

Finnair Fleet Renewal Update

23 March 2026



FINNAIR

Today, we announced that we are proceeding with the renewal of our narrowbody fleet and have signed a purchase agreement with Embraer on **18 firm orders for E195-E2 aircraft**, with additional **16 options**, and **12 purchase rights**.

In addition, we plan to acquire **up to twelve Airbus A320/321neos** from the used aircraft market to replace our retiring A319s and A320s.

These actions are aligned with our strategy and targets set for 2026–2029.

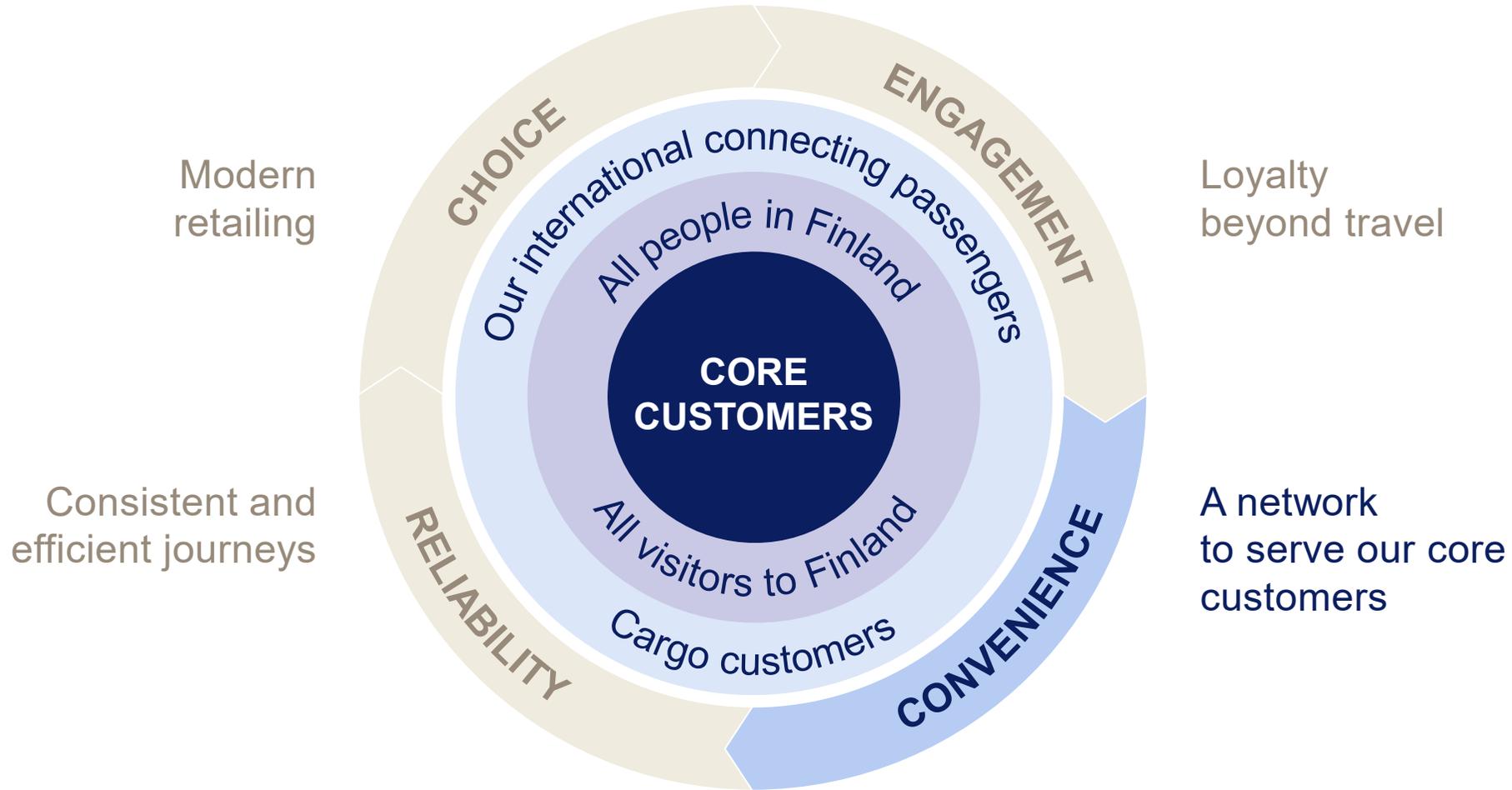


An optimal solution for our profitability and growth

- The Embraer E195-E2s will be operated by Norra, replacing leased capacity and older aircraft
- Decisions on the potential use of options and purchase rights of E2 will be made at a later stage
- The A320/321neos would be replacing our retiring A319s and A320s



With our heart in Finland, we make every journey better, today and tomorrow.



