



Q4 2021 Earnings Presentation

• 2 March 2022

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Q4 2021 Business Update





- **The category king of expedition cruises**, taking adventure travellers to unique and inspirational destinations of the beaten path. **Currently offering sailings to 40+ countries**, from Antarctica and Greenland to Galapagos and Cape Verde
- **Operates 8 expedition vessels**, three of which are battery powered hybrid-electric cruise vessels



- The iconic Hurtigruten Norwegian Coastal Express dating back to 1893
- 7 vessels that operate the **Coastal Express**, allowing travellers to experience the pristine Norwegian nature and culture in a comfortable and responsible manner
- **Take part in a voyage that also serves local communities along the Norwegian coast**, transporting goods and passengers between 34 ports from 60° to 71° North.



- With three year-round hotels and a broad excursion offering, Hurtigruten Svalbard is the **unchallenged destination owner in the Svalbard archipelago**
- The archipelago has been developed from remote mining communities into a top-tier adventure destination, and have experienced **stable yield and occupancy growth** over the past 20 years



Hurtigruten Group continues to move closer to normal operations as 13 of 15 ships returned to service in January

Operational Update

- Hurtigruten Norway: all seven ships back in operation cruising along the Norwegian Coast with social distancing being removed on the 12 February 2022
- Hurtigruten Expeditions: four vessels in operation in 4Q 2021; Santa Cruz II, the newest portfolio add-on, to start sailing in Galapagos from January 2022. From spring 2022, all ships are expected to be back in operation
- To fortify the group's competitive position, a HQ2 in London has been established to strengthen global sales, marketing and digital distribution teams and to further develop the global CRM and loyalty program

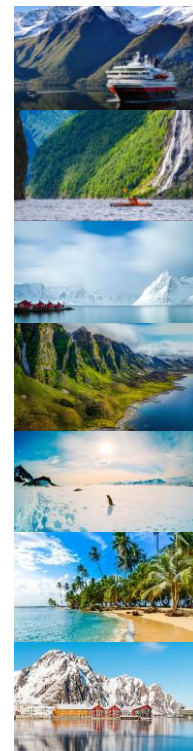
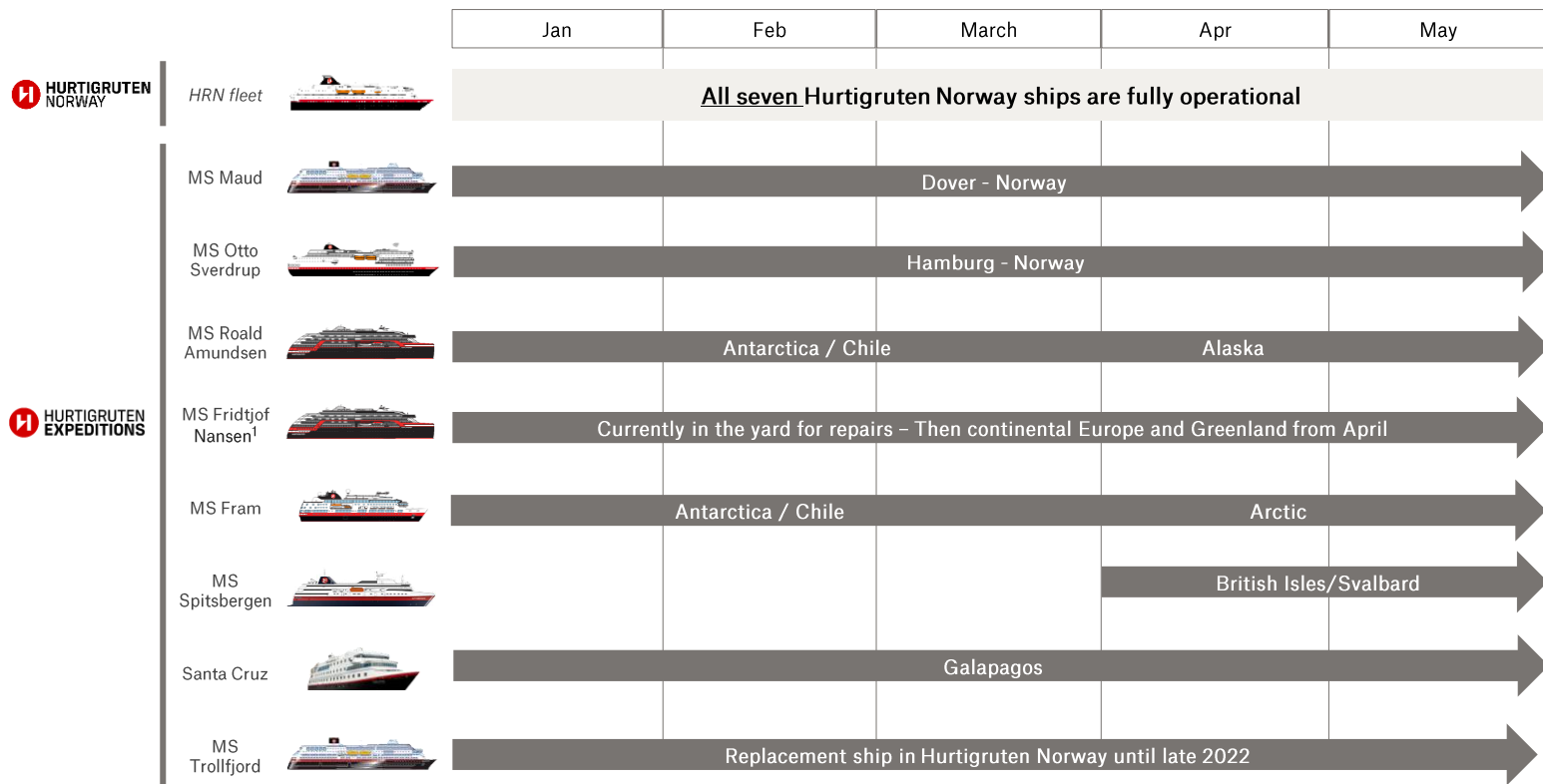
Bookings update

