



HURTIGRUTEN
GROUP

Q3 2021 Earnings Presentation

November 26th, 2021

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Business Update



Hurtigruten Group continues to move closer to normal operations as ships are returning to service in Q3

Q3 2021 Summary

- Hurtigruten Norway saw the return to service for all seven ships cruising along the Norwegian Coast
- Hurtigruten Expeditions also started to ramp up with the MS Otto Sverdrup sailing from Hamburg in the last week of August and the MS Maud sailing from Dover in late September with both ships sailing expedition cruises along the coast of Norway
- Hurtigruten Expeditions announced that it will return to Antarctica with MS Roald Amundsen and MS Fram in late-November and mid-December

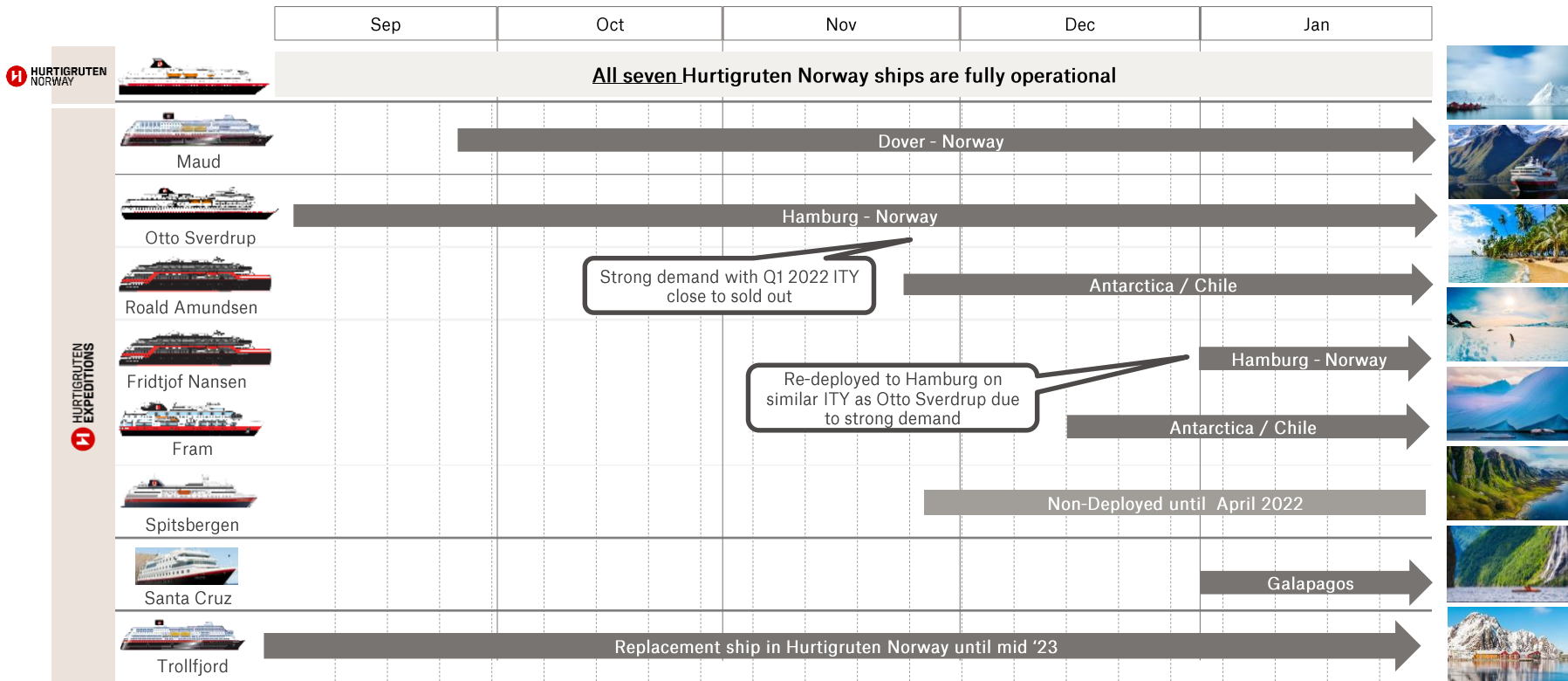
Hurtigruten Group has a solid financial position

- Operational cash flow in the quarter continues the positive trend and was in Q3 2021 negative EUR 6,5m which is EUR 23,5m better compared to Q3 2020
- As of 30 September 2021, Hurtigruten Group, had an available liquidity position of EUR 122.0 million including the EUR 75 million shareholder loan that was provided in September
- The EUR 75m shareholder loan shows the strong support we have from our shareholders to grow and develop Hurtigruten Group coming out of Covid-19

Hurtigruten Group is in a good position coming out of the pandemic

- Hurtigruten Group bookings are at an all-time high compared to pre-pandemic levels with 2022 bookings as of 8th of November being approx. 14% higher than 2020 bookings two years ago
- Bookings for 2023 are also off to an excellent start with bookings approx. 180% higher than same time two years ago
- As of the second week of January 2022 Hurtigruten Group will have 13 of 15 ships back in operations

By the second week of January 2022 13 of 15 vessels, in Hurtigruten Group, will be in full operation











Testing protocols and vaccination passports allow for quarantine free travel between Hurtigruten Group's key source markets and key destinations

Travel restrictions for fully vaccinated passengers in key areas

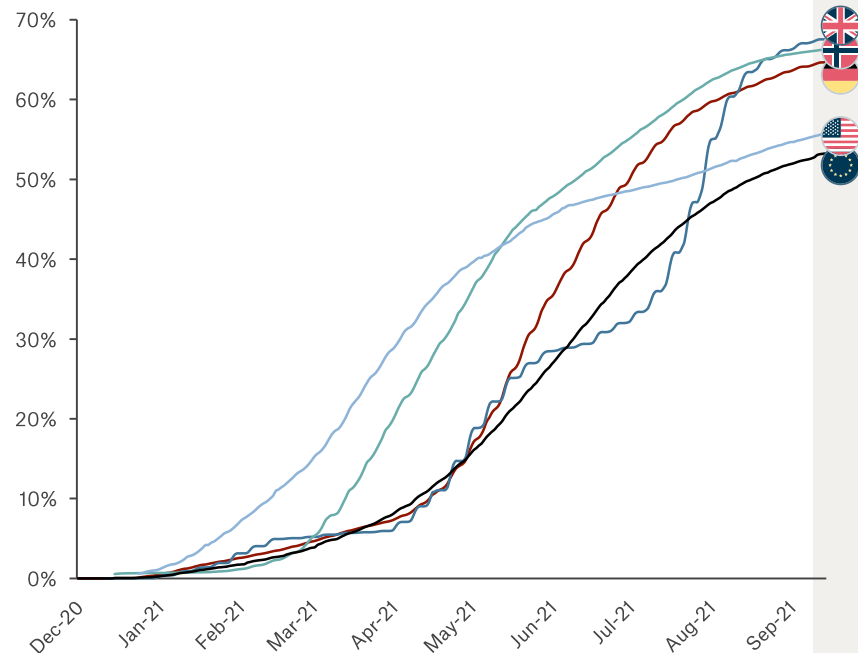
Travelling from:

Travelling to:

	<ul style="list-style-type: none"> Travelers from EU, EEA, UK and Switzerland may enter Norway Travelers from "Red" countries will be required to enter a 10-day quarantine, unless fully vaccinated² 	
	<ul style="list-style-type: none"> As of 1 November, non-resident foreigners can travel freely throughout the country if proof of full vaccination is provided and a negative COVID-19 test is completed upon arrival 	
	<ul style="list-style-type: none"> EU States should reopen safe international travel for travellers who is fully vaccinated with vaccines authorized by the European Medicines Agency EU only provide guidelines, each member state has its own restrictions 	
	<ul style="list-style-type: none"> Fully vaccinated travellers may enter Norway Unvaccinated travellers are generally not allowed to enter Norway 	

