



“We offer easier and more responsible air travels – while taking customer experience to new heights”

Q1 2022
25 May 2022

Important information and disclaimer

IMPORTANT NOTICE AND DISCLAIMER

This presentation (the "Presentation") has been prepared by Flyr AS (the "Company"). This Presentation has been prepared for information purposes only. This Presentation does not constitute or form part of an offer to sell or a solicitation to buy any securities in any jurisdiction.

This Presentation does not purport to contain a complete description of the Company or the market(s) in which the Company operates, nor does this Presentation provide an audited valuation of the Company. The analyses contained in this Presentation are not, and do not purport to be, appraisals of the assets, stock or business of the Company or any other person.

Certain statements in this Presentation are forward-looking statements. These can be identified by the fact that they use words such as "anticipate", "estimate", "expect", "project", "intend", "plan", "believe", "target", "may", "assume" and words of similar import. These forward-looking statements speak only as at the date of this Presentation. These statements are based on current expectations and beliefs and, by their nature, are subject to a number of known and unknown risks and uncertainties that could cause the actual results, performances and achievements to differ materially from any expected future results, performance or achievements expressed or implied by such forward-looking statements. None of the Company any of its directors, officers or employees provides any assurance that the assumptions underlying such forward-looking statements are free from errors nor does any of them accept any responsibility for the future accuracy of the opinions expressed in this Presentation or the actual occurrence of the forecasted developments described herein.

The information contained in this Presentation is furnished by the Company and has not been independently verified. No representation or warranty (express or implied) is made as to the accuracy or completeness of any information contained herein. None of the Company or any of its subsidiary undertakings or any such person's directors, officers, employees, advisors or representatives shall have any liability whatsoever arising directly or indirectly from the use of this Presentation. No reliance should be placed on, any information, including projections, estimates, targets and opinions, contained herein, and no liability whatsoever is accepted as to any errors, omissions or misstatements contained herein, and, accordingly, none of the Company or any of its subsidiary undertakings or any such person's officers or employees accepts any liability whatsoever arising directly or indirectly from the use of this Presentation.

This Presentation speak only as of its date, and the views expressed are subject to change based on a number of factors, including, without limitation, macroeconomic and equity market conditions, investor attitude and demand, the business prospects of the Company and other specific issues. This Presentation and the conclusions contained herein are necessarily based on economic, market and other conditions, as in effect on, and the information available to the Company as of, its date. All information in this Presentation is subject to updating, revision, verification, correction, completion, amendment and may change materially and without notice. The Company undertakes no obligation to update this Presentation unless required by law. The information contained in this Presentation should be considered in the context of the circumstances prevailing as of its date.

Neither this Presentation nor the information contained herein is being issued, and nor may this Presentation nor the information contained herein be distributed, directly or indirectly, to or into any jurisdiction in which such issuance and/or distribution would be unlawful.

This Presentation is subject to Norwegian law and any dispute arising out of or in connection with this Presentation is subject to the exclusive jurisdiction of the Norwegian courts with Oslo District Court as legal venue.

Highlights

- Launched summer program with 44 routes to 38 destinations
- Strong early bookings for summer 2022
- Introduced a loyalty program establishing long-term customers-relationships
- Received first two of six, brand new Boeing 737-8





