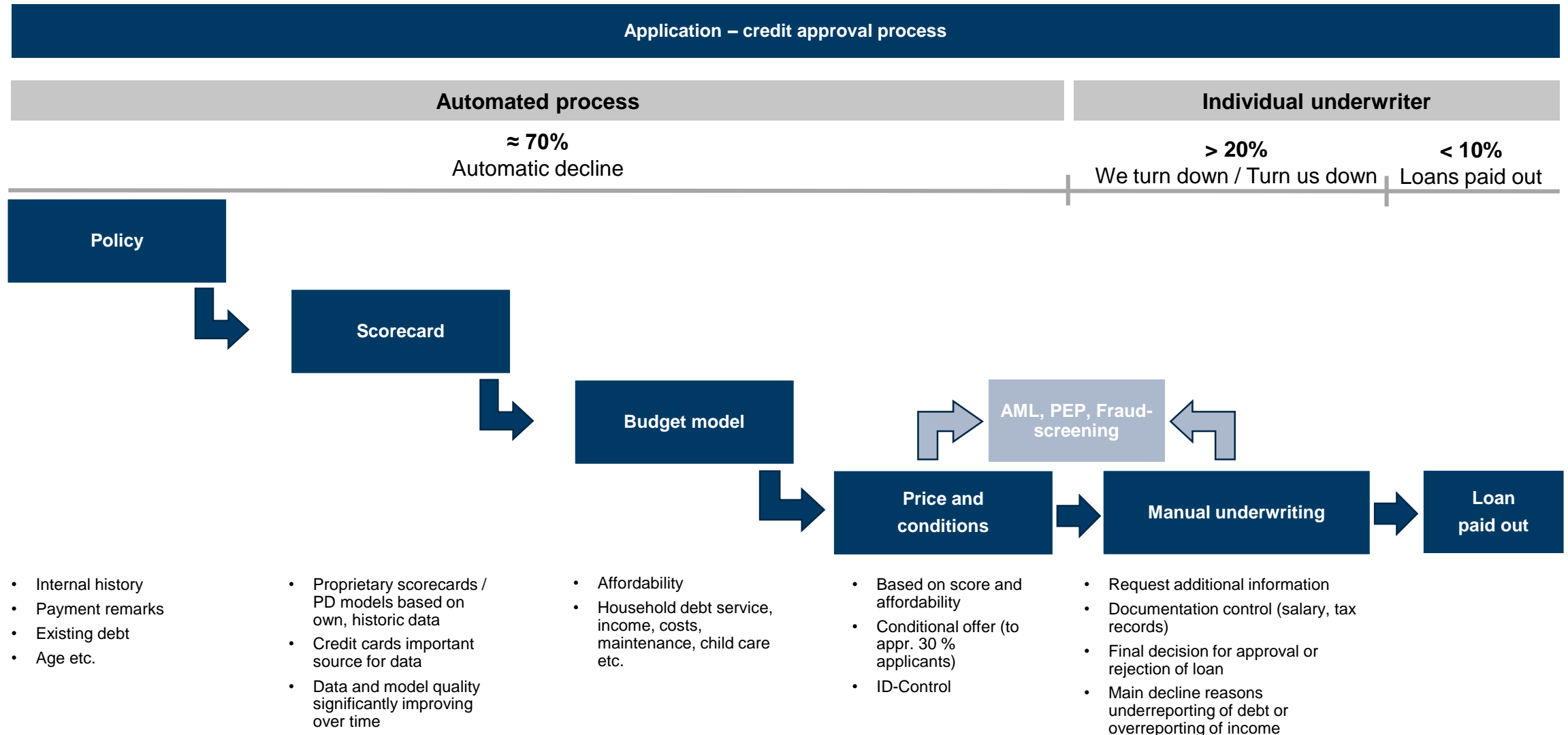
- Strong loan loss allowance indicates balance sheet strength and conservative provisioning policy
- Coverage ratio now above pre-pandemic levels

Increased risk-adjusted yield



- Resilient loan yields with credit card loan yield normalized in Q3
- Lower average funding cost during the period due to deposit interest rate reductions and lower average debt securities cost

3 ...through continuously improved automated credit approval process supported by manual underwriting...

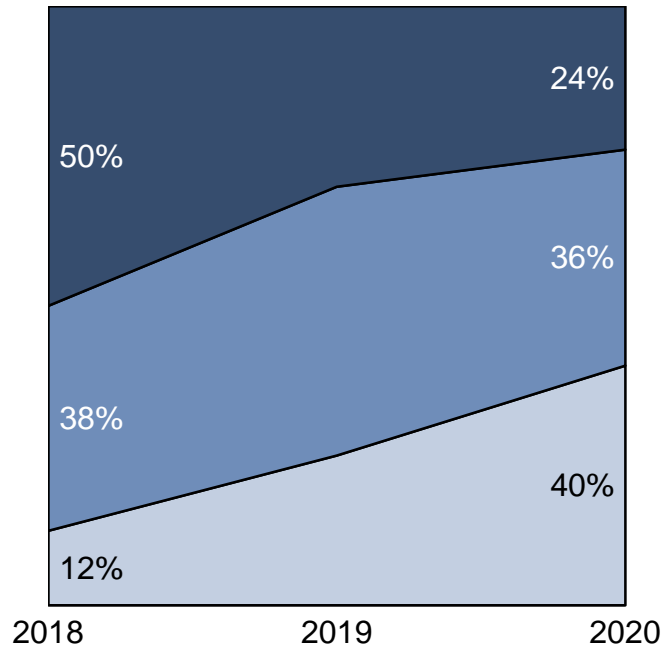


...and portfolios migrating to lower risk

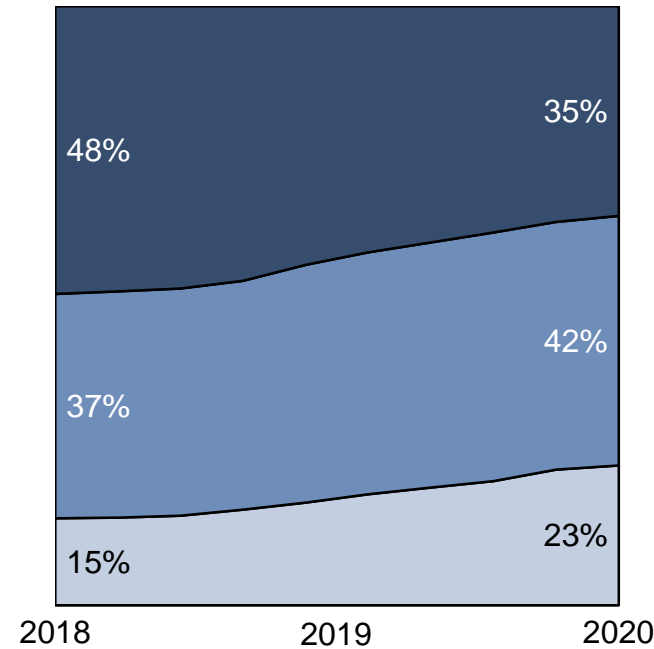
Higher risk interest band for personal loans have declined as a share of origination and loan book

Personal loans vintages show improved credit quality

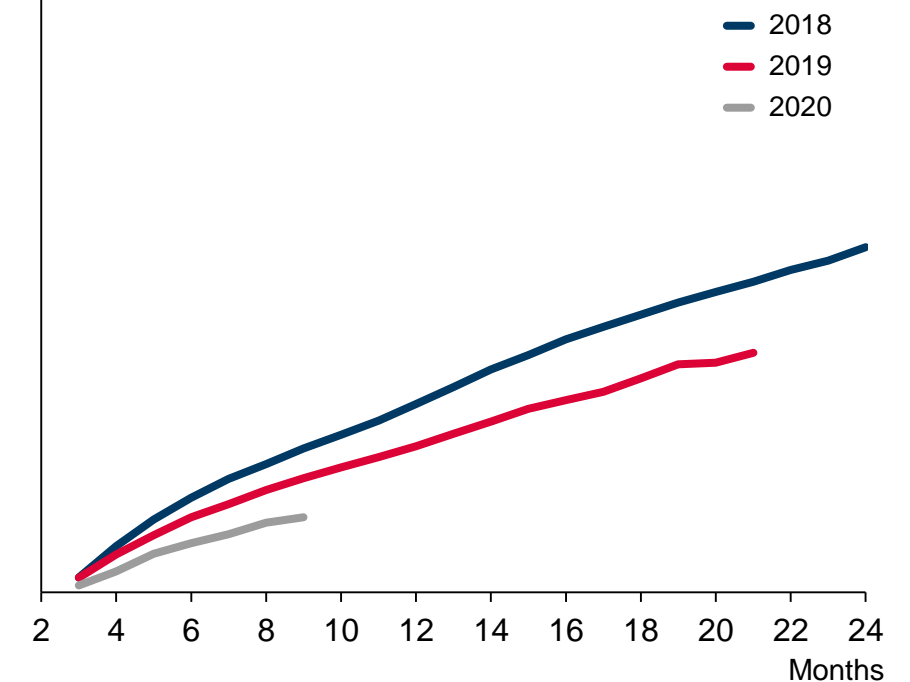
Originated loans by risk interest rate band



Loan book by risk interest rate band

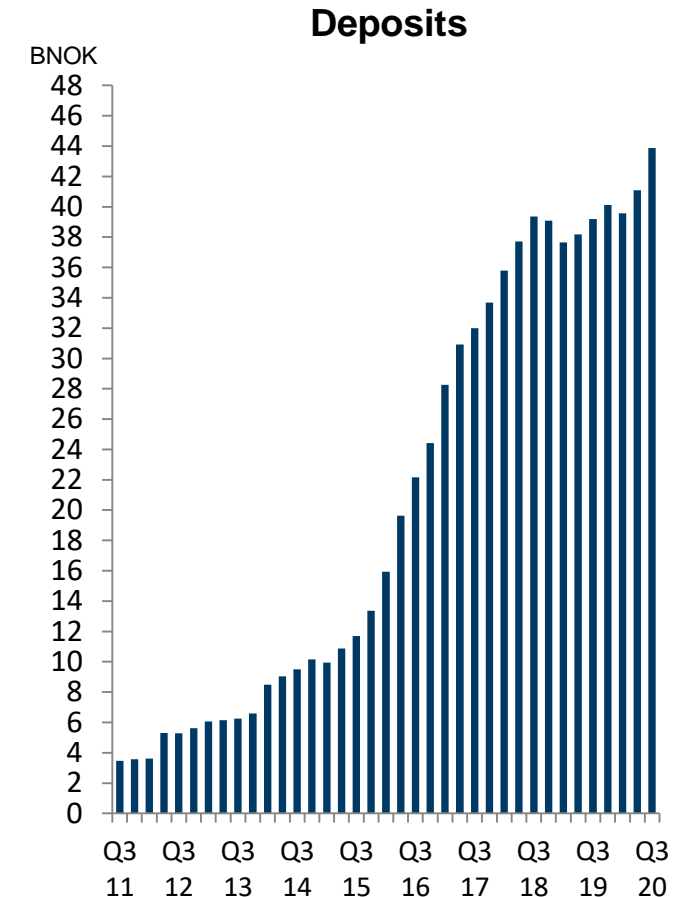
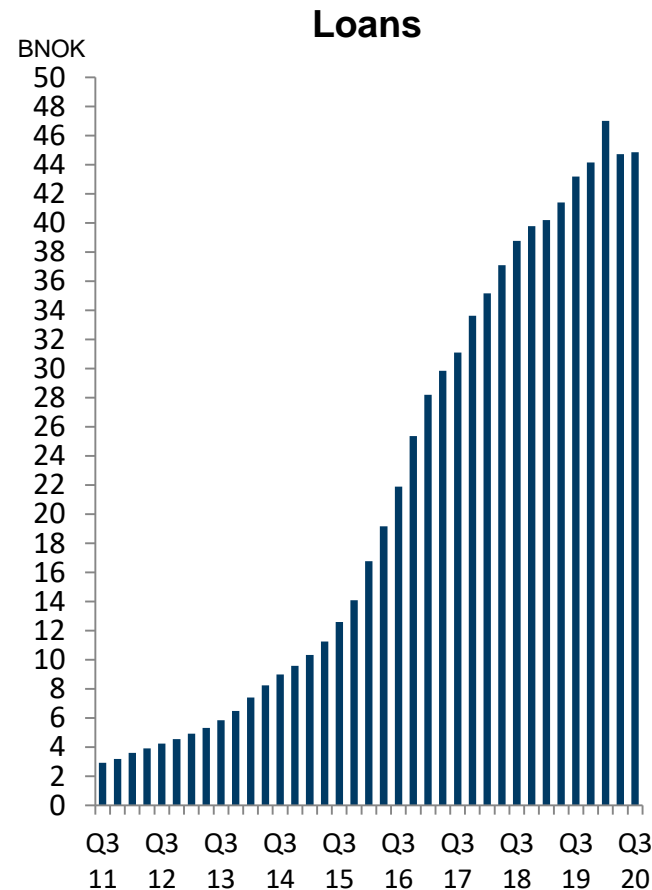
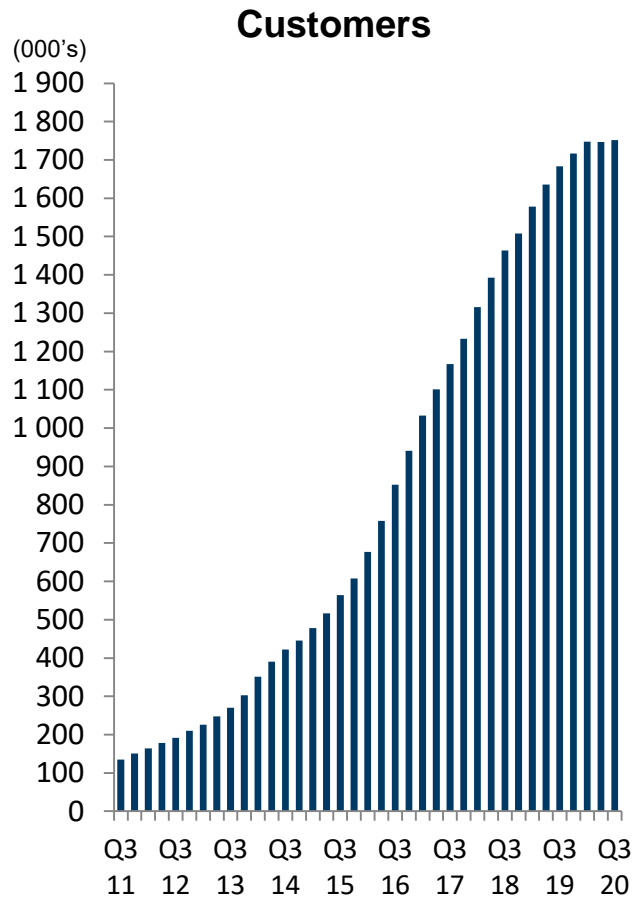