High vaccination prevalence across Europe and US

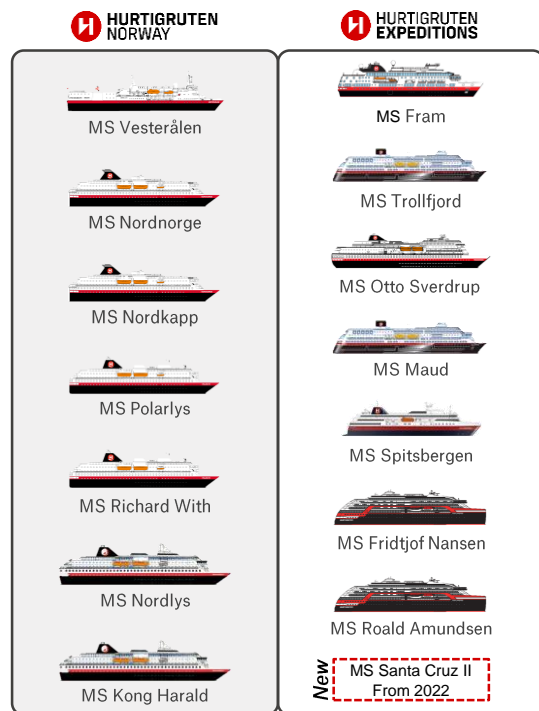
Share of the population fully vaccinated against Covid-19 (%)



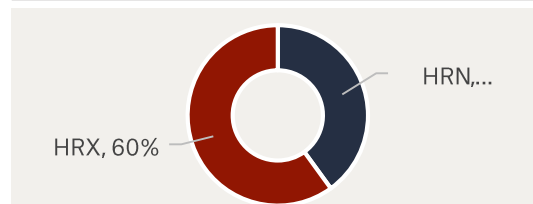
¹ Decided by the Norwegian Institute of Public Health, ² Fully-vaccinated or have recovered from COVID-19 during the past six months. Four vaccines are approved by Norwegian authorities: Comirnaty (Pfizer), Spikevax (Moderna), Vaxzevria (AstraZeneca) and Covid-19 Vaccine Janssen (Janssen)
Source: US Embassy, regjeringen.no, European Commission, Oxford University

Strong growth in the attractive expedition cruise segment drives the long term revenue growth potential

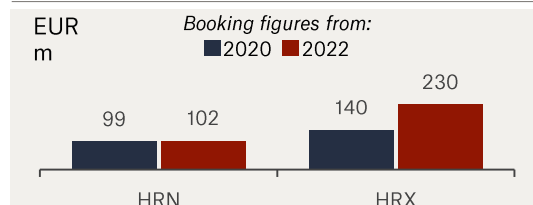
Hurtigruten Group fleet as of 2022



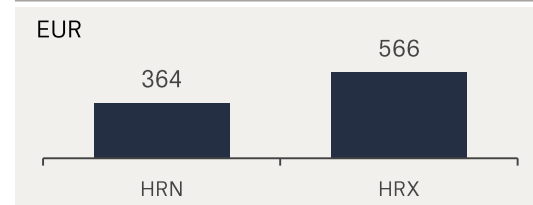
Estimated 2022 revenue mix - HRN and HRX



Bookings comparison (2020 vs 2022)^{1,2}



Gross Yield per cruise night comparison (2022)



Fleet comments – Hurtigruten Norway (“HRN”)

- Hurtigruten Norway started operating under the new State agreement valid from 2021 to 2030 to operate 7 ships on the Coastal route
- Planned conversion of 3 of the 90 class vessels to hybrid propulsion in 2022 and 2023 to reduce CO₂ emission by more than 25%
- All 7 ships has over the last 4 years been refurbished
- 7 of 7 ships are currently in operations along the Norwegian Coast

Fleet comments – Hurtigruten Expeditions (“HRX”)

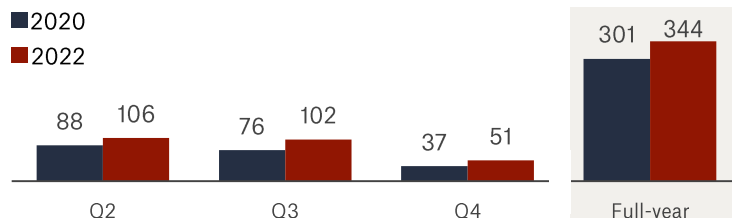
- Increased capacity to 7 ships, repositioned MS Trollfjord, MS Maud and MS Otto Sverdrup from Hurtigruten Norway to Hurtigruten Expeditions
- Two new hybrid-powered expedition ships - MS Roald Amundsen and MS Fridtjof Nansen – both delivered in 2019
- MS Otto Sverdrup was converted to hybrid propulsion in Q2 2021 and is now the 3rd hybrid powered expedition ship
- Starting in January 2022, a new ship (90-bed) will be chartered into the Hurtigruten Expeditions fleet, adding Galapagos to the list of destinations
- 6 of 8 ships will be in operations by the second week of January

¹ Adjusted to account for only 7 vessels, ²Bookings for 2022 as of 8 November 2021, bookings for 2020 as of 8 November 2019

Source: Hurtigruten Group

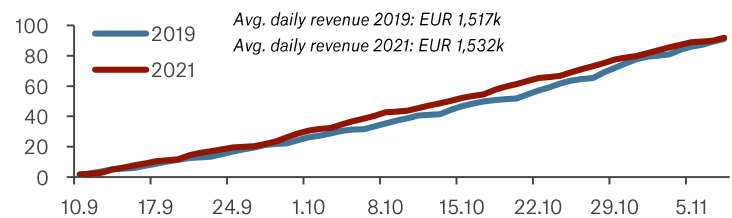
Prebooking levels at all-time high driven by Hurtigruten Expeditions and demand from all key source markets

Bookings for 2022 vs. 2020 (EURm)



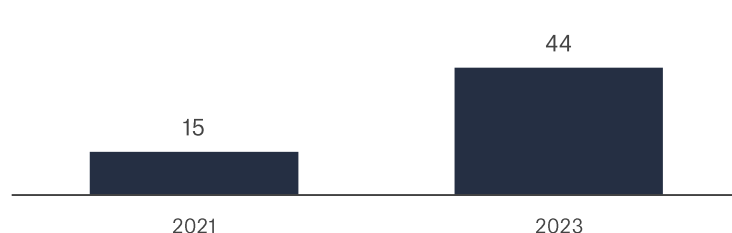
- The graph shows bookings for the full year as well as for the last three quarters of 2022 and 2020 as of 8 November 2019/2021
- Good interest to travel for the last three quarters, but uncertainty on when travel restrictions will be lifted is keeping guests from booking
- 2022 bookings is 14% above 2020 bookings same time two years ago

Accumulated booking¹ revenues for the last 60² days (2021 vs. 2019) (EURm)



- The booking development has been slightly higher than the same period in 2019
- 2019 booking momentum in October 2019 was higher compared to the same period in 2021 due to a different campaign structure
- Overall, during the 60 days period the development in 2019 vs. 2021 is in line with expectations

Bookings for 2023 vs. 2021 (pre-covid) (EURm)



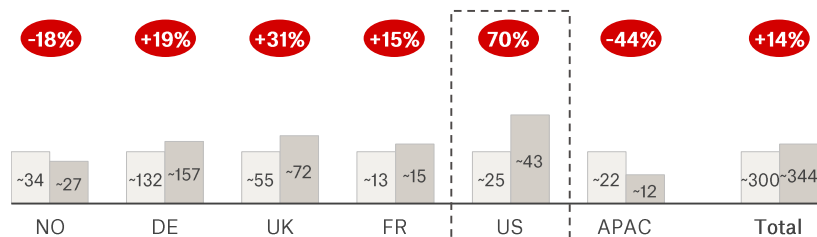
- The figure compare bookings for 2021/2023 as of 8 November 2019/2021
- 2023 had a very strong start to the pre-sale period albeit very early in the booking cycle
- This continues to show the underlying demand for travelling from all source markets and towards all destinations

Hurtigruten Group has over the last 4 years built up a global distribution model that has been able to generate growth in the main cruise markets

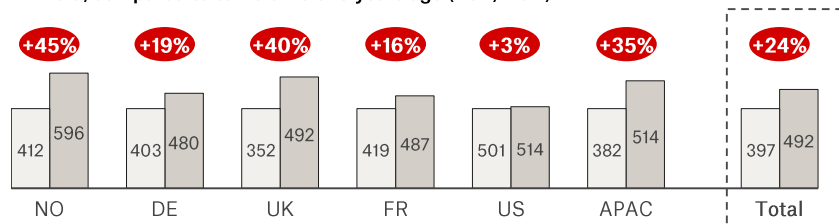
Strong booking momentum in key markets, driven by yield growth over the last two years..