- As of 24 February 2022, the 12-month period from April 2022 to March 2023 bookings are at EUR 386.4 million which is 5.4% higher compared to same time period two years ago driven by higher yields across all destinations and business units
- Bookings for 2023, as of 24 February, are at EUR 83.6 million which is 33% higher compared to 2021 (bookings made pre-pandemic)
- Booking momentum has increased in weeks 6 and 7 with new bookings being 32% higher compared to the two-week period prior

Financial Update

- Operational cash flow in the quarter was negative EUR 21.3 million which was an improvement of EUR 10.8 million compared to 4Q 2020.
- As of 31 December 2021, Hurtigruten Group, had an available liquidity position of EUR 72.8 million including the EUR 25 million TLC add-on committed in December
- In February 2022, Hurtigruten Group issued the first Green Bond in the cruise line industry. The bond is EUR 50 million with 3 years maturity which means the pro-forma available liquidity position as of Q4 2022 was EUR 123m

By spring 2022 we will have the entire fleet in Hurtigruten Group in full operations



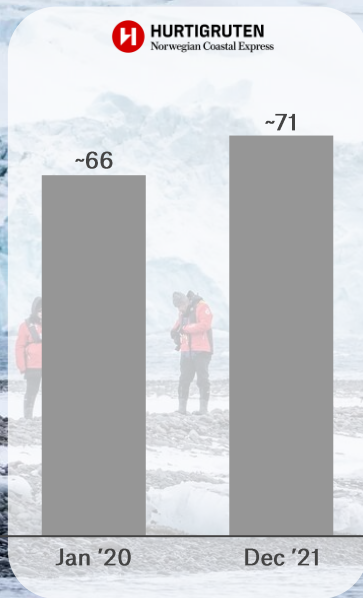
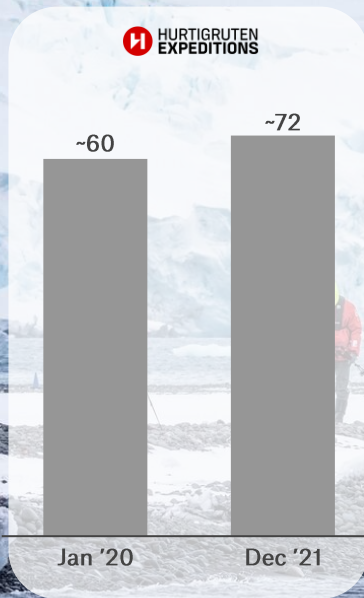
¹Fridtjof Nansen is currently undergoing repairs due to an incident that took place outside the coast of Norway, mid-January.

Source: Hurtigruten Group

NPS remains high in a post-Covid environment which shows the attractiveness of our experiences

NPS Scores for HRN and HRX remains high pre- and post- COVID

NPS Score (%) for HRN and HRX before and after Covid-19,
(Monthly average, Jan '20 and Dec '21 up to Jan 10th)



And guest continue to show their enthusiasm for travelling with HRX and HRN

"Everything and everyone were excellent"

MS Nordlys, Oct' 21

"Great service, food, hygiene and rooms"

MS Ricard With, Nov' 21

"The crew did an amazing job determining the plan to explore based on current conditions"

MS Roald Amundsen, Nov' 21

"The best thing with my trip was the human factor and the ship's technology"

MS Roald Amundsen, Dec' 21

"The itinerary, the ship, the service, the onboard kitchen, the excursion – everything was really perfect and professional"

MS Polarlys, Dec' 21

"Fabulous crew in all departments, great ship, wonderful shore excursions and really good food"

MS Maud, Oct' 21

"We have eaten in 8 Michelin star restaurants over the years and the meal we have just eaten in the Lindstrøm is right up there. The menu was utterly sublime"

MS Roald Amundsen, Dec' 21

Strengthening the commercial team with new Chief Commercial Officer

Management team



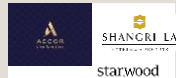
Daniel Skjeldam
Chief Executive Officer
9 years at Hurtigruten Group



Asta Lassesen
CEO Hurtigruten Expeditions
Joined Hurtigruten Group in 2007



Steven Taylor
Chief Commercial Officer



Torleif Ernstsen
Chief Financial Officer
5 years at Hurtigruten Group



Hedda Felin
CEO Hurtigruten Norway
Joined Hurtigruten Group in 2021



Ole-Marius Moe-Helgesen
Chief Digital and People Officer
Joined Hurtigruten Group in 2018



Owners

TDR Capital

- 80.8% ownership
- Invested in Hurtigruten Group in December 2014
- Leading private equity firm with over EUR 10bn of committed capital
- Invests in medium-sized European businesses



Matthew Lenczner
Partner
Joined TDR Capital in 2008



Jonathan Rosen
Partner
Joined TDR Capital in 2006



Strawberry Equities AS

- 11.6% ownership
- Owned by Petter Anker Stordalen & family
- Owner and Chairman of Nordic Choice Hotels since 1996
- Board Member of Hurtigruten Group since January 2015



Petter Anker Stordalen

Periscopos AS

- 4.9% ownership
- Owned by Trygve Hegnar & family
- Owner and CEO of Hegnar Media AS, editor of Finansavisen and Kapital
- Former shareholder and board member of Norwegian Cruise Line
- Chairman of Hurtigruten Group since January 2015



Trygve Hegnar

HRG has moved both management & sales operations closer to our guests and key talent pools to drive global sales

HRG has shifted its centre of gravity from Northern Norway to key global source markets for the cruise and adventure travel industry