Default rate by vintage



Lower risk interest band
 Medium risk interest band
 Higher risk interest band

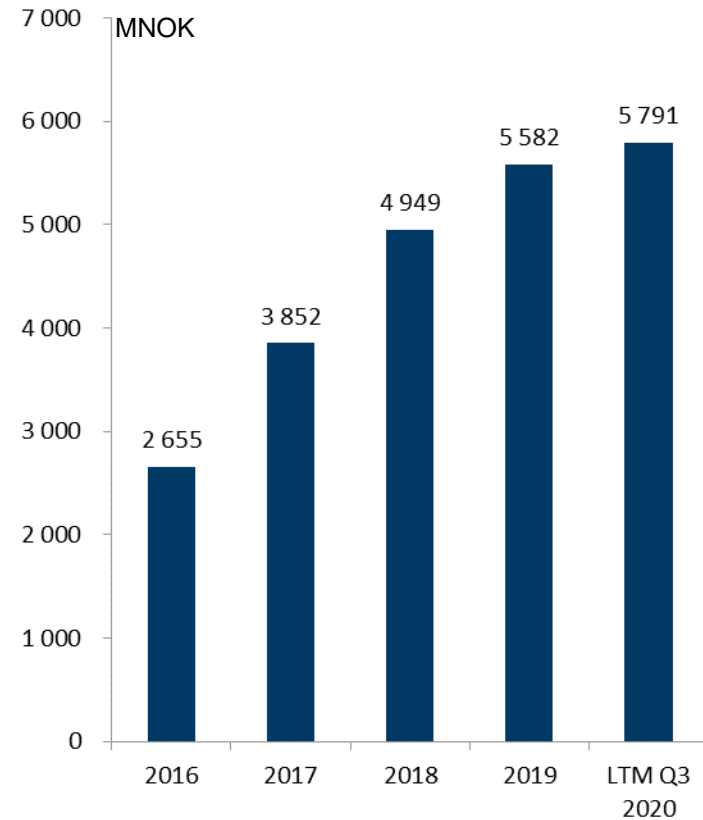
4 Attractive growth profile supported by successful geographic expansion...



1.75 million customers – BNOK 44.8 loans – Cost/Income at 25%

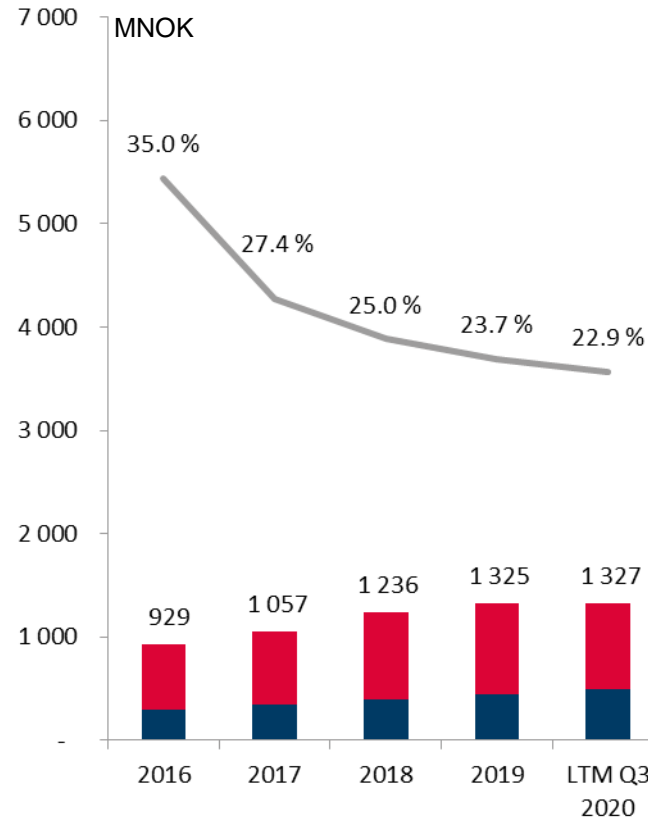
... translating into consistent topline growth which together with operating efficiency drives significant increase in earnings