One Crew			
Our Finnish brand			
Everyday AI	Strategic collaboration with our core partners	Driving ESG in line with the industry	End-to-end processes

PURPOSE

PRIORITIES

ENABLERS

SAFETY

This investments fuels:

- A stronger regional network for our core customers
- Profitability and competitiveness
- Upgrading the customer experience in the Embraer fleet operated by Norra
- Our climate targets



Matching our network needs

- We intend to capture growth in our key markets (+4% CAGR)
- We continue to build a strong regional network to serve our core customers
 - We will open new, attractive routes in a profitable manner
 - Additional frequencies to our current destinations
 - A strong regional offering attracts new traveller flows also to our long-haul flights
- Allocating the right aircraft size to each route and frequency is key for profitable operations



Customer experience

Next generation customer experience in E2s

- 134 seats in 2+2 configuration; seat pitch 29-30 inches
- Reclining for additional comfort
- High-power USB-C charging in each seat
- High-speed internet connectivity
- Three lavatories for minimal queuing time
- Cabin design in line with our brand, reflecting the best of Finnish happiness



CO2 reductions

Fuel efficiency of new aircraft supports our climate targets

- The E2 is powered by PW1900G engines from Pratt & Whitney
 - Over 30% reduction in CO2 emissions per seat vs. current generation (E190-E1)
 - Quiet: noise level comfortably within the latest ICAO Chapter 4 noise level standards
 - Around 15% less NOx emissions than the E1s and A319s
- Our agreement with Pratt & Whitney includes also spare engines as well as a maintenance agreement
- Finnair will receive the latest hardware available for the PW1900G engine



Finnair's 2026–2029 financial targets

Ambitious EBIT margin target underpinned by capital-light profitability improvements

Growing in line with core market demand

+4%

Demand
(passenger)
CAGR during
the strategy
period¹

6–8%

Comparable
EBIT margin
by the end of
2029¹

2.0–2.5Bn€

Investments
during the strategy
period^{1,2}

1–2x

Net debt to
comparable
EBITDA
during the
strategy period¹

Min 20%

Cash to sales ratio^{1,3}
during the strategy
period

1/3 of EPS

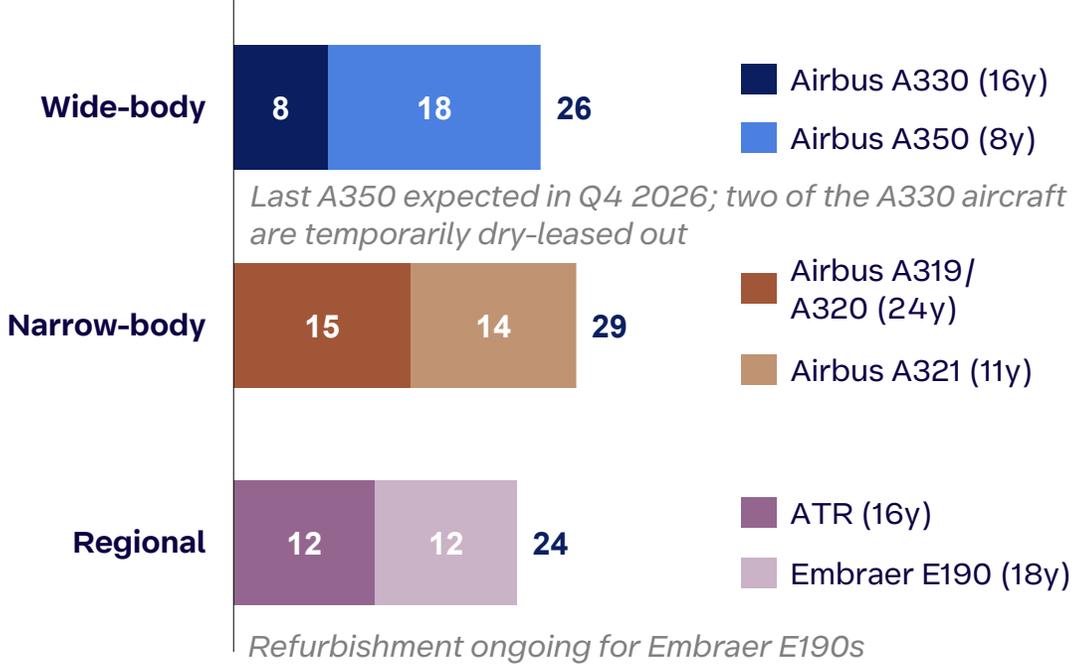
Maintain
shareholder
return policy



One of the largest investments in Finnair's history

Finnair fleet on 31 December 2025

of aircraft (avg. age)