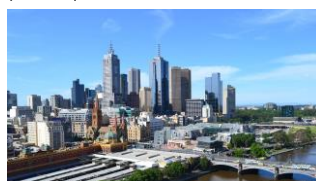
HQs in coastal northern Norway, incl. split HQ in Narvik and Tromsø



New Americas sales office in Seattle (23 FTEs)



New APAC sales office in Melbourne and Hong Kong (14 FTEs)



Pre-2013

2013/'14

2016-'18

2021



European sales offices in London and Hamburg (~50 FTEs)



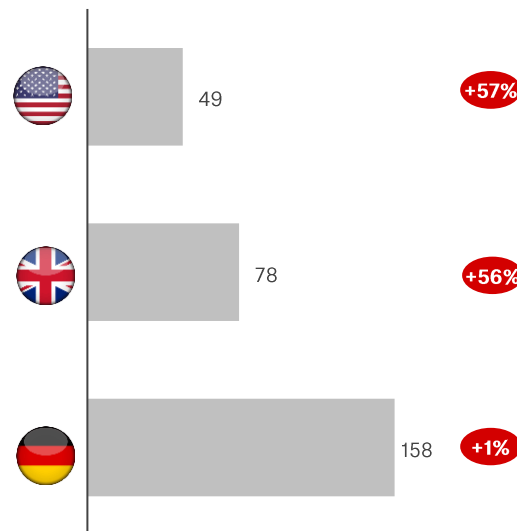
Hurtigruten Group HQ and management moved to Oslo



New HQ2 set up in London, centred around Sales & Marketing resources

This has supported our distribution and fuelled momentum in key source markets

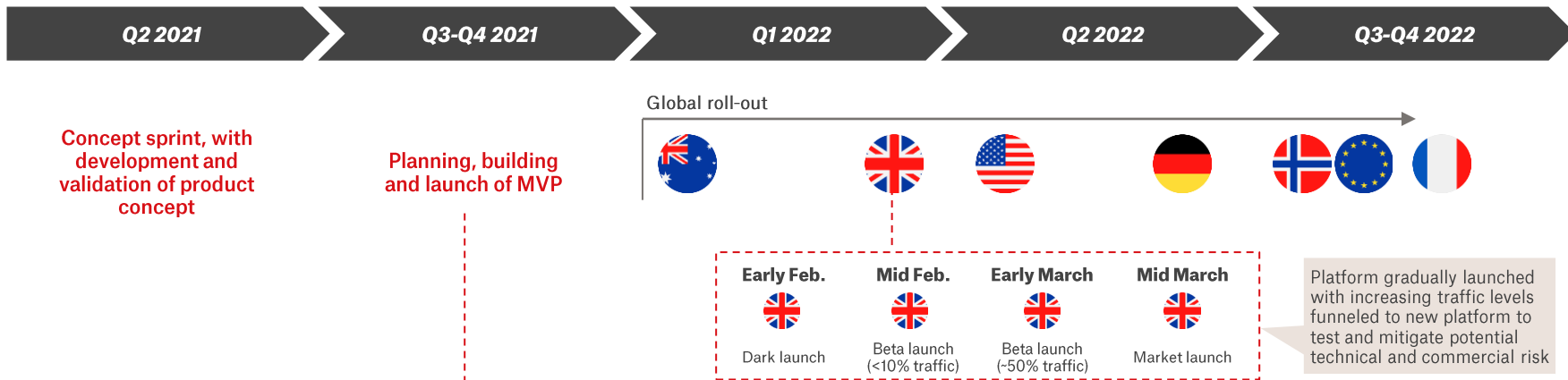
Q2 '22 – Q1 '23 growth in bookings, compared to same time two years ago (EURm)¹



¹ Bookings are as of 24 February 2022
Source: Hurtigruten Group

We are currently rolling out our new B2C platform across our markets, that will drive increased B2C sales and over time drive lower customer acquisition cost and increased customer ownership