Total income



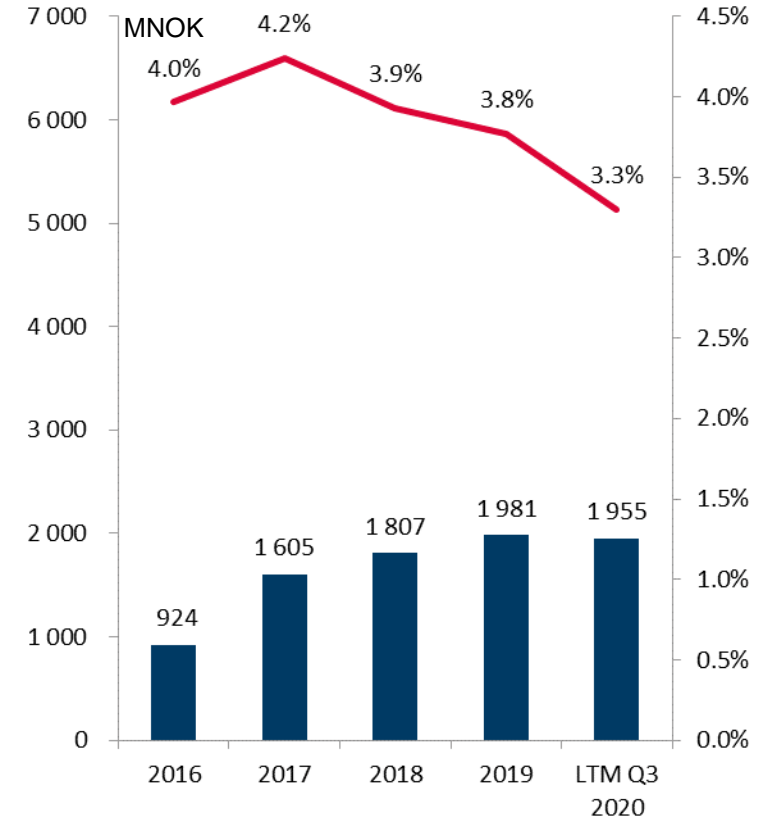
■ Total income

Operating efficiency



■ Marketing — Cost/ income

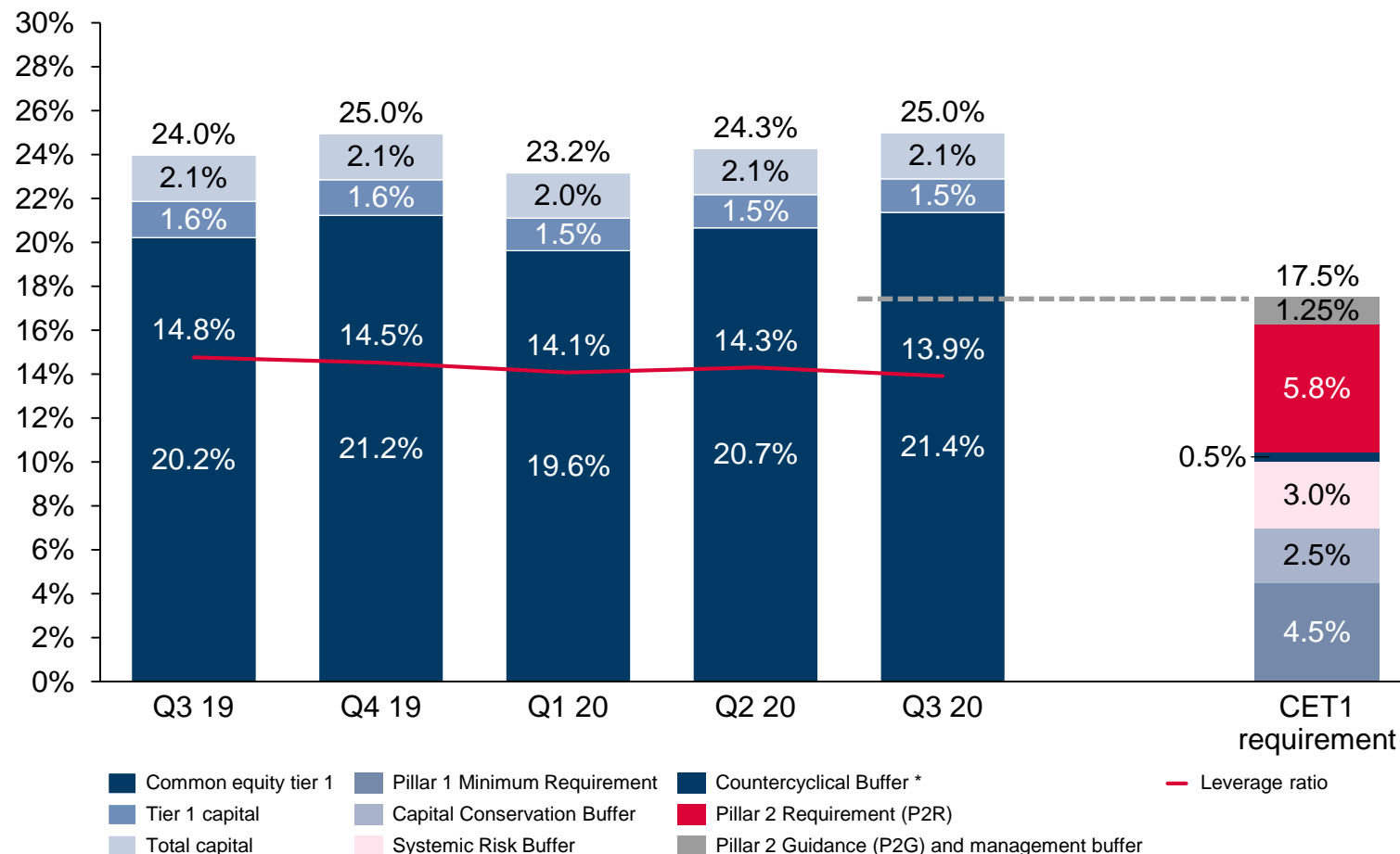
Earnings



■ Earnings — ROA

5 Strong capital position with further excess capital accumulated during 2020

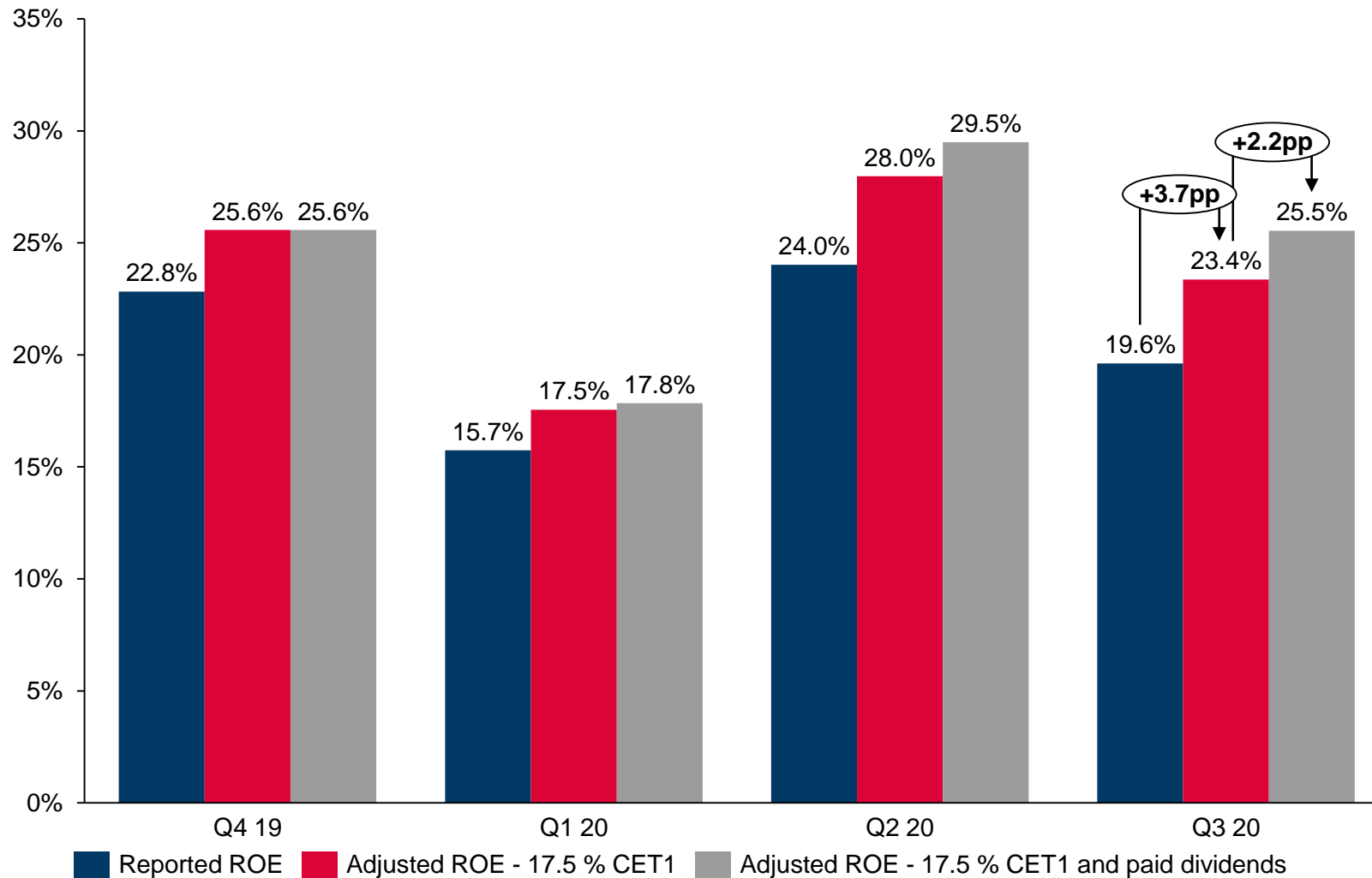
Capital ratios



- 21.4% CET 1 capital ratio compared with 16.3% minimum requirement and 17.5% target
- CET 1 ratio includes 209 bps set aside for dividends, according to upper-end of dividend policy payout range
- Significant loss absorption capacity through high internal capital generation and high capital buffers

* Current countercyclical buffers as of 30.09.2020: Norway 1.0% (2.5%), Sweden 0.0% (2.5%), Denmark 0.0% (1.0%) and Finland 0.0% (0.0%). Numbers in brackets are prior to Covid-19.

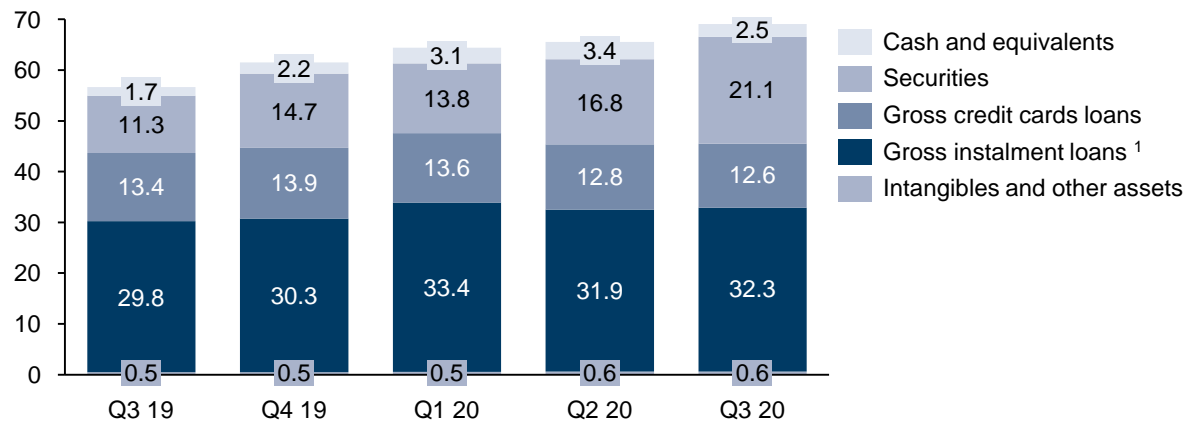
5 Highly attractive ROE despite strong capitalization levels



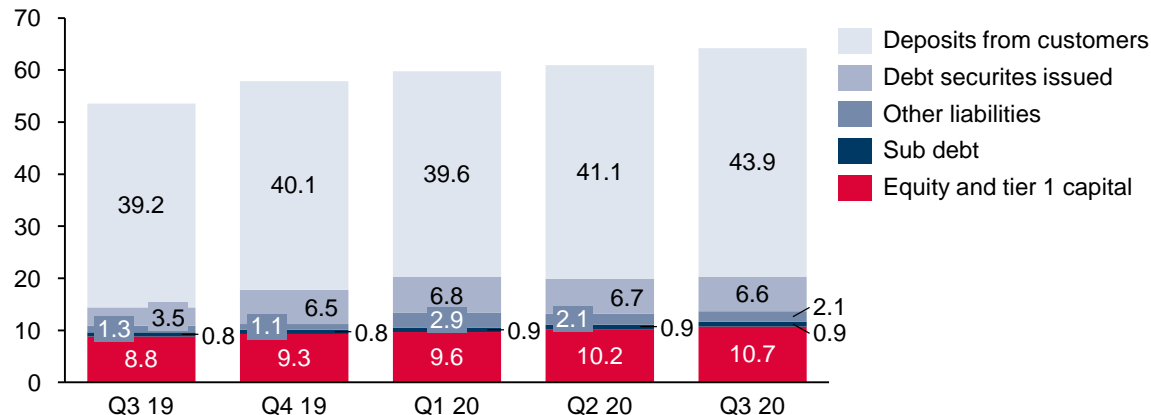
- Return on equity impacted by capital requirements, surplus capital vs requirements and dividends according to upper-end of dividend policy payout range
- Adjustment for overcapitalization compared to CET 1 requirement (incl. P2G and management buffer) increases ROE by 3.7 pp
- Adjustment for dividend set aside (assumed dividend payment) increases ROE further by 2.2 pp

5 Resilient and highly liquid balance sheet with deposits as the main funding source

Assets, BNOK



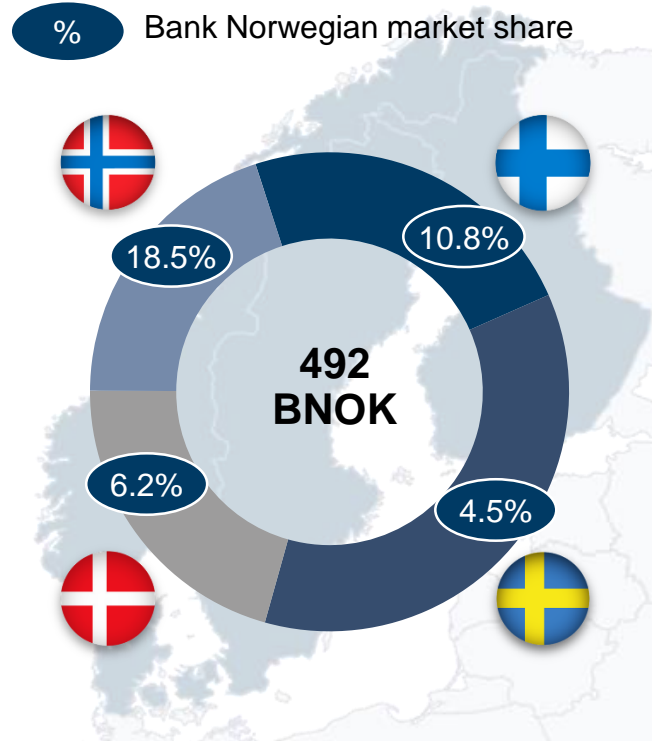
Liabilities and equity, BNOK



- Consistent balance sheet growth over the past five quarters
- Positive loan growth of MNOK 124, with growth in 3 out of 4 countries
- Currency adjusted loan growth was negative with MNOK 286 compared with negative MNOK 1 276 in Q2
- Deposits increased MNOK 2 789. Adjusted for currency effects deposits increased MNOK 2 439
- Liquid assets comprise 36.7% of total assets – significantly increased due to strong deposit growth

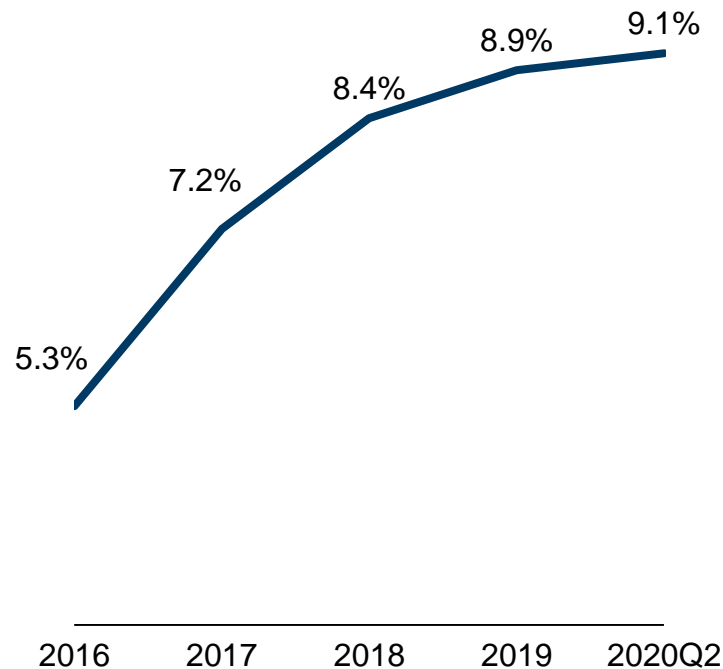
Significant room to continue Nordic growth