Table of contents

→ **Flyr operations**

Financials

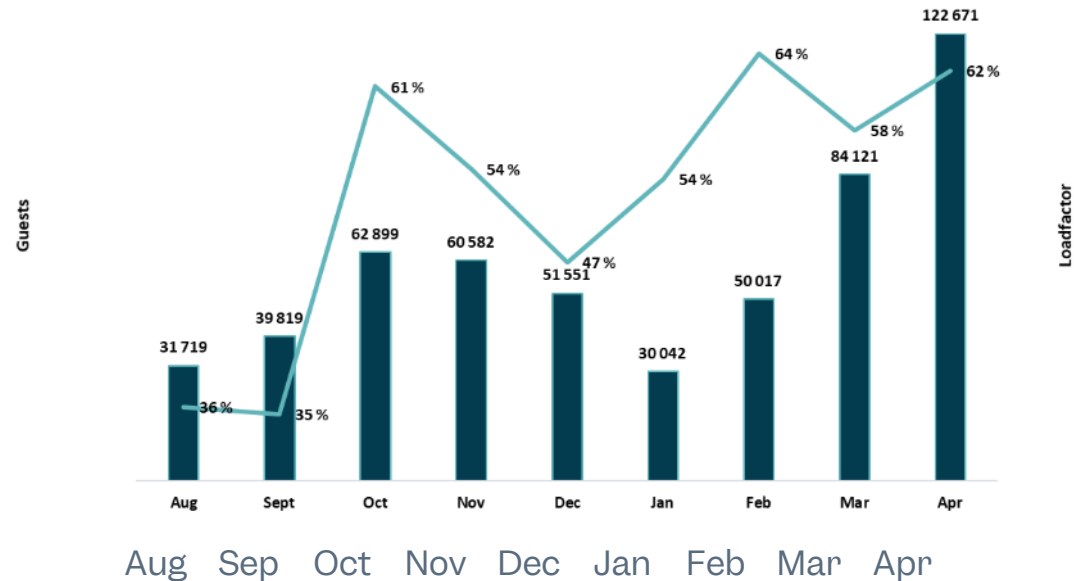
Closing remarks

Appendix

Steadily increasing momentum in passenger growth and bookings after Omicron, currently seeing strong yields for mid-summer.

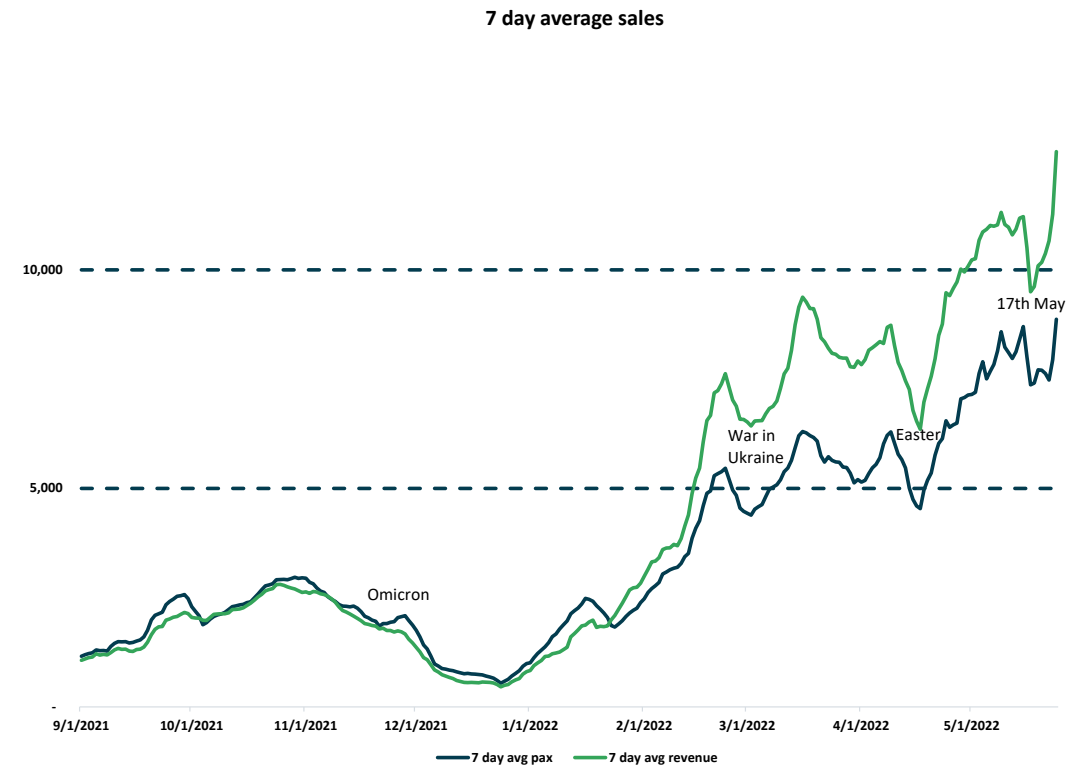


Improving load factor after second reopening



- 1. Omicron wave
- 2. Reopening
- 3. War in Ukraine

Increasing momentum in bookings



Significant potential in increasing distribution

Increasing distribution is priority #1

Focused on picking low hanging fruits with significant volume effects

1. Distribution through travel agencies both via 3rd party GDS aggregators and through direct integration
2. Distribution through online sales channels via direct API solutions

Until now 95 % of sales distributed through www.flyr.com and app. Expecting a share of 15 – 20% through external channels.