'22 Revenue sold, compared to same time two years ago (EURm)

□ Same time, '19
■ Rev. to date



'22 Yield, compared to same time two years ago (EUR/PCN)



- Strong growth in yield across markets driven by the increased capacity in the fast-growing expedition cruise market and the investments made in improving our global distribution capabilities over the last 2-3 years

..driven by significant investments in the distribution model with customer behaviour trends pushing a higher share of digital channels and higher B2C channel growth



Investment in distribution model improved B2B and B2C strategy



Increased ability to react to customer needs from pre-selling activities to booking changes



Improve the guest journey and facilitate lifetime guest ownership



Significant improvements into understanding customer behaviour and requirements

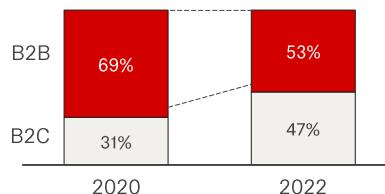


Build a community of like-minded explorers through a leading community program that drives engagement beyond the transaction, encourages referrals and repeat expeditions



Flexible and scalable digital solutions to improve operational efficiency

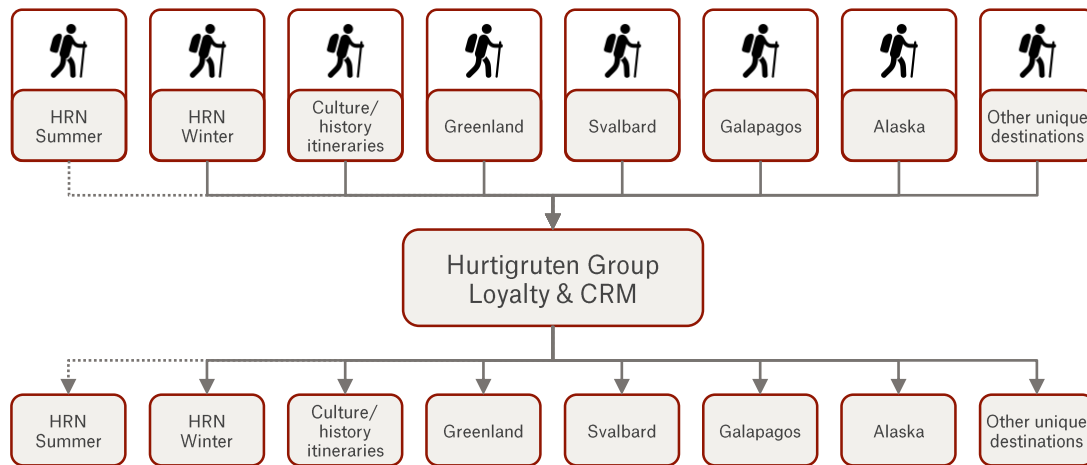
1Y Forecast channel breakdown on revenue sold, as of Oct '19 vs '21 (% of revenue)¹



B2C drives lower all in distribution cost and increases the customer ownership and increase potential for past guests sales

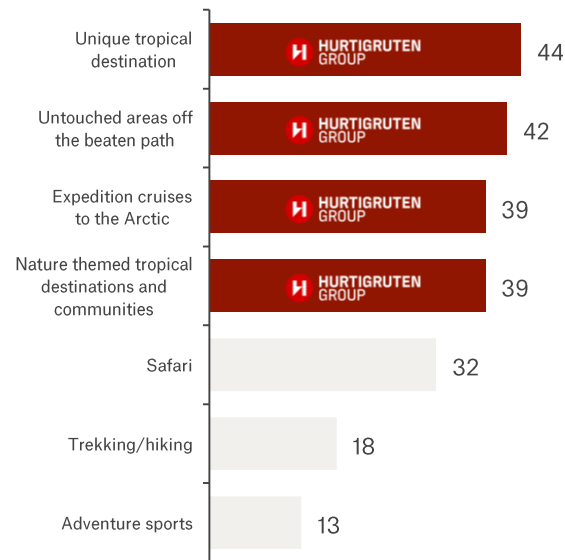
Increasing customer ownership will give us the ability to cross-sell, as adventure travelers are interested in the full variety of experiential travel

Creating a direct distribution channel and utilizing the 200 destinations in 40 countries to expand our guest footprint to drive long term customer ownership of the global adventure traveler



- Hurtigruten Group has a strong focus on increasing cross selling across its product lines
- Currently building up a distribution platform to exploit synergies and create additional revenue for the repeat adventure traveler
- Hurtigruten Group offers the top four type of adventure travels and is hence perfectly positioned to offer complementary cross sales to its customers

% of surveyed adventure travellers with type of travel as something they would consider in the next 3 years



Hurtigruten Group offers the top four adventures through Hurtigruten Expeditions

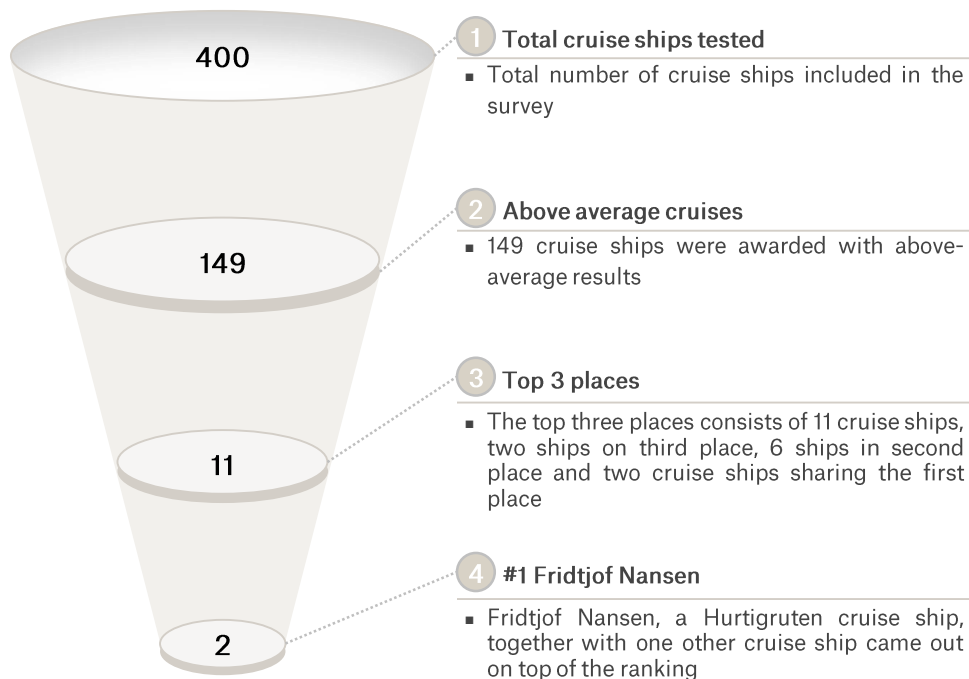
MS Fridtjof Nansen ranked as the most environmentally friendly and safe cruise ship in the world in recent survey