Nordic unsecured lending market size is significant



Bank Norwegian has steadily been gaining market share

Share of total Nordic unsecured market



Continued market share growth through focused strategy

Address untapped potential through selective expansion of distribution network

Evaluate services for the credit card to increase customer value

Develop our digital bank and services stand-alone and through partnerships

Ready for geographic expansion

2007-2013

Establish Norwegian operation

- Challenger in the Norwegian market
- Digital pioneer
- Risk-based pricing



Norway

2013-2020

Expansion to Sweden, Denmark and Finland

- Utilized Norwegian knowledge and systems to scale profitably
- Low-cost expansion with low risk



Nordic

2021-

Timing is right for European expansion

- Improved governance and risk models
- Strong capital position
- Proven expansion model



Europe

European expansion

Low-risk expansion model

- **Industry-leading cost ratio** from highly scalable cost-efficient operating model
- **Truly digital operations** enabling analytics excellence
- **Proven track record** of low-cost expansion and value creation from previous successful entries

Expansion criteria

Organic expansion to countries with a good fit for our business model

Market size and product mix

Digital adoption

Customer data availability

Well functioning recovery environment

Two markets currently prioritized from shortlist



Germany



Spain



Austria



Netherlands

- Large markets with a good fit for Bank Norwegian's strategy
- Address attractive market segments
 - Digital customers
 - Customers in urban areas
- Limited market share required to build presence similar to current operations in e.g. Finland
- Effects of the pandemic on individual countries will be continuously assessed prior to launch in 2H 2021

Outlook

Continue strong earnings

- Stable risk adjusted loan yield
- Lean operations with cost control
- Harmonized regulatory environment positive

Optimize balance sheet

- Stable provision levels and good coverage ratios
- Deposit rate reductions
- Dividend payment according to policy between 30% and 60% supported by robust capital position

Profitable growth

- Focus on stable high ROE
- Nordic growth through increased loan distribution and enhanced services
- European expansion to commence in second half of 2021

Agenda

Snapshot of Bank Norwegian

Why invest in Bank Norwegian?

Appendix

Quarterly numbers

Asset quality

Relationship to Norwegian Airshuttle ASA (NAS)

Debt investors

Corporate governance and ESG

Quarterly profit and loss account

<i>Amounts in NOK 1000</i>	Q3 2020	Q2 2020	Q1 2020	Q4 2019	Q3 2019
Interest income, effective interest method	1 447 485	1 503 855	1 513 862	1 488 734	1 457 649
Other interest income	51 103	61 764	67 068	46 524	37 800
Interest expenses	177 518	179 319	186 500	173 586	165 155
Net interest income	1 321 070	1 386 301	1 394 430	1 361 672	1 330 294
Commission and bank services income	79 379	66 364	192 558	135 391	134 232
Commission and bank services expenses	42 839	48 138	51 627	57 862	70 004
Net change in value on securities and currency	9 212	104 964	-69 114	9 465	25 201
Net other operating income	45 751	123 190	71 817	86 994	89 429
Total income	1 366 822	1 509 491	1 466 247	1 448 665	1 419 723
Personnel expenses	32 040	23 719	31 168	28 496	28 061
General administrative expenses	263 320	227 532	294 882	282 970	263 087
Depreciation and impairment of fixed and intangible assets	25 031	22 518	16 700	18 079	16 833
Other operating expenses	14 641	14 972	15 801	15 573	16 269
Total operating expenses	335 031	288 741	358 550	345 118	324 251
Provision for loan losses	365 623	447 027	620 636	432 803	413 511
Profit before tax	666 168	773 723	487 060	670 745	681 961
Tax charge	165 545	191 635	119 028	166 882	168 024
Profit after tax	500 622	582 087	368 032	503 863	513 937

<i>Amounts in NOK 1000</i>	Q3 2020	Q2 2020	Q1 2020	Q4 2019	Q3 2019
Profit on ordinary activities after tax	500 622	582 087	368 032	503 863	513 937
Comprehensive income for the period	500 622	582 087	368 032	503 863	513 937

Quarterly balance sheet

<i>Amounts in NOK 1000</i>	30.9.20	30.6.20	31.3.20	31.12.19	30.9.19
Assets					
Cash and deposits with the central bank	69 511	69 623	69 905	68 500	68 285
Loans and deposits with credit institutions	2 462 788	3 361 585	3 014 698	2 094 165	1 626 704
Loans to customers	39 962 311	40 101 034	42 378 471	40 560 502	40 067 806
Certificates and bonds	21 054 167	16 790 787	13 764 305	14 650 988	11 339 732
Financial derivatives	205 245	161 158	59 020	76 371	19 284
Shares and other securities	51 491	51 124	46 017	44 863	42 529
Intangible assets	470 235	490 433	506 426	510 840	508 638
Deferred tax asset	7 702	5 849	4 179	3 502	19 673
Fixed assets	1 184	1 082	1 153	819	953
Receivables	79 322	92 057	110 908	62 835	56 133
Total assets	64 363 956	61 124 733	59 955 081	58 073 384	53 749 736
Liabilities and equity					
Loans from credit institutions	1 033 695	1 000 781	1 400 000	52 750	-
Deposits from customers	43 880 046	41 090 855	39 561 112	40 118 369	39 185 189
Debt securities issued	6 649 351	6 679 216	6 813 624	6 537 863	3 472 923
Financial derivatives	112 604	200 428	657 621	29 621	37 563
Tax payable	498 291	634 825	441 519	625 745	618 010
Deferred tax	3 821	3 821	3 821	3 821	-
Other liabilities	193 813	55 452	193 945	225 912	400 310
Accrued expenses	217 251	175 744	177 062	182 907	240 195
Subordinated loan	876 049	876 143	876 073	822 688	812 230
Total liabilities	53 464 921	50 717 265	50 124 777	48 599 677	44 766 421
Share capital	186 847	186 695	186 695	186 695	186 695
Share premium	978 201	972 295	972 295	972 295	972 295
Tier 1 capital	635 000	635 000	635 000	635 000	635 000
Paid, not registered capital	-	6 058	-	-	-
Retained earnings and other reserves	9 098 987	8 607 419	8 036 314	7 679 717	7 189 324
Total equity	10 899 035	10 407 468	9 830 304	9 473 707	8 983 314
Total liabilities and equity	64 363 956	61 124 733	59 955 081	58 073 384	53 749 736

Quarterly key figures and alternative performance measures

	Q3 2020	Q2 2020	Q1 2020	Q4 2019	Q3 2019
Return on equity (ROE) ^{1 3}	19.6 %	24.0 %	15.7 %	22.8 %	24.8 %
Return on assets (ROA) ¹	3.2 %	3.9 %	2.5 %	3.6 %	3.9 %
Earnings per share (EPS) ⁴	2.63	3.06	1.91	2.63	2.69
Common equity tier 1 (CET 1)	21.4 %	20.7 %	19.6 %	21.2 %	20.2 %
Leverage ratio	13.9 %	14.3 %	14.1 %	14.5 %	14.8 %
Liquidity coverage ratio (LCR)	494.4 %	385.5 %	233.5 %	449.6 %	203.2 %
Net interest margin (NIM) ¹	8.3 %	9.3 %	9.5 %	9.7 %	10.0 %
Cost/income ratio ¹	0.25	0.19	0.24	0.24	0.23
Loan loss provisions to average loans ¹	3.3 %	3.9 %	5.5 %	3.9 %	3.9 %
Stage 3 loans to loans ^{1 2}	22.3 %	21.3 %	19.8 %	17.3 %	15.4 %
Loan loss allowance coverage ratio stage 3 ^{1 2}	40.4 %	40.0 %	37.7 %	35.9 %	38.6 %
Loan loss allowance coverage ratio to loans ¹	10.9 %	10.3 %	9.9 %	8.1 %	7.2 %

1) Defined as alternative performance measure (APM). APMs are described on banknorwegian.no/OmOss/InvestorRelations.

2) The APMs "Non-performing loans to loans" and "Loan loss allowance to non-performing loans", which has been in use since reporting under IAS 39, has in Q2 2020 been replaced by the new APMs "Stage 3 loans to loans" and "Loan loss allowance coverage ratio stage 3" due to established market practice and reduced relevance after the implementation of IFRS9.

3) Updated definition for ROE based on established market practice. Previous periods are recalculated.

4) Updated definition for EPS based on established market practice. EPS is calculated based on profit after tax excluding interest on additional Tier 1 capital. Previous periods are recalculated.

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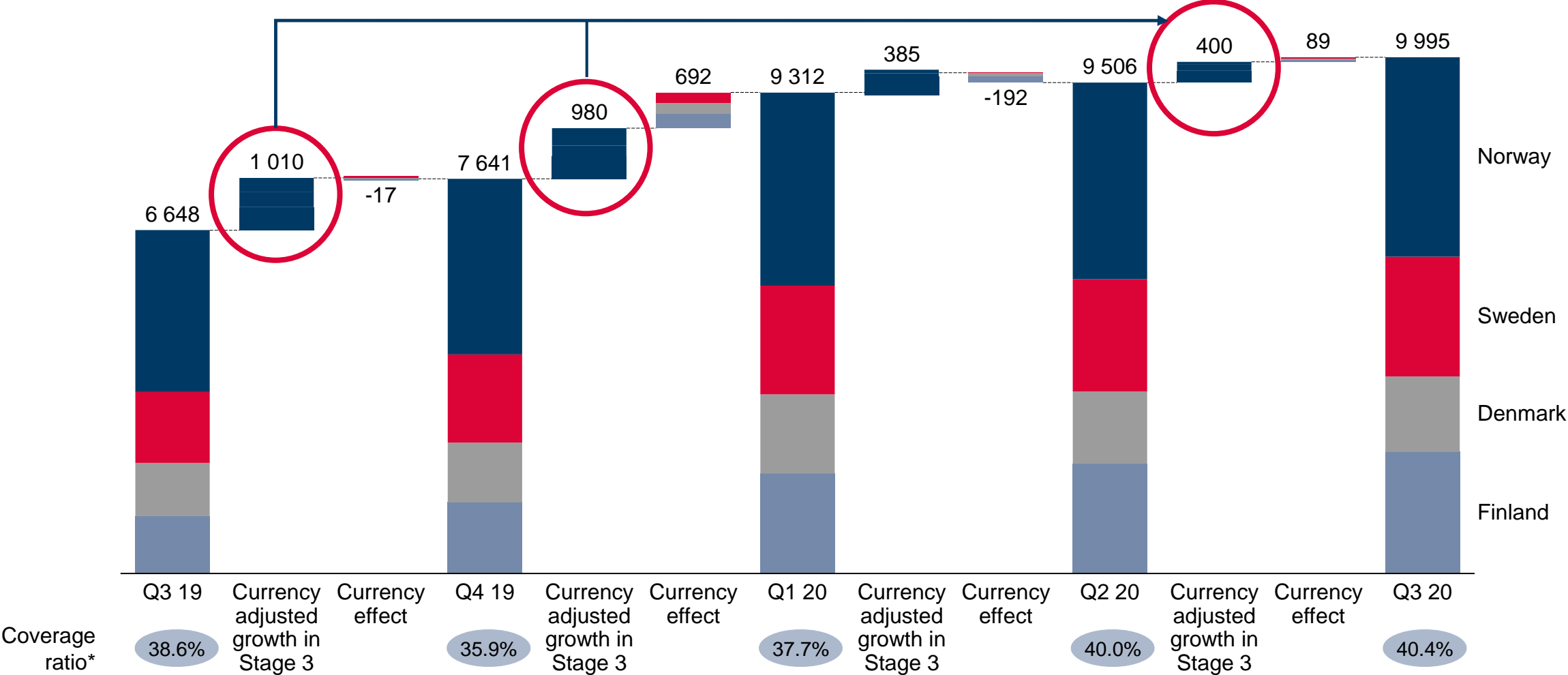
Asset quality

Relationship to Norwegian Airshuttle ASA (NAS)

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Significantly reduced Stage 3 growth while improving the coverage ratio



* Loan loss allowance Stage 3 / Stage 3

Comments on charge-off policies and «back-stop» regulations (EBA Capital Requirement Regulation (CRR) 2019/630)

- The bank implemented a charge-off policy in Q4 2019 and has calibrated the policy through 2020
 - Charge-off is made on all defaulted loans with LGD > 70% - dynamic LGD models in all countries
 - With a charge-off policy the customer claim remains but gross loan exposure is fully covered with loan loss provisions (100% coverage ratio), and removed from the balance sheet – both from gross lending and loan loss allowance
 - As such; an insignificant amount of defaulted exposures more than 3 years with LGD < 70%
- Based on the current credit models and the charge-off policy, the Bank has currently no significant «backlog» of exposures, that would have been required written off according to the new back-stop regulations, had the back-stop regulations been effective
- As of 3Q 2020, the amount of lending granted after 29. April 2019 that has entered stage 3 is MNOK 480
- The charge-off policy will be calibrated with the back-stop regulations

Pre collection and collection

Reminder services and pre collection measures

Executed by
Bank Norwegian

Reminder SMS

5-7 days after due

Combined invoice/reminder

Unpaid installments are added to new invoices.