Newly announced additions

Aircraft type
Embraer 195-E2

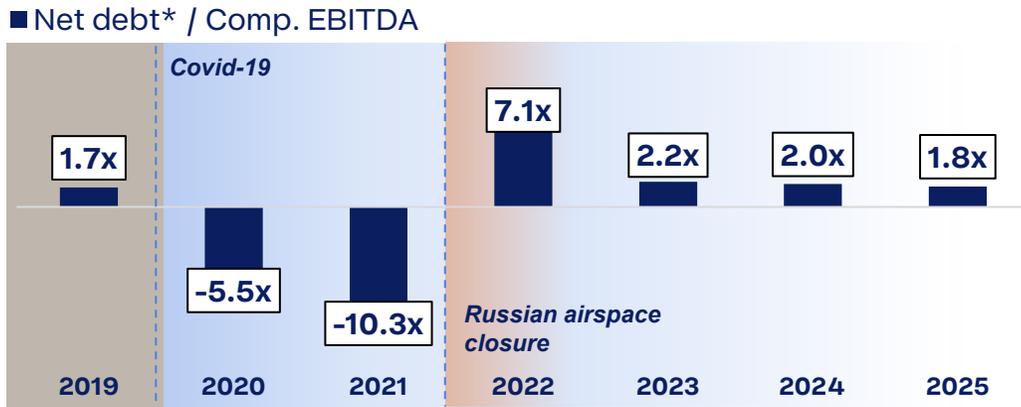
Number of aircraft
18-46

Aircraft type
A320/321ceo

Number of aircraft
plan up to 12



We have prepared for this investment by restoring the health of our balance sheet



Record high comparable EBIT in Q4 2025

Strong balance sheet, successful financing transactions

Net debt to EBITDA and cash to sales on target

Restoration of ability for shareholder distributions

Good track record of achieving targets

Collective labour agreements and purchases of leased aircraft support competitiveness

* Net debt defined as Adjusted interest-bearing liabilities less Cash funds (Cash and cash equivalents + Other financial assets)

S&P Global (3)

Ratings

Long-term issuer rating:

BB+

Outlook:

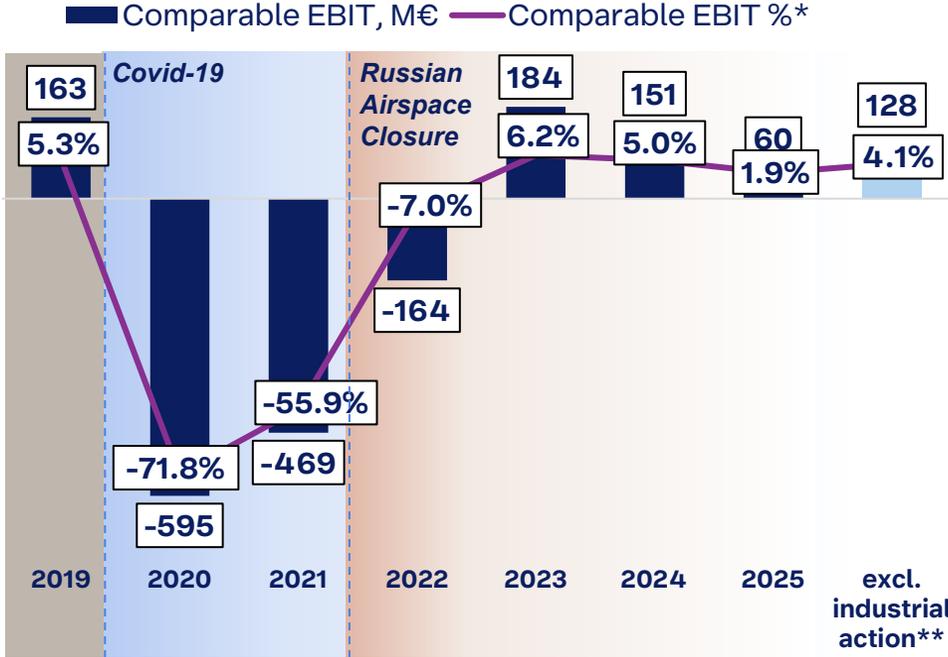
Stable



We are well positioned to finance this long-term investment

A proven track record of profitability...

...and ability to generate operating cash flow



*) Comparable EBIT -% ((Comparable operating result) / Revenue * 100 %). **) 2025: In 2025, the direct impact of industrial action was approximately -68 million euros on comparable EBIT. Source: Finnair

- Strong operating cash flow generation basis for funding the investment
- Strong cash position supported by 300M€ senior unsecured bond issuance in Q4 2025
- No significant near-term refinancing needs



Firm E2 deliveries scheduled to commence in Q3 2027



FINNAIR