Description of the survey

- The German magazine Stern published together with Scope ESG Analysis a list of the most environmentally friendly & safe cruise ships
- The analysis was based on two primary factors:
 - Environmental score: 70%
 - Safety score: 30%
- The Environmental score was driven by the amount of CO₂ the cruise ships emit with regards to the climate targets
- The report indicates to what degree the cruise lines exceed, achieve or miss the emission and climate targets
- Other items that were taken into account include:
 - Use of emission and water purification systems
 - Environment-related operations
 - Bans, and the disposal of waste



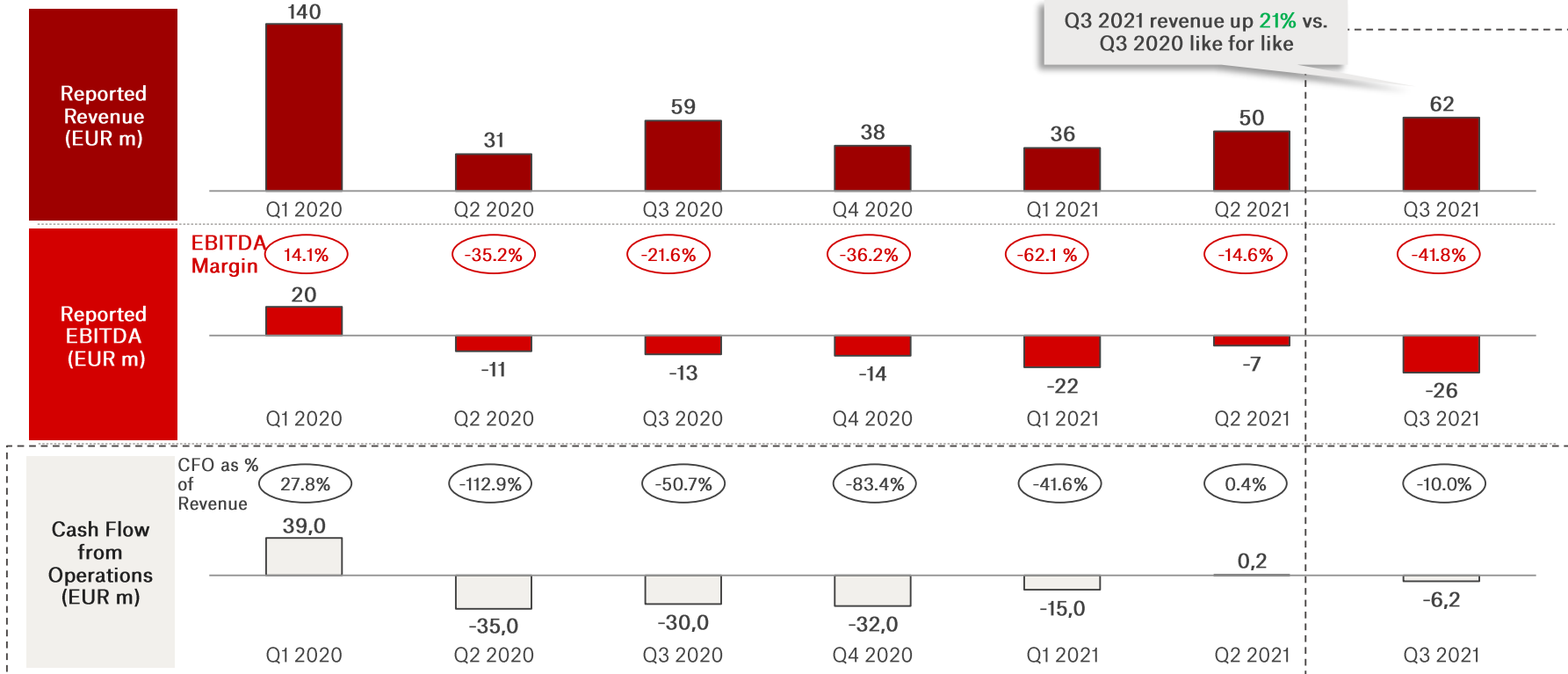
Result of the analysis



Financial update



Positive underlying revenue trend and improvement in cash flow from operations



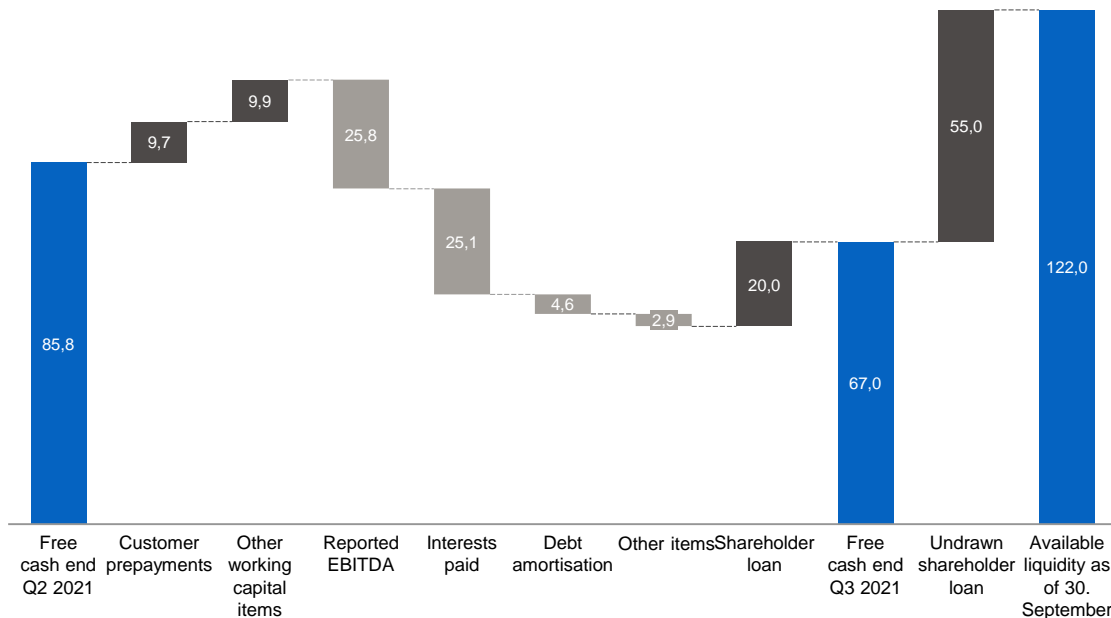
Note: All numbers presented are based on Hurtigruten Group AS on a consolidated basis as of fiscal year end 31 December. Numbers may not add to annuals due to rounding.

Available liquidity development of EUR 122 after receiving a EUR 75m shareholder loan in Q3