Termination warning

Final warning before the agreement is terminated

Transfer to collection agency

Following an unsuccessful pre collection process

Forbearance

Bank Norwegian may consider easing in order to avoid serious payment defaults.

Collection measures

Executed by debt collection agency
(in cooperation with Bank Norwegian)

Amicable collection

Try to reach out at an early stage to all customers in order to establish a payment plan.

Legal collection

Potential handling by enforcement authority for execution. Wage garnishing and pledge in assets.

Long-term debt surveillance

Claims not possible to collect in the foreseeable future will be subject to debt surveillance

International collection

A debtor emigrating will be subject to amicable and, if suitable, enforcement in the country they reside.

Dispute handling

If suitable, the dispute will be settled in court. All the Nordic countries have well functioning legal processes for dispute settlements.

Special handling

Debt restructuring

The Nordic countries all have legislation which regulates a formal debt restructuring process, enabling individuals with severe economic problems to handle their debts under certain conditions.

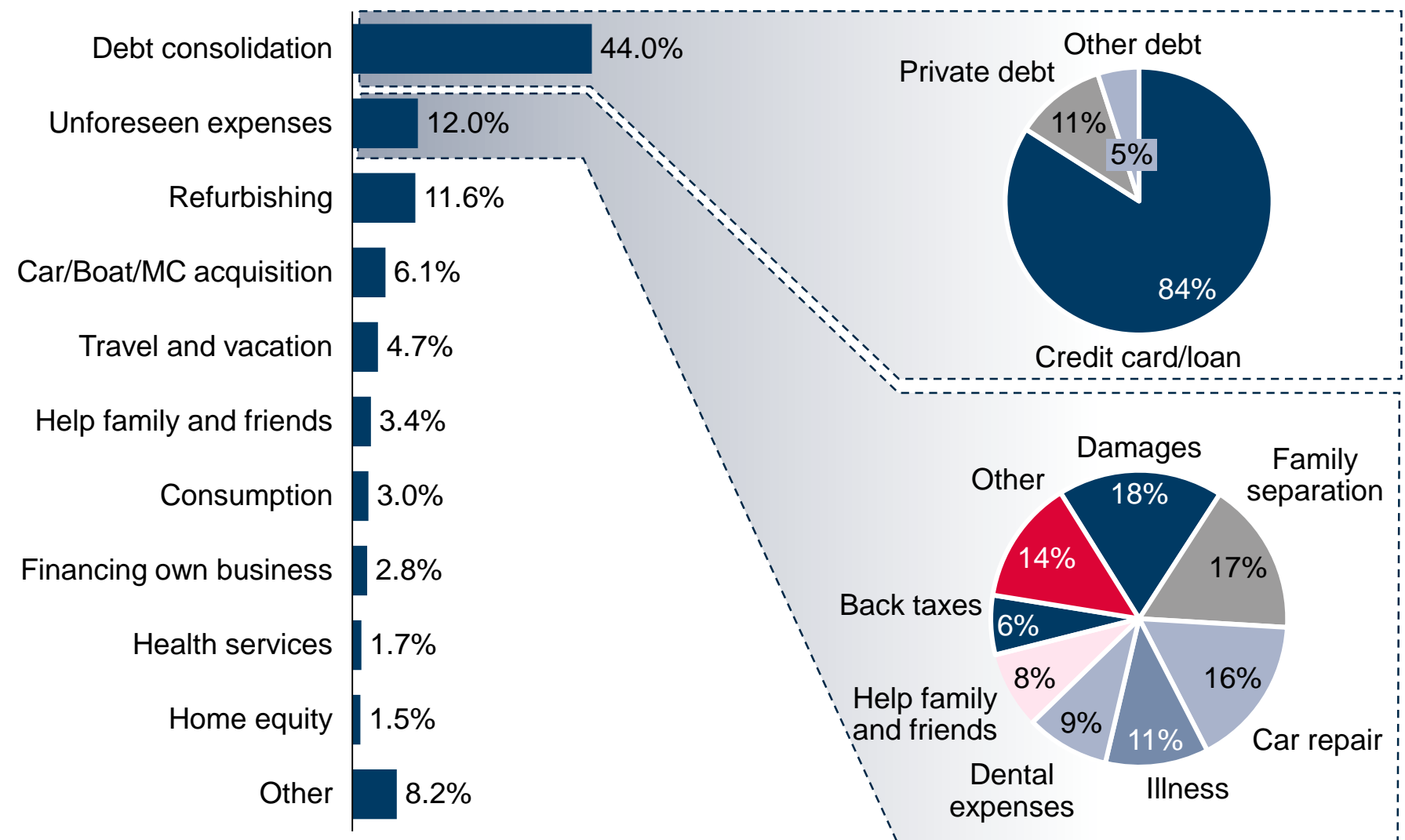
Estate handling

If the debtor is deceased, the estate will be subject to collection if there are any assets to cover the debt. On certain conditions, the debt can be transferred to the estates heir.

Bankruptcy

The formal bankruptcy process is rarely carried out for individuals in the Nordics, as there are seldom any advantages for the creditor nor the debtor. Unpaid debts remain after bankruptcy, and the process is costly.

Purpose for instalment loans

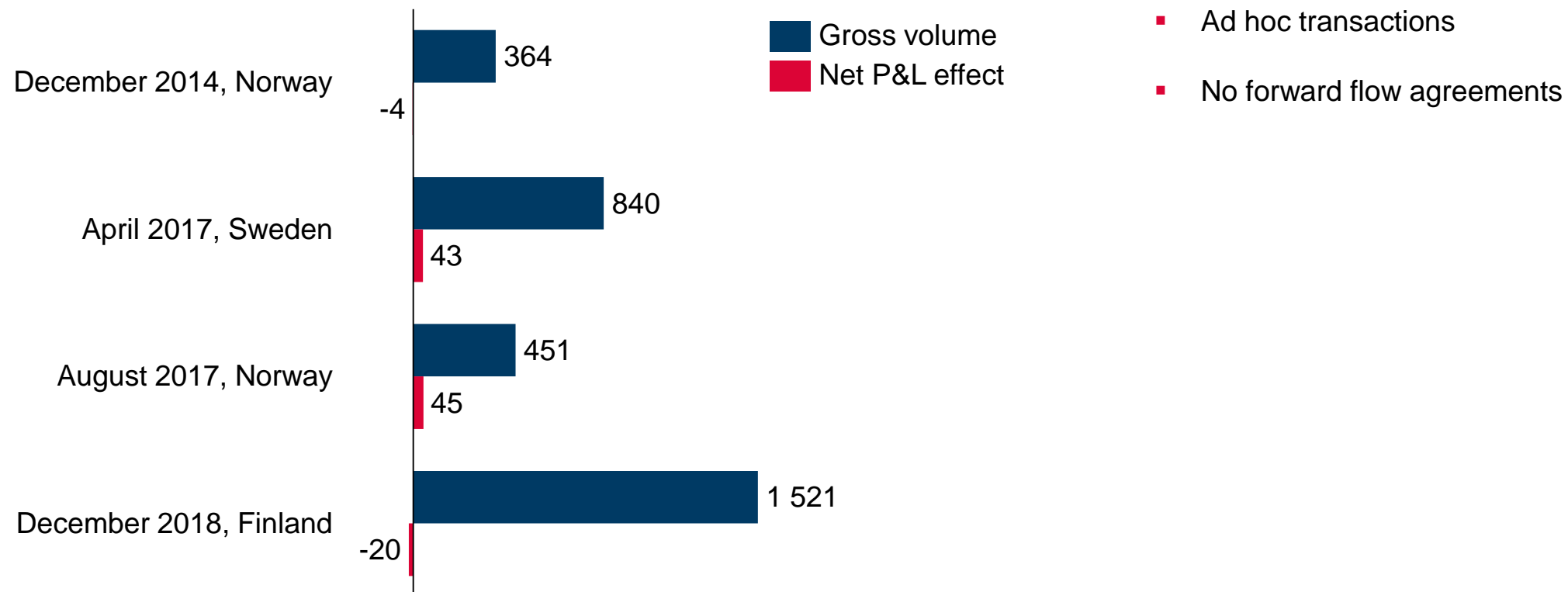


- Most important purpose is debt consolidation – lowering interest expenses
- Unforeseen expenses and refurbishing represent ~24% of loans
- Home equity represents only 1.5% of loans

Source: Bank Norwegian customer survey 2019 Norway n=5524. Distribution based on number of loans.

Non-performing loans (NPL) portfolio sales

Overview transactions (MNOK)



Agenda

Snapshot of Bank Norwegian

Why invest in Bank Norwegian?

Appendix

Quarterly numbers

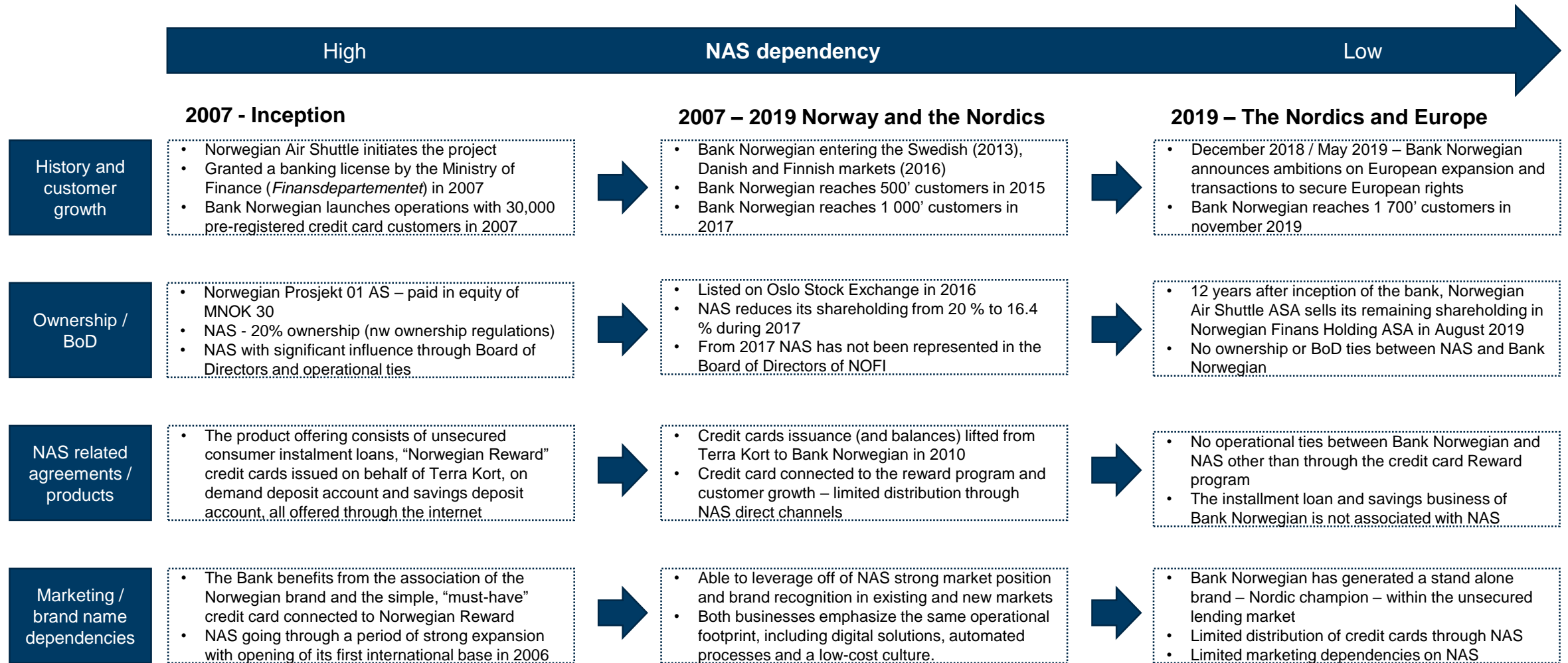
Asset quality

Relationship to Norwegian Airshuttle ASA (NAS)