On May 20th Flyr was selected and awarded 19 non-exclusive routes in a government tender process administered by DFØ for provision of airline services to almost all government entities in Norway. The contract is expected to be concluded in June and will commence in Q3. Flyr tendered for a total of 19 routes in the process

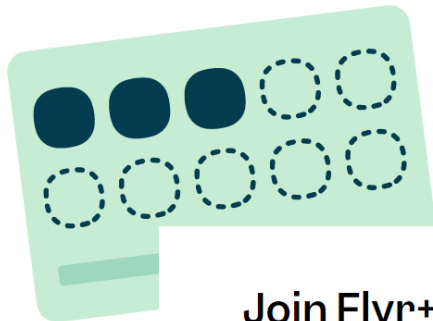
Increasing brand recognition and route development to further support growth

- Launched 2022 summer program to popular holiday destinations
 - 44 routes to 38 destinations
- Increasing brand recognition and especially high recognition in the 18–29 age segment
- Flyr UNG for 16 up to 29 years
 - 123,000 guests travelled with UNG
 - Sold more than 195.000 tickets since launch
 - Offering discounts and benefits on all destinations
 - Easily ordered in the Flyr app or on flyr.com with payment and age verification through VIPPS



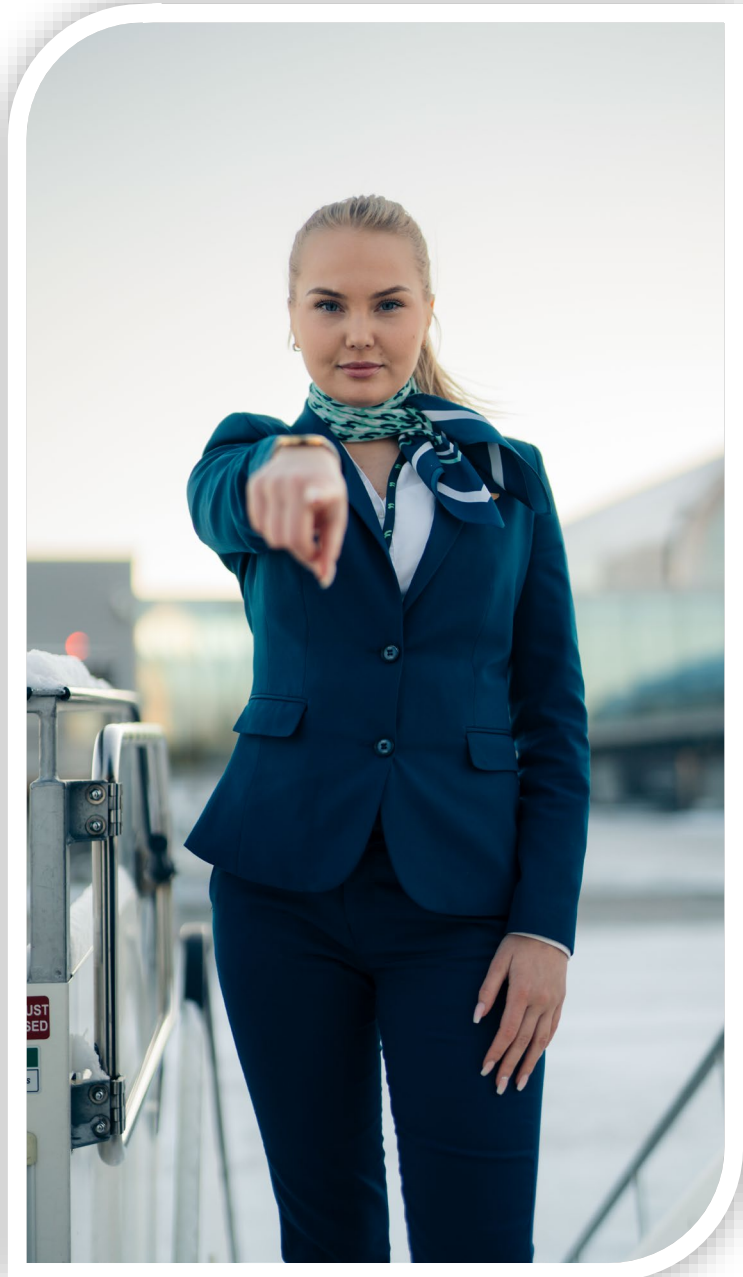
Flyr+ launched end of March 2022

- Flyr + launched end of March and already passed 130 000 members
- Currently appr. 2000 new members per day



Join Flyr+

Flyr+ is the easy-to-use loyalty program that everyone should be able to benefit from, regardless of whether you fly once or thirty times a year.



Industry leading customer service



- Recognized by the HSMAI (Hospitality Service Management Association International) with the “jury award “
- Rated second in Kundeservice prisen in Norway
- Best in class for aviation
- Especially delighted to be among the top recognized for excellence in customer service

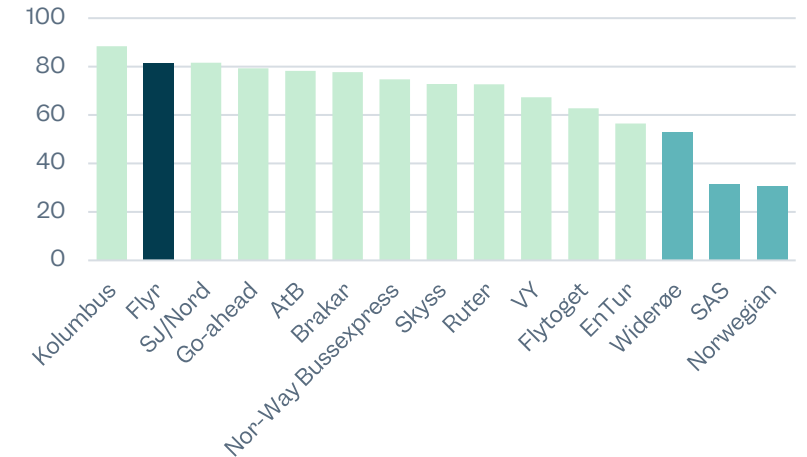




Table of contents

Flyr operations