Change in cash (excl. restricted cash) – Q2 2021 to end Q3 2021

Commentary

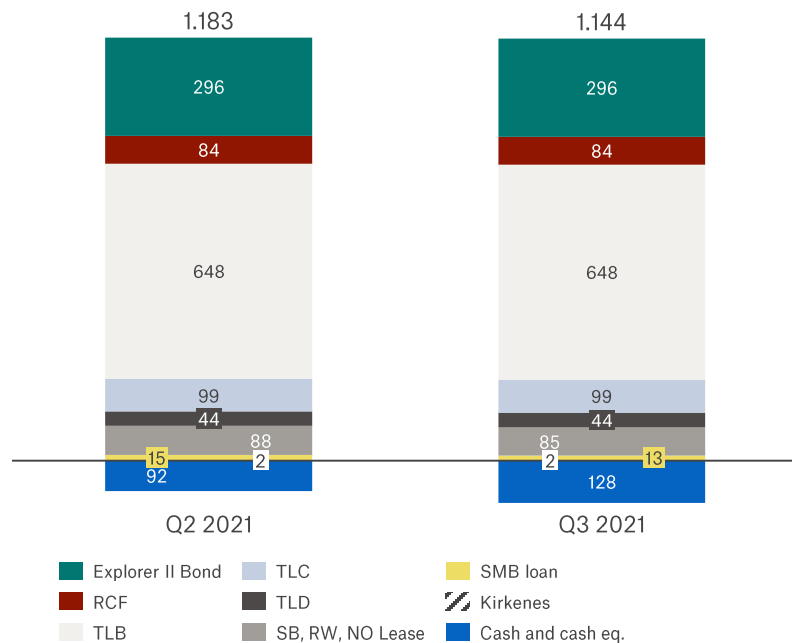
EURm



- As of end of Q3 2021 Hurtigruten Group has EUR 122 million in available liquidity, including the EUR 75 million shareholder loan that the company obtained from its owners in September 2021.
- Reported EBITDA negative EUR 25.8 million driven by i) increased marketing spend as we are in the main booking season for 2022ii) the ramp up of the land organization iii) the restart of the Hurtigruten Expedition fleet which saw its first sailings in August and September.
- Prepayments from customers increased by EUR 9.7 million in the quarter. Interest payments for the senior loans are made semi-annually in Q3 and Q1.
- As of end of Q3 2021 the company had EUR 6m in restricted cash and EUR 8.4m of liquidity tied up in connection with travel bonding which is in the balance sheet classified as other non-current asset
- Hurtigruten Group and its parent company Silk Topco AS continues to evaluate options to raise additional liquidity in the form of debt and equity in order to increase the financial flexibility and to have the ability to take advantage of market opportunities that will present itself coming out of the pandemic

Net debt as of Q3 2021 decreased from EUR 1.183 bn to EUR 1.144 bn

NIBD (EURm)¹



Overview of the interest-bearing debt

Instrument	RCF	TLB	TLC	TLD	Senior secured bonds	MS RW & Nordlys S&LB	MS Spitsbergen S&LB
Issuer/Lessee	HRG AS	HRG AS	HRG AS	HRG AS	Explorer II AS	MS Richard With AS and MS Nordlys AS	Explorer I AS
Ranking	1 st Lien Senior Secured	1 st Lien Senior Secured	1 st Lien Senior Secured	1 st Lien Senior Secured	1 st Lien Senior Secured	n.a.	n.a.
Outstanding amount	EUR 85m	EUR 655m	EUR 105m	EUR 46.5m	EUR 300m	EUR 23m per ship	EUR 42m
Maturity	Feb 2024	Feb 2025	June 2023	Jun 2023	Feb 2025	January 2030	June 2028
Pricing	Euribor + [Margin ratchet of 250-325bps]	Euribor + [Margin ratchet of 350-400bps]	Euribor + 800bps	Euribor + 800bps	3.375%	5.5%	5.7%
Amortization	Revolving	Bullet	Bullet	Bullet	15m S/A starting Aug 23	Monthly charter hire	Monthly charter hire

Note: All numbers presented are book value and based on Hurtigruten Group AS on a consolidated basis.

1) Excluding IFRS 16 debt of EUR 78 million end of Q2 2021 and EUR 77 million in Q3 2021 and including the EUR 75 million subordinated Shareholder Loan issued September 2021.

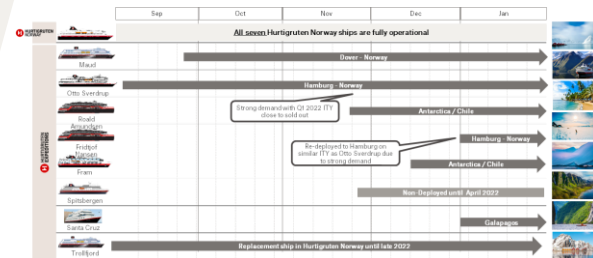
Cash and cash eq. includes restricted cash of EUR 6 million in Q2-21 and Q3-21.

Summary



Q3 2021 Summary

- 1) Hurtigruten Group operational cash flow continues the positive trend and was in Q3 2021 EUR 23,5m better compared to Q3 2020
- 2) In Q3 2021, Hurtigruten Norway saw the return to service for all seven ships cruising along the Norwegian Coast
- 3) Hurtigruten Expeditions also started to ramp up with the MS Otto Sverdrup sailing from Hamburg in the last week of August and the MS Maud sailing from Dover in late September with both ships sailing expedition cruises along the coast of Norway
- 4) Hurtigruten Expeditions announced that it returns to Antarctica with MS Roald Amundsen and MS Fram in late-November and mid-December
- 5) Hurtigruten Group bookings continue to be strong with 2022 bookings, as of 8th of November, being approx. 14% higher than 2020 bookings two years ago
- 6) As of 30 September 2021, Hurtigruten Group, had an available liquidity position of EUR 122.0 million including the EUR 75 million shareholder loan that provides us with a solid financial position

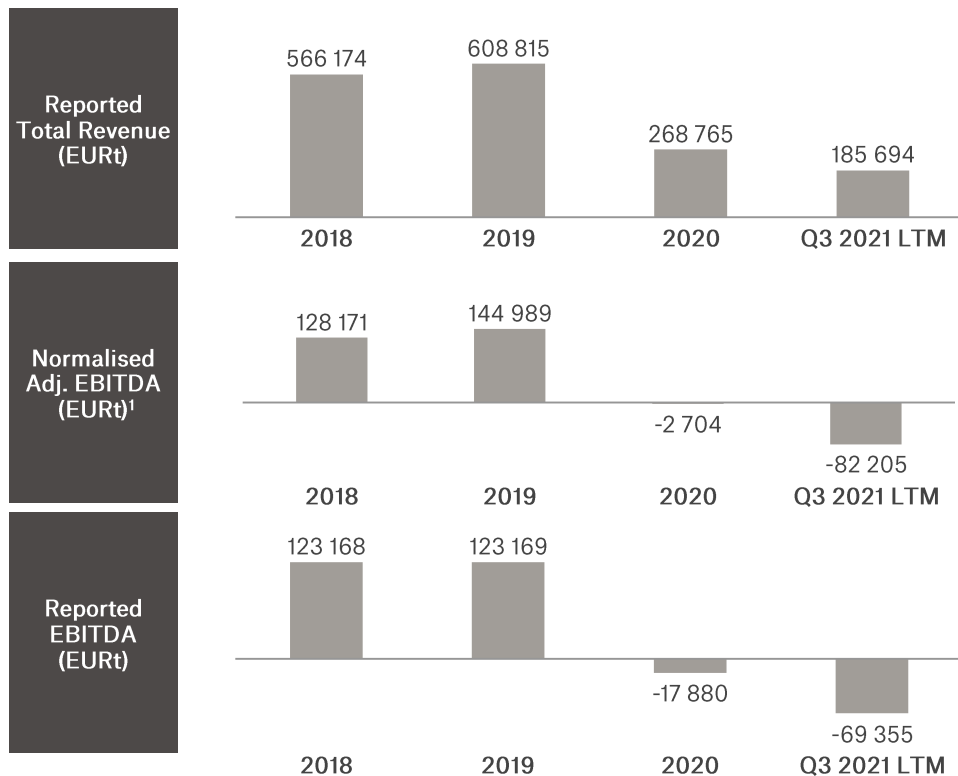




Appendix



COVID-19 affects 2020 and Q3 2021 LTM numbers significantly with the ramp up of operations in Q3 2021



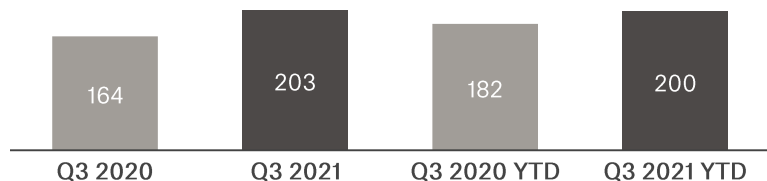
Commentary

- Suspended operations for both the Hurtigruten Norway and Hurtigruten Expedition segment due to Covid-19 affects numbers for 2020 and first half of 2021 significantly.
- Hurtigruten Norway has been back with 7 ships from July 21 but LTM numbers are reflecting several months with low activity.
- Last twelve months numbers are significantly affected by strict travel restrictions and limited operations the last twelve months.