Debt investors

Corporate governance and ESG

History of Bank Norwegian - and the dependency on Norwegian Air Shuttle ASA (NAS)



Relationship and exposures to NAS

About the agreements

- The bank has since inception owned the rights to its company name, brand and domains, irrespective of any later agreements
- Bank Norwegian has through agreements exclusive and unlimited rights to use NAS's combined brands, the Reward program and intermediary services related to financial services in Europe
 - Perpetual agreements
 - Commercial terms last for 10 years (from 2018)
- The only Bank Norwegian product linked to NAS is the Bank Norwegian credit card (through agent agreements)
- The counterparty in all agreements are NAS or companies owned by NAS

NAS exposure and related risks

- Business risk going forward related to the reward program – reduced attractiveness of Bank Norwegian's credit card
 - Bank Norwegian has paid NOK 419.2 million to NAS through the agreements on a rolling 12 months basis as of 3Q 2020 - booked through net interest expense, administration costs and depreciation
 - In the event of termination of the Norwegian Reward program, the same amounts may be spent on other customer accretive programs/processes to secure credit card attractiveness
- No direct or indirect financial exposures to NAS for other products – i.e. savings, instalment loans, insurance products etc.
- Acquired European rights through Lilienthal transactions in 2019, booked as immaterial rights and goodwill in the Norwegian Finans Holding Group accounts
 - Lilienthal MNOK 40 acquisition cost in 2018/2019 – intangible assets
 - One-time fee of MNOK 150 – intangible assets
 - Prepayment of annual cash license fee of MNOK 30 for 5 years – remaining balance of MNOK 169.1 (including stamp duty) – intangible assets
 - 5 year depreciation initiated May 2020
- No other significant on- or off-balance sheet exposures towards NAS
 - All payments to NAS under all agreements on an arrear basis
- CashPoints earned by the use of the credit card are awarded to the customer by NAS
 - The CashPoint balance are with NAS and claims can not be raised towards other than NAS. CashPoints earning is not covered by the customer's general rights related to credit cards.
- European expansion is planned independently of NAS and not expected to be impacted by a possible termination of the Reward program or a significant reduction in NAS' route offer in Europe other than through negative brand association/awareness

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Corporate governance and ESG

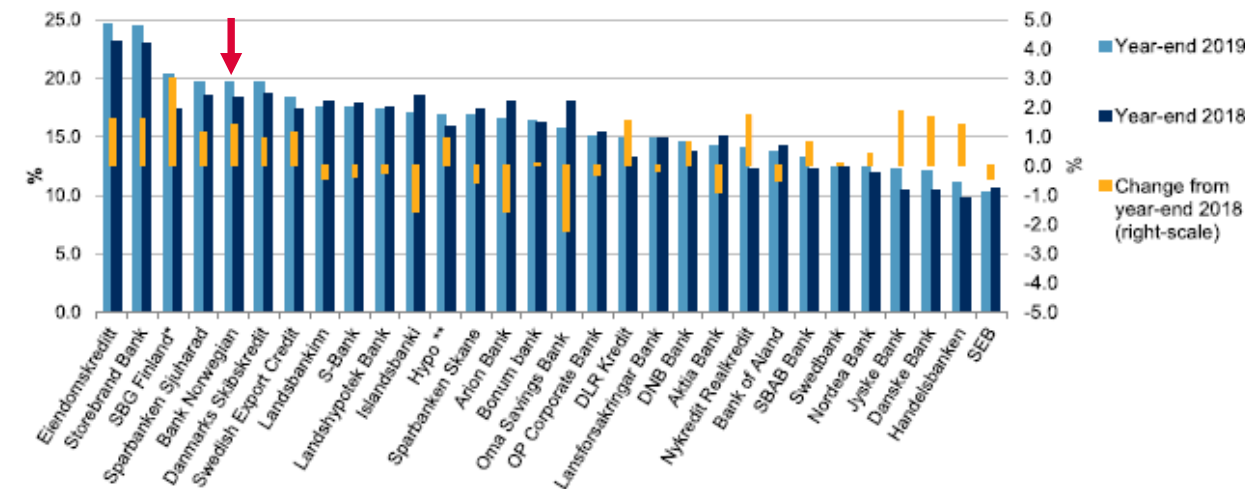
S&P: Bank Norwegian outlook revised from "Negative" to "Stable" on earnings resilience in downturn, 'BBB/A-2' ratings affirmed

S&P Global ratings comments:

- Bank Norwegian's earnings performance in the first nine months of 2020 demonstrate resilience amid COVID-19 fallout, and its capital and provisions are strong enough to absorb losses even in a more adverse scenario.
- The bank's expansion to new markets planned to start late 2021 could diversify its revenues and loan portfolio, but only well beyond our outlook horizon.
- We are revising the outlook on Bank Norwegian to stable from negative and affirming the ratings at 'BBB/A-2'.
- The stable outlook reflects our view the bank will defend its high risk-adjusted profitability and maintain strong capital buffers through 2022.

S&P Risk adjusted capital (RAC) ratio league table*

Nordic Banks' RAC Ratios On Dec. 31, 2019, Compared With Dec. 31, 2018

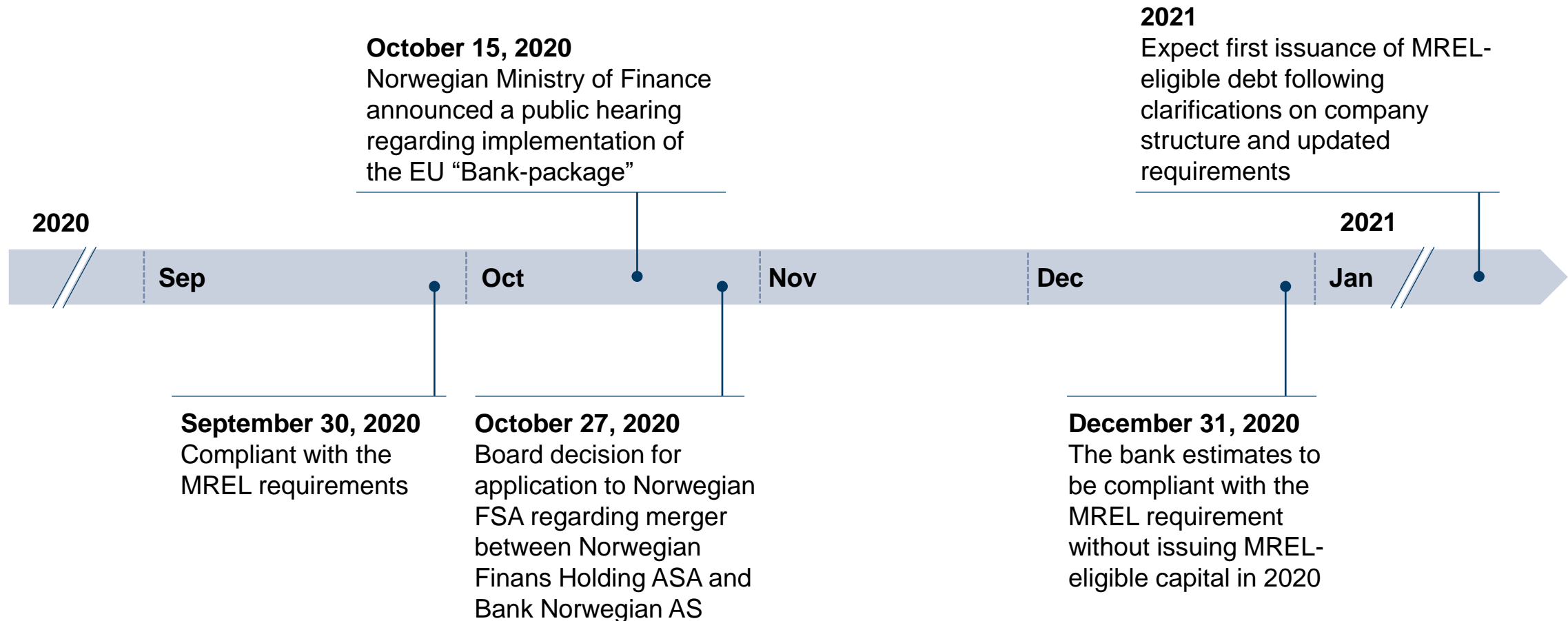


*Savings Banks Group Finland **The Mortgage Society of Finland

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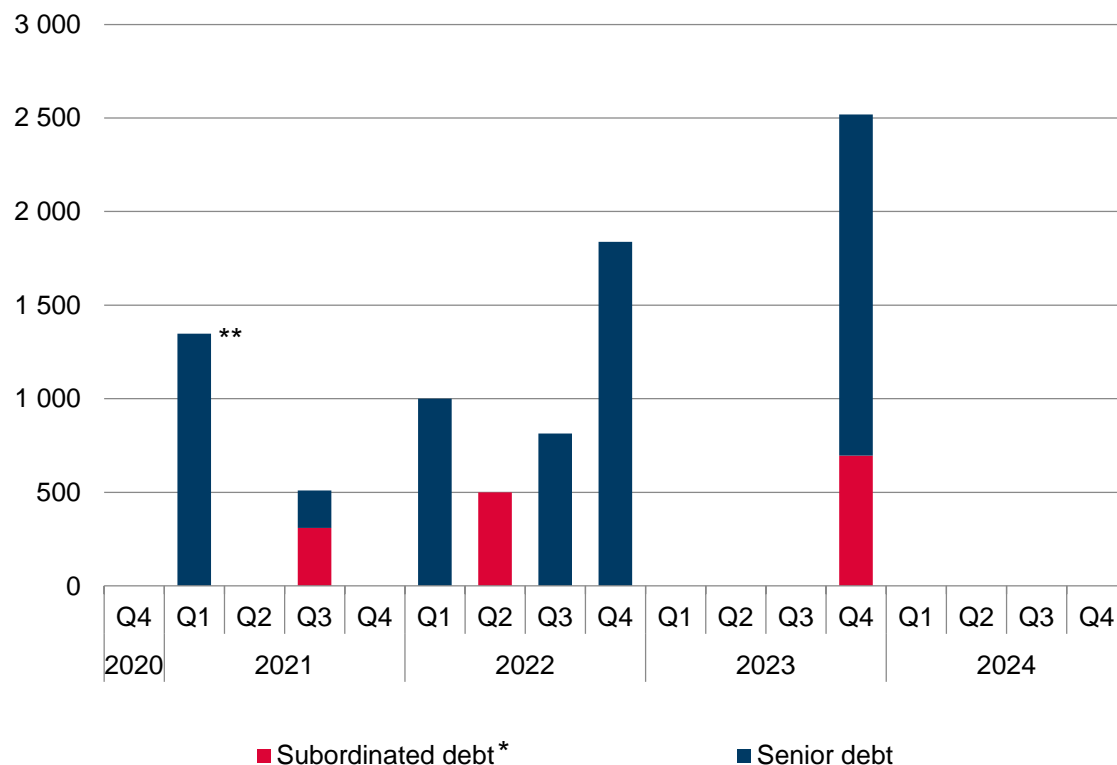
*Source: S&P Global September 8, 2020. Nordic Banks' Strong Capital Deflects COVID-19 Impact

Minimum Requirements for Own funds and Eligible Liabilities (MREL)