→ Financials

Closing remarks

Appendix



Strong production and passenger growth after Omicron wave – 123,000 guests in April, an increase of 46% compared to previous month

- Load factor and Unit revenue the most important income targets for the company
- Load factor in Q1 impacted by Covid and government-imposed restrictions
- Positive trend in load factor with substantial increase in production towards end of quarter with effectively 3 new a/c in production. Further increase in April
- Seeing improving market recovery in March and into April
- FTE per aircraft is improving with a 26% decrease from previous quarter to 39 in Q1 and to 36 at the end of April
 - Long term target of 36 FTEs per aircraft

Key traffic figures

	Jan 2022	Feb 2022	Mar 2022	Q1 2022	Apr 2022
Yield	0.42	0.55	0.48	0.51	0.62
Unit revenue (PASK)	0.24	0.36	0.29	0.30	0.40
ASK (1,000)	53.5	74.1	145.5	273.1	224.6
Passengers (1,000)	30.0	50.0	84.1	164.2	122.7
Load Factor	53.7%	63.5%	57.5%	58.4%	61.6 %
Number of FTE per aircraft	46	41	39	39	36
CO2 emissions per aircraft	1.04	1.20	1.44	1.27	1.62

Result in Q1 reflecting about 16-20 flights per day and a total of 164,180 guests

- Revenue reduced with 5% from the fourth quarter, as a consequence of significant reduction in production in Q1 due to government-imposed restrictions related to Omicron
- Revenue in quarter reflects operations with an average of 16 - 20 flights per day
- Cost reflecting no lay-offs in period, and fully staffed administrative resources and investments in operational and technical infrastructure
 - Supporting new products and functionalities and to manage the operational expansion