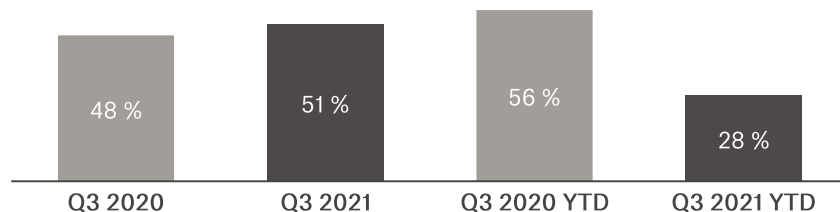
1) Normalized adjusted EBITDA is calculated as Reported EBITDA excluding other gains and losses adjusted for cost and revenue items which is deemed extraordinary, exceptional, unusual or non-recurring. Due to the Covid-19 pandemic we have decided not to do any normalizations for Q3 2021.

Q3 2021 segment overview – Hurtigruten Norway

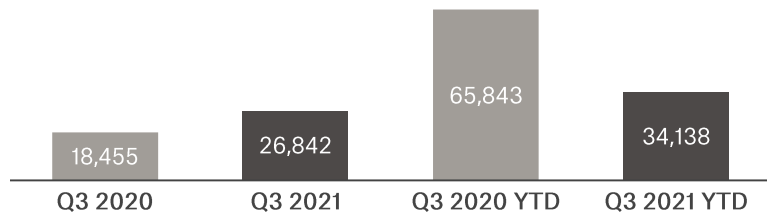
Net Ticket Yield¹ (EUR)



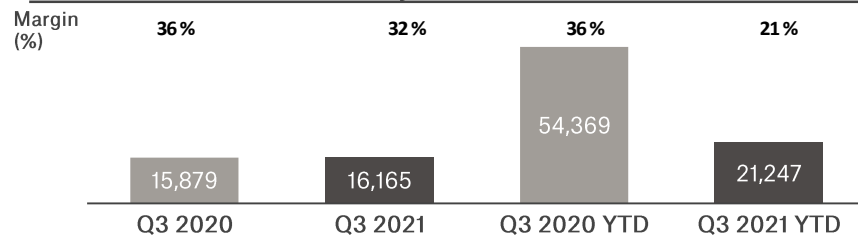
Occupancy Rate² (%)



Net Ticket Revenue (EURt)



Normalised adjusted EBITDA³ (EURt)



- Hurtigruten entered into the new State agreement valid from 2021-2030 in January and now have a contract to operate 7 ships compared to 11 ships in the previous agreement
- Net ticket yield per passenger cruise night increased by 24 % in Q3 2021, compared to same period last year. Occupancy increase from 48 % in Q2 2020 to 51 % in Q3 2021 leading to increase in ticket revenue by 8.4 EURm

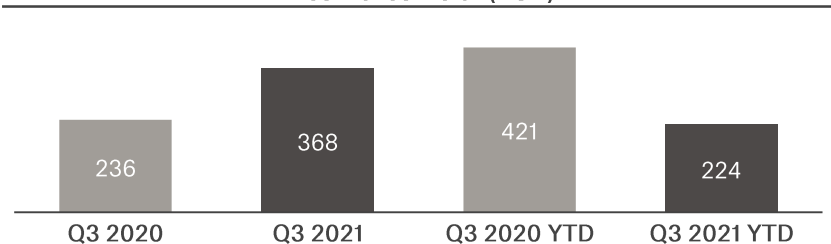
1) Net ticket yield is calculated as: Gross ticket revenues less commissions and costs of goods for flights, hotels, transportation, food, beverage, shop and excursions as well as other passenger services, including travel insurance divided by passenger cruise nights

2) APCN and occupancy rate shown for 2021 is APCN adjusted for the laid-up period caused by the Covid-19 pandemic, including only the available capacity on the actual sailings

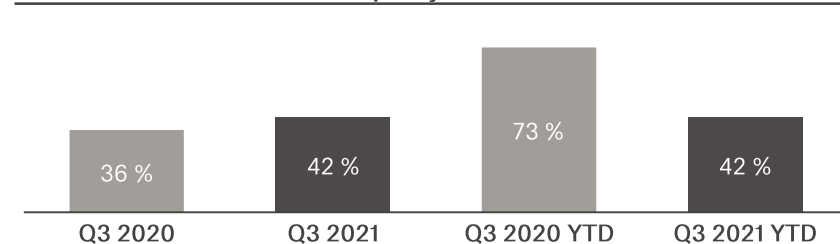
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Q3 2021 segment overview – Hurtigruten Expeditions

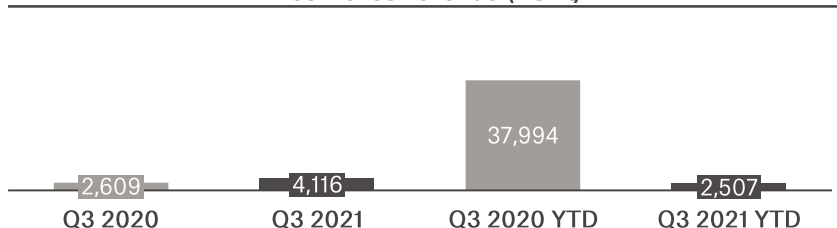
Net Ticket Yield¹ (EUR)



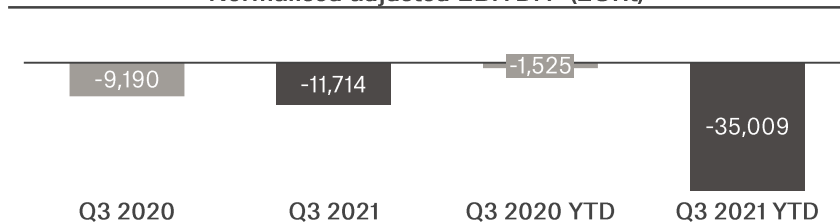
Occupancy Rate² (%)



Net Ticket Revenue (EURt)



Normalised adjusted EBITDA³ (EURt)



- During the third quarter of 2021, five of seven ships in Hurtigruten Expeditions were in warm lay-up. MS Otto Sverdrup was the first ship returned to operation, departing from Hamburg on the 24th of August with over 300 guests on board. MS Maud departed from Dover on the 22nd of September
- EBITDA of negative EUR 11.7 million for Q3 2021 (negative EUR 9.2 million in Q2 2021) are predominantly costs for maintaining the ships in warm stack in the period. The cost increase is driven by transfer of three ships from Hurtigruten Norway to the Hurtigruten Expedition segment from January 2021

¹) Net ticket yield is calculated as: Gross ticket revenues less commissions and costs of goods for flights, hotels, transportation, food, beverage, shop and excursions as well as other passenger services, including travel insurance divided by passenger cruise nights

²) APCN and occupancy rate shown for 2021 is APCN adjusted for the laid-up period caused by the Covid-19 pandemic, including only the available capacity on the actual sailings

³) Normalized adjusted EBITDA is calculated as Reported EBITDA excluding other gains and losses adjusted for cost and revenue items which is deemed extraordinary, exceptional, unusual or non-recurring. Due to the Covid-19 pandemic we have decided not to do any normalizations for Q3 2021

Cashflow Q3 2021 and YTD Q3 2021

EURt	Q3 2020	Q3 2021	YTD Q3 2020	YTD Q3 2021
Operating Cash flow	(29 852)	(6 219)	(26 342)	(21 027)
Of which change in working capital	(23 603)	19 620	(23 821)	48 407
Cash flow from investments	(41 687)	(1 149)	(128 231)	81 673
Of which CAPEX	(6 105)	(2 665)	(92 896)	(24 696)
Cash flow from Financing	(9 718)	(9 761)	204 889	(13 146)
Of which change in debt	11 024	(4 635)	261 281	25 481
Borrowings from other group companies		20 000		20 000
Of which paid interest and transaction costs	(19 566)	(23 184)	(52 897)	(54 160)

- Net cash outflow from operating activities in the third quarter 2021 was EUR 6.2 million compared to an outflow of EUR 29.9 million in the same quarter last year. This is mainly explained by positive changes in working capital, including higher deposits from customers following strong booking levels.
- Net cash outflow from investing activities in the third quarter 2021 was EUR 1.1 million compared to an outflow of EUR 41.7 million in the same quarter last year. The reduced outflow is mainly due to temporary increased Covid-19 cash collateral requirements in 2020.
- Note that cashflow from investments also includes changes in restricted cash
- Hurtigruten Group AS secured a new fully committed EUR 75 million subordinated shareholder loan facility from its shareholders to EUR 20 million was drawn as of 30 September 2021.