Timing preliminary and subject to change



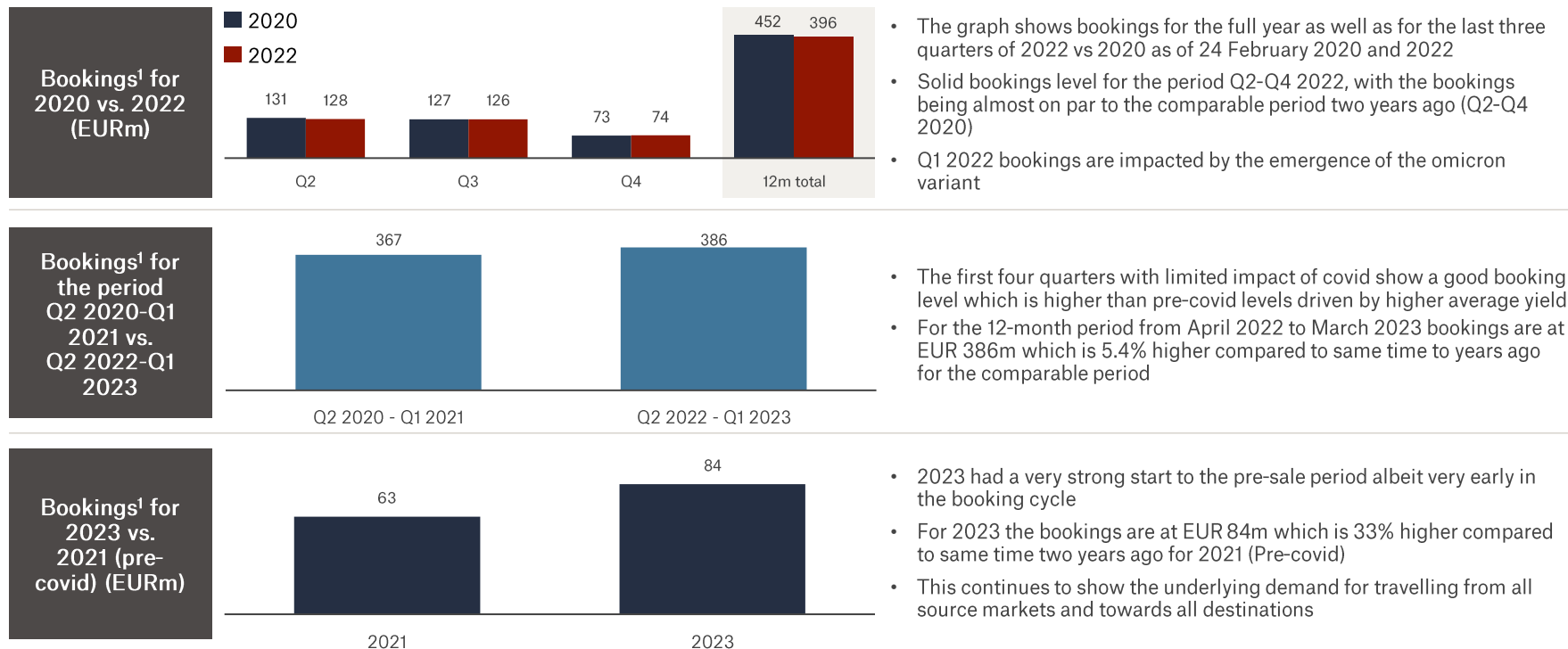
Summary of the platform

- The platform will be rolled out globally from Q1 2021
- The site is designed to drive increased traffic through optimization of search words etc.
- Integrated content and storytelling functionality for each unique destination to inspire guests to book an adventure