Income statement

<i>(1,000 NOK)</i>	Q1 2022	Full year 2021
Revenue	82,075	125,939
Personnel expenses	58,482	129,252
Other operating expenses excl. depr	203,415	378,469
EBITDAR/EBITDA	-179,822	-381,782
Depreciation and amortisations	32,437	38,214
EBIT	-212,259	-419,996
Net financial items	1,527	-17,049
EBT	-210,732	-437,045

Cash flow of NOK 62 million in the quarter including proceeds from completed rights issue of NOK 250 million in January

- Cash outflow from operations of NOK 143 million
 - EBITDAR of NOK –179.8 million
 - Positive effects of NOK 35 million from change in working capital
- Cash outflow from investment activities of NOK 12 million
 - NOK 5 million is deposits paid on aircraft leases
 - NOK 7 million spent on IT systems and infrastructure
- Cash outflow from financing activities of NOK 218 million
 - Net proceeds from completion of rights issue in January of NOK 242 million
 - Repayment of a/c leases of NOK 24 million
- Total cash flow of NOK 62 million on the quarter

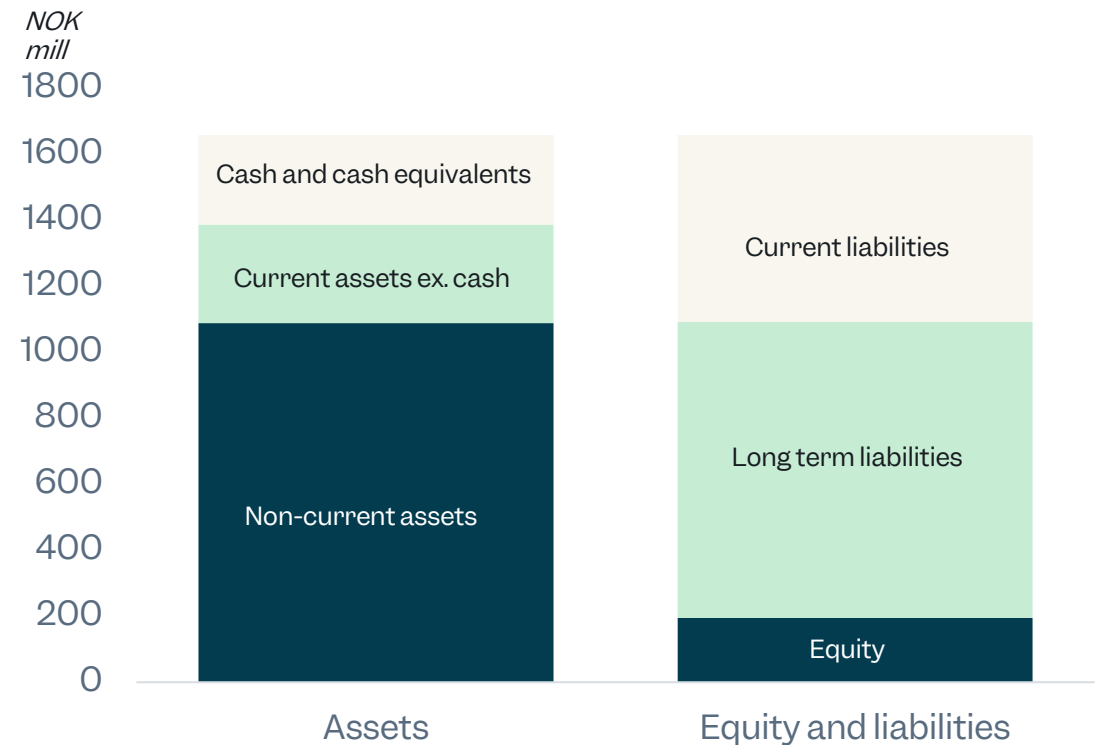
Cash flow statement

<i>(1,000 NOK)</i>	Q1 2022	Full year 2021
Cash flow from operations	-143,307	-296,773
Cash flow from investing activities	-12,324	-62,369
Cash flow from financing activities	217,846	555,034
Net change in cash	62,216	195,891