Note: All numbers presented are based on Hurtigruten Group AS on a consolidated basis. Change in working capital calculated as Inventories + Receivables - Pre bookings and Payables.

Hurtigruten Norway – Key financials

EURm	2018	2019	2020	LTM Q3 2021
PCNs - 000	1 353	1 314	368	177
APCNs - 000	1 614	1 619	1 625	1 155
Occupancy - %	83,8 %	81,2 %	22,6 %	15,4 %
Total Revenues reported	439	444	172	122
Of which: Contractual Revenue	73	73	79	74
Direct Costs	109	105	22	10
Cruise Operating Costs	166	164	95	90
of which: Fuel costs	50	50	22	25
Reported Vessel Contribution ¹	164	175	54	22
Vessel contribution margin	37,3 %	39,4 %	31,7 %	17,7 %
Norm. Vessel contribution ²	164	177	55	22



¹Occupancy rate is calculated based on APCN (available capacity) including any laid-up period.

²Vessel contribution is defined as EBITDA contribution before SG&A, specifically calculated as revenue – total direct costs – total cruise operating expenses.

³Due to the Covid-19 pandemic we have decided not to do any normalizations for Q3 2021.

Hurtigruten Expeditions - Key financials

EURm	2018	2019	2020	LTM Q3 2021
PCNs - 000	167	222	90	11
APCNs - 000	231	288	527	828
Occupancy - %	72,1 %	77,0 %	17,1 %	1,4 %
Total Revenues reported	97	135	53	6
Direct Costs	34	43	16	4
Cruise Operating Costs	34	45	49	44
of which: Fuel costs	8	11	8	4
Reported Vessel Contribution¹	30	48	-11	-43
Vessel contribution margin	30,4 %	35,3 %	-20,6 %	-772,9 %
Norm. Vessel contribution²	35	56	-9	-43

¹Occupancy rate is calculated based on APCN (available capacity) including any laid-up period.

²Vessel contribution is defined as EBITDA contribution before SG&A, specifically calculated as revenue - total direct costs - total cruise operating expenses.

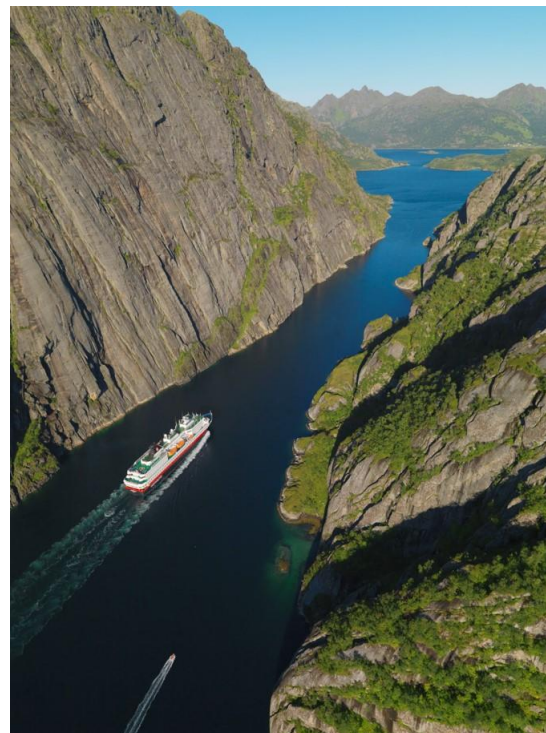
³Due to the Covid-19 pandemic we have decided not to do any normalizations for Q3 2021.



Historical key financials

EURt

P&L items	2018	2019	2020	Q3 2021 LTM
Revenue	566 174	608 815	268 765	185 694
Growth	11,9 %	7,5 %	-55,9 %	-30,9 %
Contribution ¹	204 427	234 987	79 829	30 585
Contribution %	36,1 %	38,6 %	29,7 %	16,5 %
EBITDA	123 168	123 169 -	17 880	(69 355)
EBITDA margin	21,8 %	20,2 %	-6,7 %	-37,3 %
Normalised adj. EBITDA ²	128 171	144 989 -	2 704	(82 205)
Normalised adj. EBITDA margin	23 %	24 %	0 %	0 %
EBIT	72 538	67 582 -	94 831	(177 656)
EBIT margin	12,8 %	11,1 %	-35,3 %	-95,7 %
Net interest and other financial costs	(52 929)	(28 239)	(63 790)	(71 912)
Net currency gains / losses	(13 511)	9 793	(4 995)	2 526
Net income	46 845	(17 821)	(160 544)	(241 868)
Net income margin	8,3 %	-2,9 %	-59,7 %	-130,3 %
BS items	31.12.2018	31.12.2019	31.12.2020	31.03.2021
Cash ³	56 449	47 028	72 037	72 928
Total current assets	118 143	112 878	118 754	140 739
Total assets	1 011 173	1 393 674	1 362 597	1 346 922
Total equity	68 981	62 739	(102 172)	(292 466)
Equity ratio	6,8 %	4,5 %	-7,5 %	-21,7 %
Total current liabilities	188 591	333 475	208 346	242 658
NIBD ⁴	785 948	939 715	1 186 659	1 144 402
CF items	2018	2019	2020	Q3 2021
Change in NWC	(16 779)	13 147	(40 612)	19 620
Operating cash flow	105 196	141 388	(58 387)	(6 219)
Capex	(59 118)	(405 380)	(105 032)	(2 665)



Note: All numbers presented are based on Hurtigruten Group AS on a consolidated basis. All numbers are reported numbers unless stated.

1) Vessel contribution is defined as EBITDA contribution before SG&A, specifically calculated as revenue – total direct costs – total cruise operating expenses, 2) Normalized adjusted EBITDA is calculated as Reported EBITDA excluding other gains and losses adjusted for cost and revenue items which is deemed extraordinary, exceptional, unusual or non-recurring. Due to the Covid-19 pandemic we have decided not to do any normalizations for Q2 2021. 3) Total cash including restricted cash, 4) Excluding IFRS 16 debt of EUR 18.8 m at year-end 2020 and EUR 77 million in Q3 2021

Definitions

- **Passenger cruise nights ("PCNs")**, measurement of guest volume, representing the number of guests onboard the ships and the length of their stay.
- **Available passenger cruise nights ("APCNs")**, which is a measurement of capacity and represents the aggregate number of available berths on each of the ships (assuming double occupancy per cabin), multiplied by the number of operating days for sale for the relevant ship for the period.
- **Occupancy rate**, PCNs for the relevant period as a percentage of APCNs for the period.
- **Gross revenues**, ticket revenues, revenues from flights, hotels, transportation, food, beverage, shop and excursions as well as other passenger revenues, including car transportation, travel insurance and retained deposits in cases of cancellations.
- **Net revenues**, Gross ticket revenues less commissions and costs of goods for flights, hotels, transportation, food, beverage, shop and excursions as well as other passenger services, including travel insurance.
- **Gross revenues per PCN**, Gross ticket revenues divided by PCNs.
- **Net revenues per PCN**, which represents Net ticket revenues divided by PCNs.