Debt maturity structure as of 30 November 2020

Debt maturity profile (MNOK)



Average maturity of senior bonds outstanding

- 2.0 years as of 30.11.2020
- 2.7 years as of 31.12.2019
- 1.6 years as of 31.12.2018
- 2.0 years as of 31.12.2017
- 1.5 years as of 31.12.2016

* Includes Additional Tier 1 (AT1) and subordinated loans. Maturity reflects the first possible call date

**Including MNOK 1 000 in 12 month f-loan maturing 18.03.2021

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Quarterly numbers

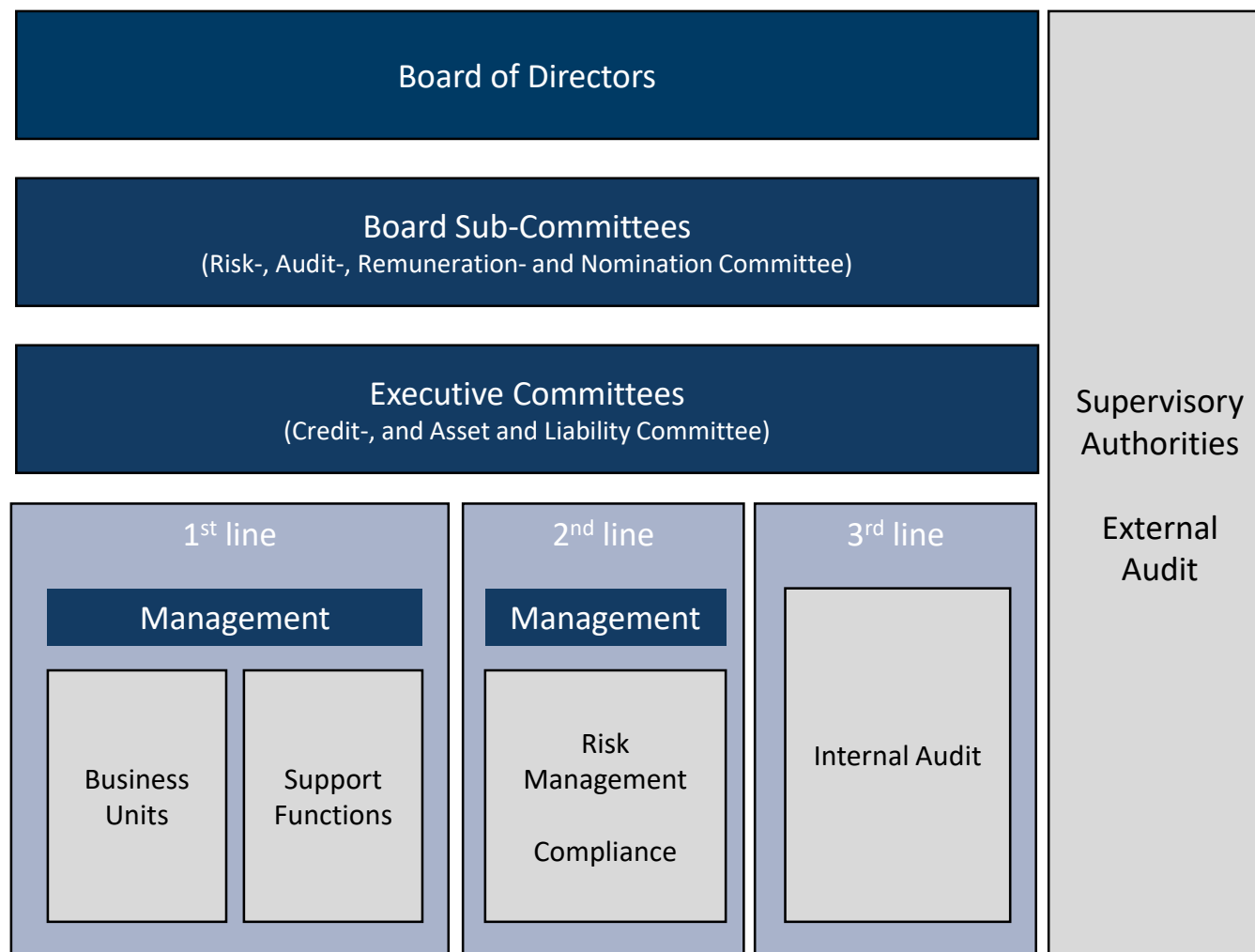
Asset quality

Relationship to Norwegian Airshuttle ASA (NAS)

Debt investors

Corporate governance and ESG

Corporate Governance



The First Line of Defence:

- Senior Management with exception of Risk Management and Compliance
- Business Units
- Support Functions

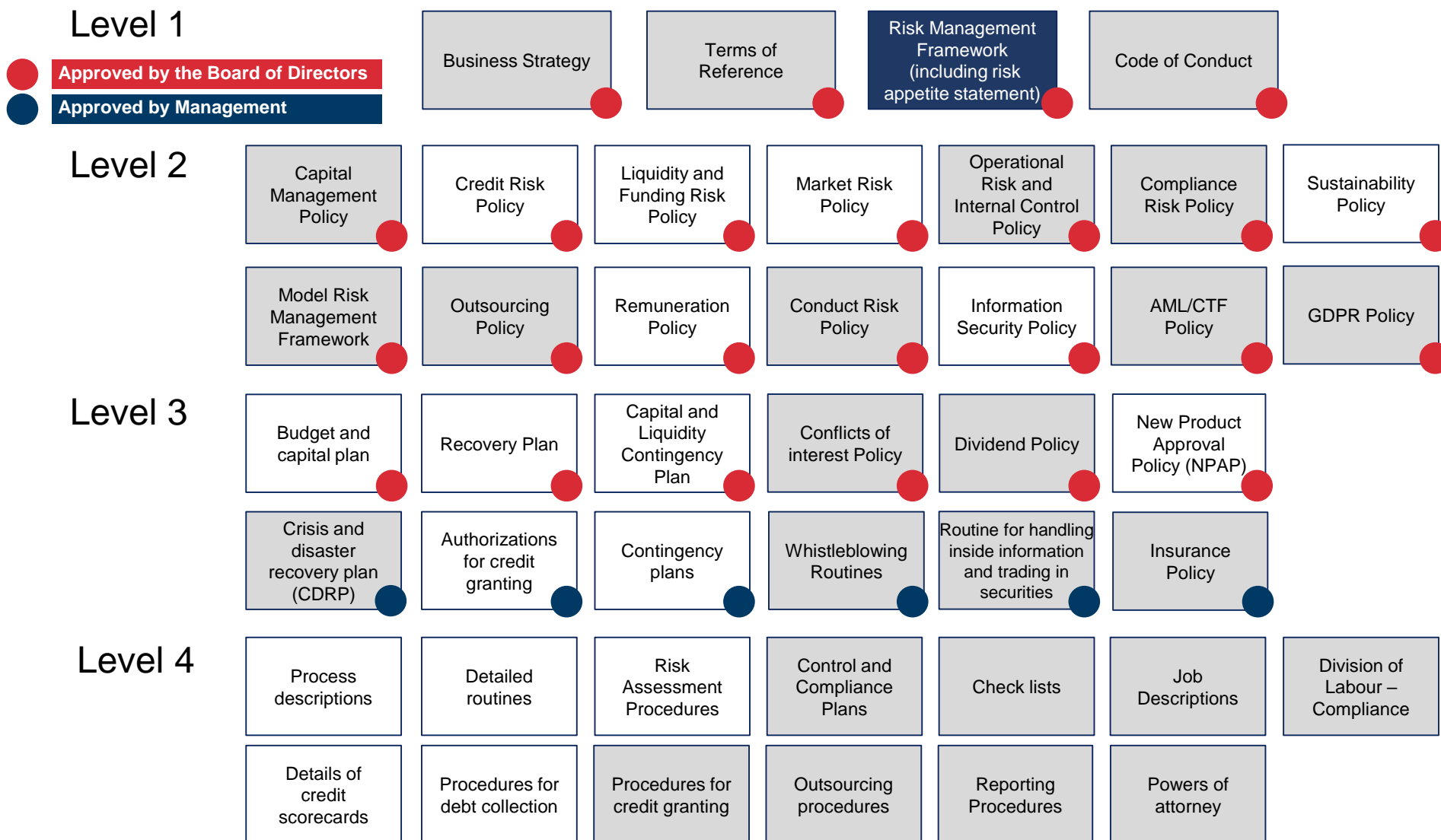
The Second Line of Defence:

- The Risk Management Function and Compliance Function form the second line of defence. Heads of these internal control functions are independent senior managers with distinct responsibility
- Both functions may intervene to ensure the modification of internal control and risk management systems within the first line of defence where necessary

The Third Line of Defence:

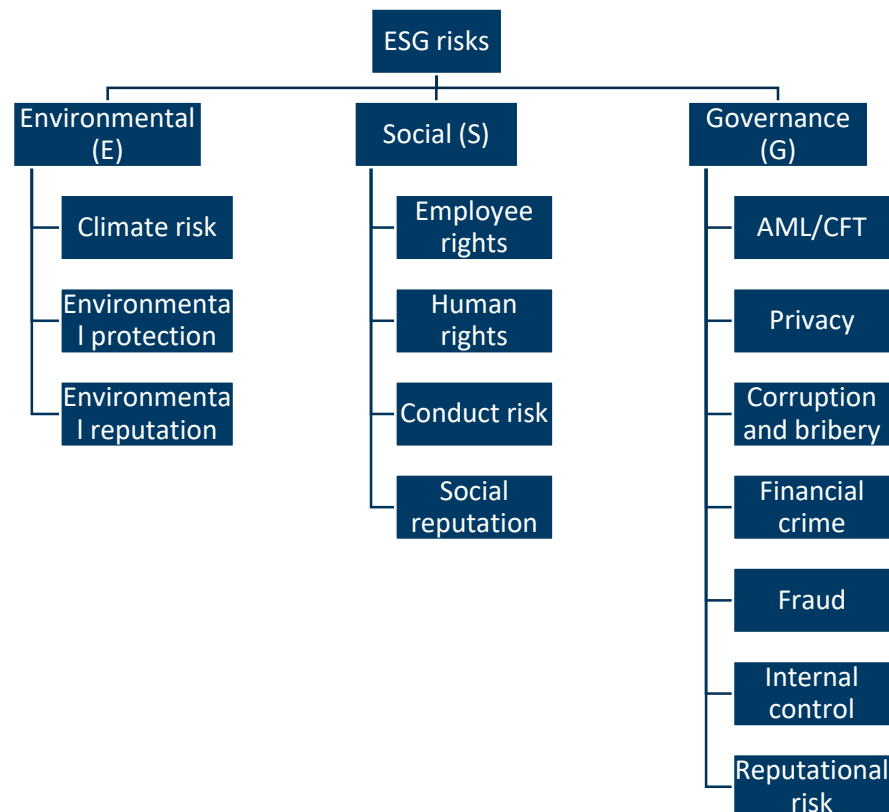
- The Internal Audit Function shall provide independent review and objective assurance on the quality and effectiveness of the implemented internal control system, the first and second lines of defence and the risk governance framework

Risk Management Framework



Integrating ESG in the day-to-day operations

Identified ESG risks and assessed risk level



ESG	Very low	Low	Moderat	High	Very high	Sum
Environment	9	7	2	0	0	18
Social	9	11	2	0	0	22
Governance	11	20	7	0	0	38
Sum	29	38	11	0	0	78

Overview

- Bank Norwegian has prepared special guidelines for corporate social responsibility and a board approved Sustainability Policy
- These were adopted in 2017 and have been integrated into our day-to-day operations. The Sustainability Policy was approved 25 March 2020
- Responsible lending, safeguarding customers' privacy, preventing financial crime and looking after our employees are prioritized areas that entail long-term commitments and form the basis of our corporate social responsibility
- [Link to Sustainability Report 2019](#)

Integration and ongoing processes

- ESG included in all relevant processes
- Risk analyzes associated with ESG is an important and regular part of the annual internal control review, identifying any new risks and/ or weaknesses in established control measures
 - Focus on understanding and managing business impacts, both positive and negative, on people and the society.
 - Social sustainability involves identifying how the Bank may directly or indirectly affect its stakeholders and managing such impacts proactively.
- ESG materiality analysis ongoing – to be finalized ultimo 2020

Board of directors (1/2)



Klaus-Anders Nysteen, Chairman of the Board Norwegian Finans Holding ASA (NOFI) and Bank Norwegian (BN)

- Master of Science in Business Administration, Norwegian School of Economics (NHH). Member of the Board of Directors since 2020.
- Klaus-Anders Nysteen has been CEO of Hoist Finance since March 2018. He has previously worked in, among others, Nordic Capital, Lindorff Group, Entra Eiendom AS and Statoil Fuel & Retail ASA and as CEO at Storebrand Bank ASA. He has extensive experience from a number of board positions, among others in Webstep ASA and Asset Buyout Partner AS.
- Other on-going principal assignments: Member of the board of Asset Buyout Partner AS.