Legacy free balance sheet

- Equity ratio of 11.8 % at the end of the quarter, with 3 additional aircraft received in Q1
- Long term liabilities of NOK 897 million
 - All related to leasing liabilities
- Current liabilities of NOK 567 million
 - Ticket liabilities of NOK 241 million
 - Short term leasing commitments of NOK 150 million
 - Trade and other liabilities of NOK 176 million

Balance sheet as per 31.03.2022



Equity raise of MNOK 250 to re-establish the financial buffer after Omicron and effects from war in Ukraine



Outlook

- Utilized the positive development in the share price and strong momentum in sales for the high season to raise capital.
- High degree of volatility in both the currency market and the oil market has also influenced the timing of the capital raise.
- Potential subsequent offering of 62 500 000 shares to existing shareholder as of May 5th who did not participate in the private placement.

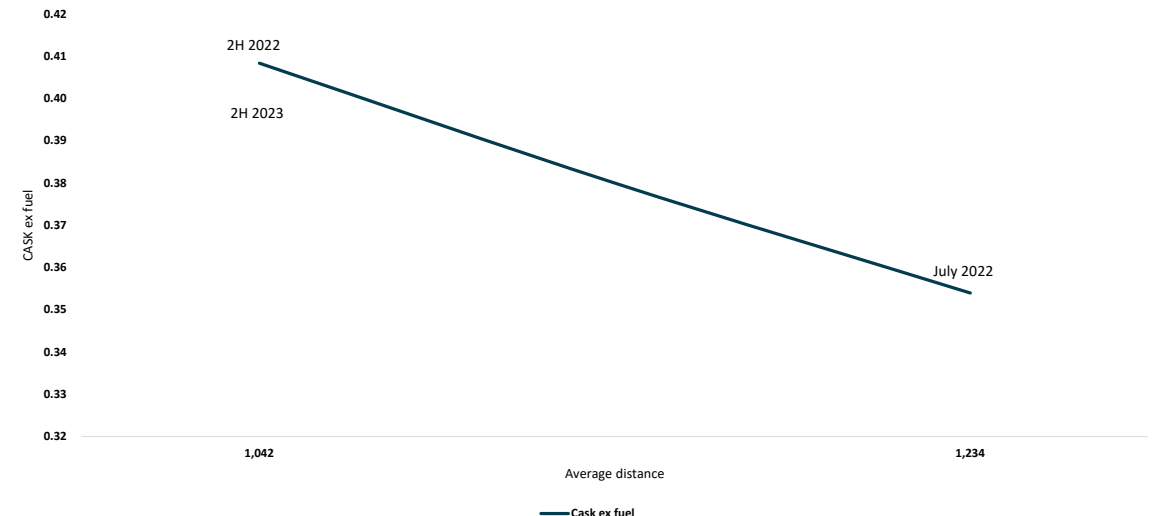
CASK ex fuel competitive already at 12 aircraft – further decrease expected at a fleet size of 16+ aircraft, and with a longer average sector length



Outlook

- Goal of CASK ex. fuel down towards 0,41 in 2H 2022 with 12 aircraft in production, dependent on route network.
- Potential decrease in CASK ex fuel to sub NOK 0,4 in second half of 2023 with a fleet of 16-20 aircraft with the same average distance and price levels as 2022.
- CASK ex fuel is strongly influenced by sector length. Estimated CASK ex fuel in July 2022 is NOK 0,35 with an average planned distance of 1 234 KM.
- Focus on flexible and cost-efficient operations, targeting 38 FTE's per aircraft during 2H 2022 and 36 in 2H 2023.
- Plan for 12 aircraft at year end 2022. Flyr has exercised the option for 4 aircraft to be delivered in May - July 2023 leading to a fleet of minimum 16 aircraft by Q3 2023.