ESG



General industry

Please list the industry's three biggest sustainability-related challenges	<p>1, The environmental impact of the cruise industry, including GHG emissions.</p> <p>2, A lack of ambition among industry players when it comes to ESG. Several operators still rely on traditional propulsion technology and heavy fuel oil. The industry needs pioneering players who set ambitious environmental goals, and invest in innovation, technology and new measures that improves the industry's impact on the environment.</p> <p>3, The impact the industry has on the areas where we operate, including emissions, mass tourism and overcrowding. This may force more local regulators to limit access to certain unique destinations</p>
How does the firm compare to industry peers regarding sustainability initiatives? Above, on par, or below?	<p>Hurtigruten Group (HRG) sees itself significantly above industry peers. Already in 2019 HRG raised the bar by introduction the world's first hybrid-powered expedition cruise vessel. In 2018 HRG was the first major travel company and cruise line to remove single-use plastic from all our vessels, restaurant s and hotels. This amounts to 32 metric tonnes of single-use plastic, every year. And, more than a decade ago, HRG banned the use of Heavy Fuel Oil (HFO) and worked with non-governmental organizations to promote a broader international HFO ban for all vessel s sailing in the Arctic.</p>
Is the company a signatory of the UN Global Compact or Science Based Targets, report to the CDP or engage in any other relevant sustainability initiatives?	<p>We are currently in process of committing to Science Based Target. We are closely monitoring the development of Science Based Target Initiative's ("SBTi") transport shipping sector standard and are dedicated to working with SBTi as soon they are available and commit ourselves to taking ambitious climate action. In addition, we are currently reviewing other ESG-related initiatives and partnerships such as the UN Global Compact.</p>

Environmental

Please list, if any, the firm's climate-related opportunities	As the industry leader, Hurtigruten Group is continuously pushing for change and raising the bar for ESG in the industry. We believe that the current green shift is only the beginning, and both investors, employees and guests will demand more concrete sustainable action in the years ahead. Our position as the industry leader will likely ensure continued access to capital and talent, and help improve our value proposition for adventure travellers
Please list the firm's three primary risks related to climate change	<p>1, Access to destinations, as local regulators start to limit the number of operators in vulnerable areas.</p> <p>2, Increased scepticism towards global travel and tourism, as both travellers and regulators may want to further limit global travel to reduce emissions. This may also be an opportunity for Hurtigruten Group as we believe that we are well positioned to attract environmentally conscious travellers.</p> <p>3, Increased cost of operations, with higher cost of carbon emission including fuel, flight tickets etc. However, we believe that as the ESG leader in the industry, any increased cost of operations is likely to further improve our relative cost position.</p>
Does the firm anticipate any climate-related investments?	Yes, we will make several investments to support our ESG ambition. We will continue to invest significant amounts into our fleet, with both green new-builds and conversion of legacy vessels into low-emission propulsion systems (e.g. hybridisation).
Does the firm rely on any scarce resources for its operations? If so, what efforts are made to mitigate the risk of those resources becoming even more scarce in the future, e.g. recycling, reusing, substitutes or improved resource efficiency?	<p>Hurtigruten Group does not rely on any resources traditionally seen as scarce. However, a key part of our product are the unique and untouched destinations off the beaten path, and we recognise that mass tourism could threaten this.</p> <p>We will continue to work with local stakeholders on setting strict requirements for travel operators travelling in vulnerable ecosystems, and limiting the footprint that travellers leave behind.</p>
Transition-related risks (for example changed customer preferences or legislation): Do you anticipate any risks or opportunities due to the transition to a carbon neutral society? Is there any risk of the firm's offer being negatively effected? If yes, is the firm well positioned to handle that risk?	<p>Yes, one risk for us is that the lead time for new low/zero emission technology will be too long. Consumers and regulators may all consider environmental requirements that will limit our ability to operate in certain areas while we wait for next-generation maritime technology.</p> <p>We are working to mitigate this and working with regulators and technology partners to accelerate the industry's path to zero emission propulsion.</p>
Please list the firm's (1-2) primary means of making a positive environmental impact or minimising negative environmental impact. (If applicable please list the corresponding most relevant UN Sustainable Development Goals) How are they tracked and communicated?	<p><u>SDG 13, Take urgent action to combat climate change and its impacts:</u> We have the greenest fleet in the industry, and continuously push ourselves to go one step further. We will continue to invest in technology that will reduce our carbon footprint and take us closer to zero-emission propulsion. By piloting this, we believe that we can help push the broader maritime industry into a new and greener future.</p> <p><u>SDG 14, Conserve and sustainably use the oceans, seas and marine resources for sustainable development:</u> We work to minimize our footprint and want to leave as little behind as possible in the destinations we visit. We also educate our guests on the human impact on our oceans and allow them to contribute by hosting beach clean-ups in the areas we operate. We also contribute to climate research and have provided scientists around the world with different measurements from global oceans for 80 years.</p>

Social

Does the firm have a history of accidents? If so, how have these been managed? Are there any preventive measures, such as policies?	<p>Through our long history of more than 125 years, Hurtigruten Group has experienced accidents on various levels, including several vessels sunk through either severe weather or World War 2.</p> <p>There are a large range of active measures in place to ensure the safety of our vessels, our crew and our passengers, including multiple policies and certifications. HSE is an important focus area for Hurtigruten Group.</p>
Does the company conduct any other community engagement activities aside from those directly connected to the business?	Yes, HRG continuously try to use as much local vendors as possible, to support local value creation in the areas where we operate. In both Svalbard and along the Norwegian coast, we operate 365 days a year, allowing us to be a year-round employer and customer to local vendors.
Circular economy: How are purchases and waste managed? Please list the firm's demands on its suppliers, if applicable	HRG require our suppliers to adhere to environmental policies and standards, and must document measures to minimize adverse impacts on the environment, including efficient and sustainable use of resources, circularity and recycling.
Are there any goals, policies, or codes of conduct applicable to the firm's suppliers? How often does the firm conduct audits of its suppliers?	<p>We have a 'code of conduct' that all suppliers must commit to in order to work with HRG. This code of conduct promotes fair, safe, and healthy working conditions and environmental responsibility throughout our supply chains.</p> <p>Our suppliers must document compliance with our code of conduct, and both suppliers and their sub-suppliers must facilitate so that Hurtigruten Group's representatives may inspect their production sites.</p>

Governance

Do all staff members receive continuing education on anti-corruption? Is there an external whistle-blower function? Are there any ongoing or historical incidents involving corruption, cartels or any other unethical business conduct? Have any preventive measures been taken?	<p>All staff have access to anti-corruption training and are encouraged to participate.</p> <p>We have both an internal and an external whistle-blower function, where the external one is handled by INVENI.</p> <p>Under current management, there has been no ongoing or historical incident where we suspect that Hurtigruten Group's staff has been involved in corruption, cartels or unethical business conduct.</p>
Please state the firm's business tax residence (i.e. where the firm pays tax) and explain why that specific tax residence was chosen	Our business tax resident is Norway. Our headquarter is in Norway, and all our vessels sail under the Norwegian flag.
Are there independent members on the Board of Directors?	All members of the board are independent of group management and operations.
Please state if and to what extent, the company has transactions with related parties?	There are no transactions between different business units in Hurtigruten Group. We work to ensure that such transactions do not create any conflict of interest, or could create other types of controversy.
Is the remuneration of the CEO and other members of the management team in line with industry peers? Which KPIs dictate the remuneration (particularly if sustainability and gender diversity are included)?	Remuneration of CEO and the management team is well below that of global travel and cruise companies. The remuneration model is currently under review, where a selection of ESG-related KPIs such as emission and gender diversity will drive overall management compensation, in addition to company profitability (EBITDA)
Please indicate the relative split of men/women at every level of the firm, particularly the Board of Directors and management team	There are no female members of the Board of Directors. In the Executive management team, 3 out of 6 members are women. At the Vice President-level, 9 out of 35 are women
Is the Head of Sustainability a member of the management team? If not, who does that person report to?	The VP of Group Strategy & ESG acts as the head of sustainability and reports directly to the CFO.

Policies or agreements in place?

Union agreement	Yes
Code of Conduct	Yes
Diversity policy	Yes
Anti-corruption policy	Yes