Christine Rødsæther, Board member (NOFI and BN)

- Master of Law, University of the Pacific, Sacramento, California and Cand. Jur., University of Bergen. Member of the Board of Directors since 2017.
- Christine Rødsæther has since 2002 been a partner in the law firm Simonsen Vogt Wiig AS and has extensive experience in banking and finance, contract law as well as shipping and offshore. She has previous experience from Wikborg, Rein & Co. and Andersen Legal ANS.
- Other on-going principal assignments: Board member of Odfjell SE. Member of the Governments counsel for maritime development (MARUT).



Izabella Kibsgaard-Petersen, Board member (NOFI and BN)

- Law degree from the University of Oslo and certified international auditor from BI Norwegian Business School. Member of the Board of Directors since 2020.
- Izabella Kibsgaard-Petersen has more than 15 years of experience in compliance, risk management and internal audit. She currently works as SVP Director of compliance at Veidekke ASA. In recent years, Izabella Kibsgaard-Petersen has worked with a comprehensive approach to business management and how functions such as compliance, risk management and internal auditing can contribute to good governance and control for value creation. She previously held positions at the Garantiinstituttet for eksportkreditt, Abbott / AbbVie and KPMG.
- Member of the board and board representative in the compliance network of IIA Norge.



Hans Larsson, Board member (NOFI and BN)

- BsC in Economics and Business Administration from University of Uppsala, Sweden. Advance Management Programme from Stockholm School of Economics. Board member since 2020.
- Hans Larsson is CEO of Linderyd Advisory AB, a consultancy firm, since 2014. He previously held the position as Deputy CEO and Head of Staff at Lindorff A/S, Norway, 2014-15. Prior to this he was a member of the Group Executive Committee of SEB in Sweden between 2006 and 2013 as Head of Group Staff, Business Development and M&A and prior to that Head of Capital Markets and Client Relationship Management within SEB. He has extensive experience of operative and international board assignments within the SEB Group.
- Board Member of Intrum AB, Nordnet AB/Bank AB and Swedish Export Credit Corporation (SEK AB).



Kjetil Garstad, Board member (NOFI)

- Member of the Board of Directors since 2019. Master of Science in business administration, Norwegian School of Economics.
- Kjetil Garstad has been an analyst at Stenshagen Invest AS since 2014. From 2007 to 2013, Garstad was an analyst at Arctic Securities AS and before that at Enskilda Securities AB. Between 2001 and 2003, Garstad worked in the corporate finance department of UBS in London.
- Chairman of the Board of Steel City AS. Member of the Board of Directors of Øgreid AS and Vininor AS. Deputy board member of B2Holding ASA.

Board of directors (2/2)



Knut Arne Alsaker (NOFI)

- Master of Science in Economics and Business Administration from the Norwegian School of Economics. Member of the Board of Directors since 2019.
- Knut Arne Alsaker has been Group Chief Financial Officer of Sampo Group since 2019 and a member of the Group Executive Committee since 2014. He previously held various positions in Storebrand ASA (1998-2000) and If P&C Insurance Ltd (2000-2018).
- Board member of If P&C Insurance Holding Ltd and the vice chairman of the board of Mandatum Life Insurance Company Limited.



Anita M Hjerkin Aarnæs, Board member (NOFI)

- Master of Public Administration, Harvard University. Member of the Board of Directors since 2007.
- Anita Hjerkin Aarnæs is an experienced manager with broad international know-how, a comprehensive track record in business development, strategic planning and operational performance cross industries. Her current position is Managing Partner Scandinavia at The Board Practice. Prior to this she served as the HR Director at DNO ASA, as Partner-in Charge at Heidrick & Struggles and TripleA Consulting AS and as management consultant at PA Consulting Group for 20 years.
- Member of the Nomination Committee at DNO ASA.



John E. Høsteland, Board Member (BN)

- Dr. Scient. in Economics, Norwegian University of Life Sciences at Ås. Member of the Board of Directors since 2007.
- Owns of JH Consult, through which he offers advisory services targeted at the corporate market. He has previously held the role of CEO in a number of companies including Høegh Capital Management AS, Skogbrand Forsikring, First Securities ASA and Elcon Securities ASA, among others.
- Mr. Høsteland is a member of the board of directors of Høegh Capital Partners ASA, Guardian Corporate AS, First Fondene AS and Tekas AS and Fire Fondene AS. Chairman in Høst Verdien i Avfall AS and Koppang Landbruk- og næringsmegling AS.



Lars Ola Kjos, Board member (BN)

- BsC in business administration finance, University of Denver. Member of the Board of Directors since 2013.
- Lars Ola Kjos previously held position as VP of Norwegian Reward and Business Development for non-air project at Norwegian including the airline's Bank Norwegian project.
- Chairman of the board of directors of Green 91 AS and Executive Vice President Commercial at Arctic Aviation Assets Ltd where he works with aircraft purchasing, financing and leasing.



Charlotte Ager, Board member (elected by the employees) (BN)

- Master of Law from University of Copenhagen. Member of the Board of Directors since 2020.
- Charlotte Ager has been employed at Bank Norwegian since March 2019. She is an analyst in the department for Disputes and Economic Crime. She is also part of the Banks AML-team. Previously she has been employed at the National Board of Appeal in Denmark..

Management team (1/2)



Tine Wollebekk, Chief executive officer

- Master of science in business administration, Copenhagen Business School.
- SVP and global head of financial services, Telenor (2012-16), Board member SEB Privatbanken, Gjensidige ASA, Financial advisor to FSN Capital, CEO SEB Cards (N/DK), Management positions at SEB Norge and Diners Club Nordic
- More than 30 years of financial services experience. Employed in the bank since June 2017



Klara-Lise Aasen, Chief financial officer

- Stateauthorised Public Accountant (Master of Audit), Norwegian School of Economics, Bergen, Norway.
- Executive Vice President and Head of Group Financial Management in DNB from (2017-2020) and executive management positions in Nordea from 2006-2017, the latest four years as Global Head of Group Credit Risk and Financial Reporting Control and the previous four years as CFO for Nordea Bank Norway. Prior to joining financial services she worked in external audit, latest as Manager in EY (Ernst&Young). Previous board member in Nordea Life Holding, Nordea Pensionfund, DNB Northern Europe and DNB Life Insurance.
- More than 15 years of financial services experience. Employed in the bank since 2020.



Karstein Holen, Chief information officer

- Bachelor in Computer Science from Bergen College of Engineering and MBA from Edinburgh Business School, Heriot-Watt University.
- Mr Holen has been employed as Chief Information Officer (CIO) in Bank Norwegian since March 2020, and has more than 20 years of experience working with IT within financial services and telecom. Prior to joining Bank Norwegian, Mr. Holen worked 12 years in various IT positions at Norge Bank Investment Management (NBIM), most recently as Head of IT for the Real Estate investment branch in NBIM. Earlier assignments include DBA at NetCom (1999-2007) and database developer at EDB-Konsulent AS (1997-1999) and ATM AS (1995-1997).
- More than 20 years of experience working with IT within financial services and telecom. Employed in the bank since 2020.



Tore Andresen, Chief operating officer

- Associate degree in business administration, Norwegian School of Economics
- Managing Director at Aktiv Kapital Norge, Managing Director Lindorff Decision
- More than 30 years of financial services experience. Employed in the bank since June 2009



Peer Timo Andersen-Ulven, Chief risk officer

- Pre PhD in quantitative finance, Norwegian School of Economics (NHH)
- Partner KPMG, Financial Services and Financial Risk Management, Corporate Finance in Norse Securities and Aker Fonds
- More than 20 years of financial services experience. Engaged with the bank since October 2017.

Management team (2/2)



Fredrik Mundal, Chief marketing officer

- Bachelor in Business Administration and IT, University of Agder
- Head of Customer Service/Product Manager credit card and Head of Credit at Bank Norwegian, previously at SEB Kort Credit Department
- More than 15 years of financial services experience. Employed in the bank since inception



Frode Bergland Bjørnstad, Chief legal and compliance officer

- Cand Jur (master of Law) University of Bergen. Chief legal and compliance officer in Bank Norwegian since may 2018.
- He has 16 years of legal commercial experience within privacy, compliance, financial services, IPR, marketing, commercial contracts, IT and tech. Lawyer and legal counsel in EVRY (2011-2018), where he was a member of the financial control committee for EVRY Card Service's payment service. External lawyer in Føyen Torkildsen (2006-2011).



Kai-Harry Hansen, Head of risk management

- Head of risk management since 2019. Master's degree in Economics and Business Administration, University of Tromsø (UiT). Practical Pedagogical Education (Lecturer), UiT.
- More than 10 years of risk experience from the banking sector. Risk Manager at SpareBank 1 Østlandet (2017-2019) and SpareBank 1 Oslo Akershus (2010-2017). Risk Analyst at SpareBank 1 Oslo Akershus (2008-2010) and as a Corporate Trainee at SpareBank 1 Gruppen (2006-2008). Has been teaching Martial Arts (Aikido and Kenjutsu) since 2001



Merete Gillund, New markets

- Master of science in information technology, University of Stavanger
- Hired in 2020 to lead the expansion into new markets in Bank Norwegian. CIO in Bank Norwegian from 2008 to 2019. Management positions at SEB Kort IT Oslo/Stockholm, IT consultant – developing credit card system applications
- More than 20 years of financial services experience. Employed in the bank 2008 – 2019 and since 2020.

Top 20 shareholders

SHAREHOLDER		# OF SHARES	
1	CIDRON XINGU LTD	30 646 498	16.40 %
2	FOLKETRYGDFONDET	18 485 852	9.89 %
3	BNP PARIBAS SECURITIES SERVICES	NOMINEE	11 826 105 6.33 %
4	GOLDMAN SACHS & CO. LLC	NOMINEE	10 344 693 5.53 %
5	BANQUE DEGROOF PETERCAM LUX SA	NOMINEE	7 904 243 4.23 %
6	BRUMM AS	5 273 482	2.82 %
7	STATE STREET BANK AND TRUST COMP	NOMINEE	4 987 745 2.67 %
8	STENSHAGEN INVEST AS	4 551 416	2.44 %
9	STATE STREET BANK AND TRUST COMP	NOMINEE	3 457 906 1.85 %
10	MP PENSJON PK	3 436 438	1.84 %
11	THE NORTHERN TRUST COMPANY, LONDON	NOMINEE	3 312 292 1.77 %
12	GREEN 91 AS	2 964 900	1.59 %
13	JPMORGAN CHASE BANK, N.A., LONDON	NOMINEE	2 621 641 1.40 %
14	STATE OF WISCONSIN INVESTMENT BOARD	2 300 868	1.23 %
15	VERDIPAPIRFONDET ALFRED BERG GAMBAK	2 004 022	1.07 %
16	TORSTEIN INGVALD TVENGE	2 000 000	1.07 %
17	NYE KM AVIATRIX INVEST AS	1 793 472	0.96 %
18	JPMORGAN CHASE BANK, N.A., LONDON	NOMINEE	1 701 039 0.91 %
19	VERDIPAPIRFONDET KLP AKSJENORGE INDEKS	1 588 337	0.85 %
20	DIRECTMARKETING INVEST AS	1 500 000	0.80 %
Top 20		122 700 949	65.65 %
Total		186 904 268	

As of December 7, 2020

- Management holds 0.95% of shares outstanding

banknorwegian