CASK ex fuel is strongly influenced by sector length





Flyr has introduced 737-8 in Q1, significant reduction in fuel costs which is higher than expected compared to 737-800 NG

Yearly fuel cost savings -8 compared to -800

- Observed fuel saving of between 15 – 20 % per leg, depending on distance and weight
- Estimated reduction in fuel cost of NOK 1 500 000 per month per aircraft
 - Based on 15% fuel saving, fuel price of USD 1350 per ton and USD/NOK 9
- Fleet of 12 aircraft summer 2022, where of 6 are 737-8. Estimated total fuel cost savings pr month of NOK 9 000 000 compared to operating a 100% fleet of 737-800 NG.
- Total savings per year in the area of NOK 115 000 000 with a fleet of 6 NG`s and 6 737-8 compared to 12 NG`s, and NOK 195 000 000 with a fleet of 10 737-8

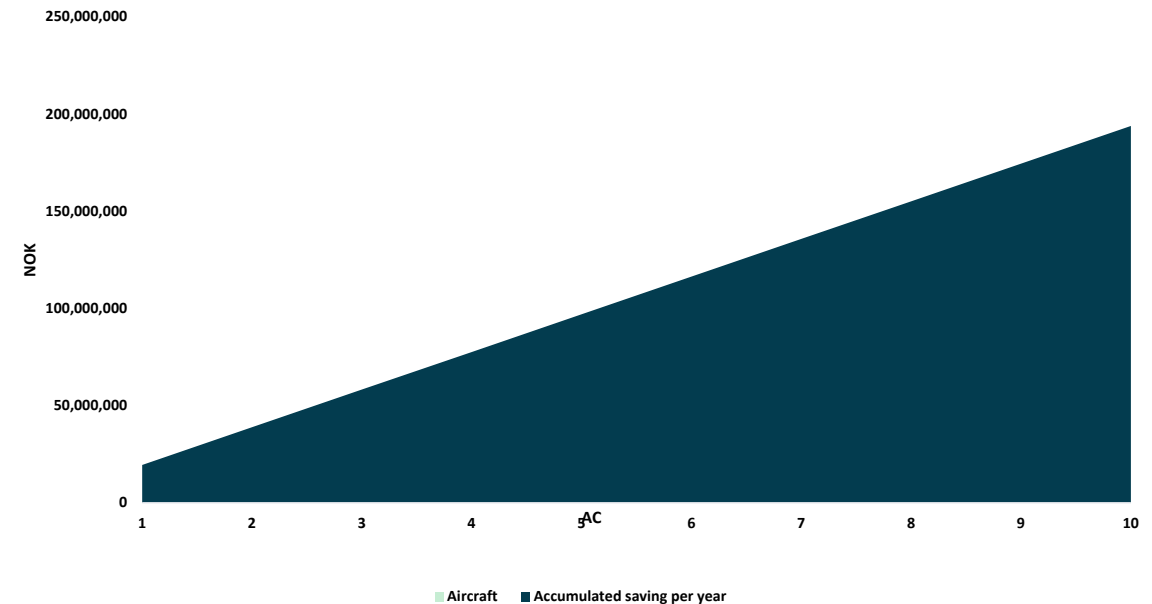




Table of contents

Flyr operations

Financials

→ Closing remarks


Appendix

Exciting program for Summer 2022

- Built an efficient and flexible local LLC – all administrative and organizational functions in place
- Secured capacity for future expansion utilizing attractive market conditions
- Load factor expected to improve as new routes accepted and established in the market
- Positive customer feedback and improving brand recognition
- Maintain strategy of targeting domestic routes and European high demand leisure destinations
- Currently seeing strong bookings and yields for mid-summer
- Sold over 1 000 000 tickets!



Appendix



Management team



Tonje Wikstrøm Frislid – Chief Executive Officer

Tonje Wikstrøm Frislid became Flyr's CEO in April 2021. She came from her job as unit director in Coor. Wikstrøm Frislid has previously worked for Unibuss and the airline Norwegian. Tonje has a study background in economics, political science and international communication



Brede Huser – Chief Financial Officer

Brede Huser started as Flyr's CFO when Flyr was established. Brede has more than 19 years of experience from the airline Norwegian, where in the period 2006 - 2015 he held leading positions in the finance department before he in 2015 became CEO of Norwegian Reward AS. Before joining Norwegian, Brede worked in finance at Orkla, Arthur Andersen and Ernst & Young.



Asgeir Nyseth – Chief Operating Officer

Asgeir Nyseth has worked as COO in Flyr since 2020, he has more than 40 years aviation industry experience. Before joining Flyr, he was director and accountable manager of Babcock Scandinavian Air Ambulance Norway and Sweden. He also has extensive experience from the airline Norwegian, including as COO for the Norwegian group and as CEO for Norwegian Long Haul AS, Norwegian Air UK Ltd. and Norwegian Air International Ltd. Asgeir also has a background from Lufttransport where he was CEO before joining Norwegian.



Alf Sagen – Chief Technology Officer

Alf Sagen became a part of Flyr in 2021. He has worked as a consultant with and for various players in the aviation industry for many years and CEO in the company Nagarro AS. Sagen participated in the expansion of the airline Norwegian in 2002 and has since held many roles in the company, including responsibility for "ticketless" ticketing



Thomas Ramdahl – Chief Commercial Officer

Thomas Ramdahl started as Flyr's CCO when Flyr was established. He came from his job as sales director at Høegh Autoliners. Ramdahl previously had more than 20 years of experience from the aviation industry in Norway, and most recently as Chief Commercial Officer of the airline Norwegian from 2014 until he joined Høegh.



Frode Berg – Chief Legal & Strategy Officer

Frode Berg has been part of Flyr since 2020. Before joining Flyr he held the position as Chief Legal Officer of the airline Norwegian in addition to directorships in several subsidiaries in the Norwegian group. Berg has also been a partner in the law firm Simonsen Vogt Wiig in Oslo. Frode studied law and economics at the University of Tromsø and has a Master of Laws (LLM) from the University of Cambridge.



Bjørn Erik Barman-Jenssen – Chief Ground Operations Officer

Bjørn Erik Barman-Jenssen has been with Flyr since its establishment. He came from the job as EVP Operational Development in the airline Norwegian. Bjørn Erik has solid aviation professional experience, with over 33 years in the industry. In addition to Norwegian, he has worked in both Braathens and SAS. Bjørn Erik established Norwegian Cargo AS and Red Handling and has, in addition to other positions, held the role of CEO of Norwegian Air Resources AS.

Board of Directors

Erik G. Braathen – Chairman of the board

Erik G. Braathen is the founder and chairman of Flyr. He has extensive experience from the airline business, including being the CEO and part owner of Braathens as well as the chairman of the board of Norwegian Air Shuttle until 2009.

Mr. Braathen is educated from the University of Washington and American Graduate School of International Management. Mr. Braathen has been a member of the board since 2021 and holds 23,051,250 shares in the company.

Tord Meling – Board member

Tord Meling is a board member of Flyr and currently holds the position as investment director of Ojada AS. He brings over ten years of experience from Norwegian Air Shuttle, including close to six years as the head of aircraft financing. Mr. Meling has Master of Science in Business and Economics from the Norwegian School of Economics. Mr. Meling has been a member of the board since 2020 and holds 750,000 shares in the company.

Maurice Mason - Board member

Maurice Mason has well over 30 years of experience in commercial aviation with a particular focus on developing low cost airlines around the world. Mr. Mason is based in Ireland and is the managing director of Wellbeing Financial Services Unlimited (d/b/a Kite Investments), which was established by him in 2002. Among other investments, Kite co-invested with Irelandia, the Ryan family investment fund, until May 2012, in the development of low cost airlines in Asia (Tiger Airways), the US (Allegiant Travel Company) and Latin America (VivaAerobus in Mexico and Viva Colombia). Maurice graduated from Trinity College Dublin in 1985 with degrees in Mechanical Engineering and Maths. Mr. Mason has been a member of the board since 2021 and holds 750,000 shares in the company.



Glossary

Term	Description
AC	Aircraft
ASK	Available seat-kilometre
AOC	Air operator certificate
CASK	Costs per available seat-kilometre
CX platform	Customer experience platform
LCC	Low cost carrier
LF	Load factor
NDC	New distribution capability
PASK	Price per available seat kilometre
ULCC	Ultra low cost carrier