Background and rationale

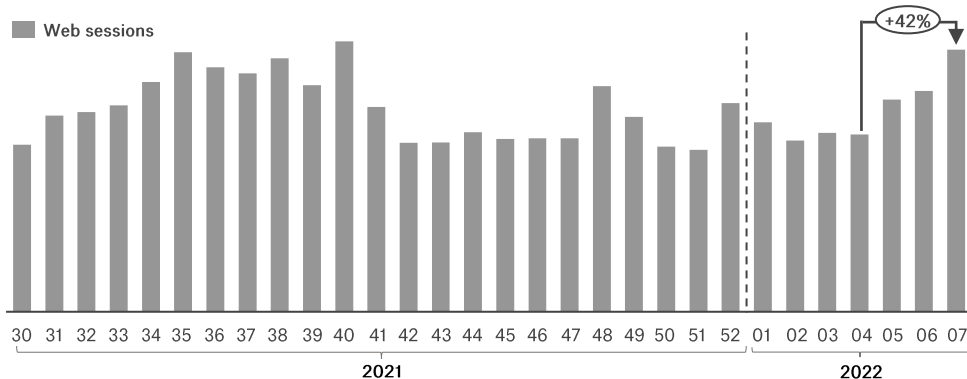
- The pandemic accelerated digital adoption across the western world, and digital prevalence have grown exponentially among Hurtigruten Group's core customers over the past two years
- The B2C bookings is currently approx. 45% of total bookings compared to approx. 30% pre pandemic
- With a new omnichannel B2C platform we will increase both awareness, website traffic and conversion, and provide a seamless booking experience across channels to drive sales volumes

Pre-bookings are strong for Q2 2022 and onwards with Omicron affecting short term demand in Q1 2022

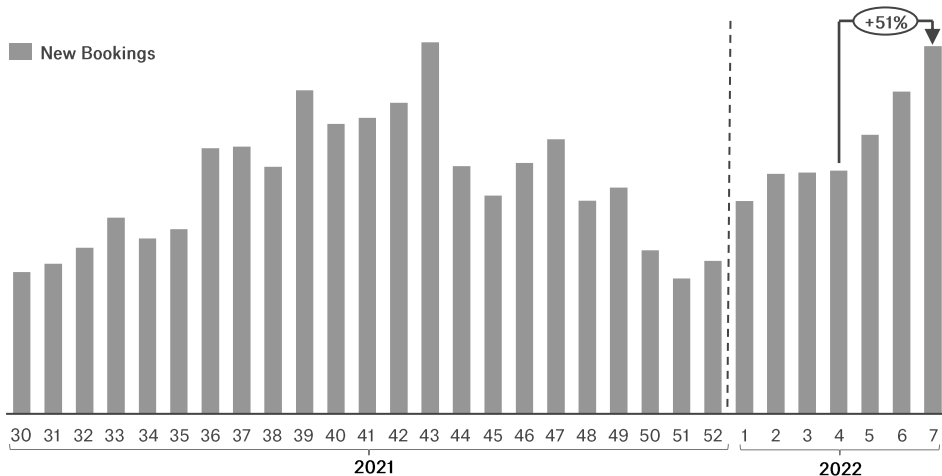


¹Bookings are as of 24 February 2022 and 24 February 2020
Source: Hurtigruten Group

Over the last weeks we have seen a clear pick up in web activity and new sales for future sailings



- The figure to the left shows the number of web sessions per week since week 49 in 2021 up to week 7 in 2022
- In week 7 in 2022 we had 373,000 web sessions which was an increase with 42% compared to week 4
- There is a clear increase in customer activity along all platforms that shows the willingness to book a future trip



- The figure to the left shows the booking intake per week since week 30 in 2021
- The booking intake in week 7 was 51 % higher compared with week 4 and is showing a very good momentum
- The growth in booking intake comes from all key source markets, but the important Germany market has showed a positive momentum in week 6 and 7

**Q4 2021
Financial update**



In February Hurtigruten Group was the first operator of cruise ships to issue a green bond

February 2022, Hurtigruten Group issued the first Green Bond in the cruise line industry
Massive milestone to further Hurtigruten Group's ESG ambitions
Green Bond Framework – Second Opinion executed by DNV

Upgrade of existing Hurtigruten Group vessels

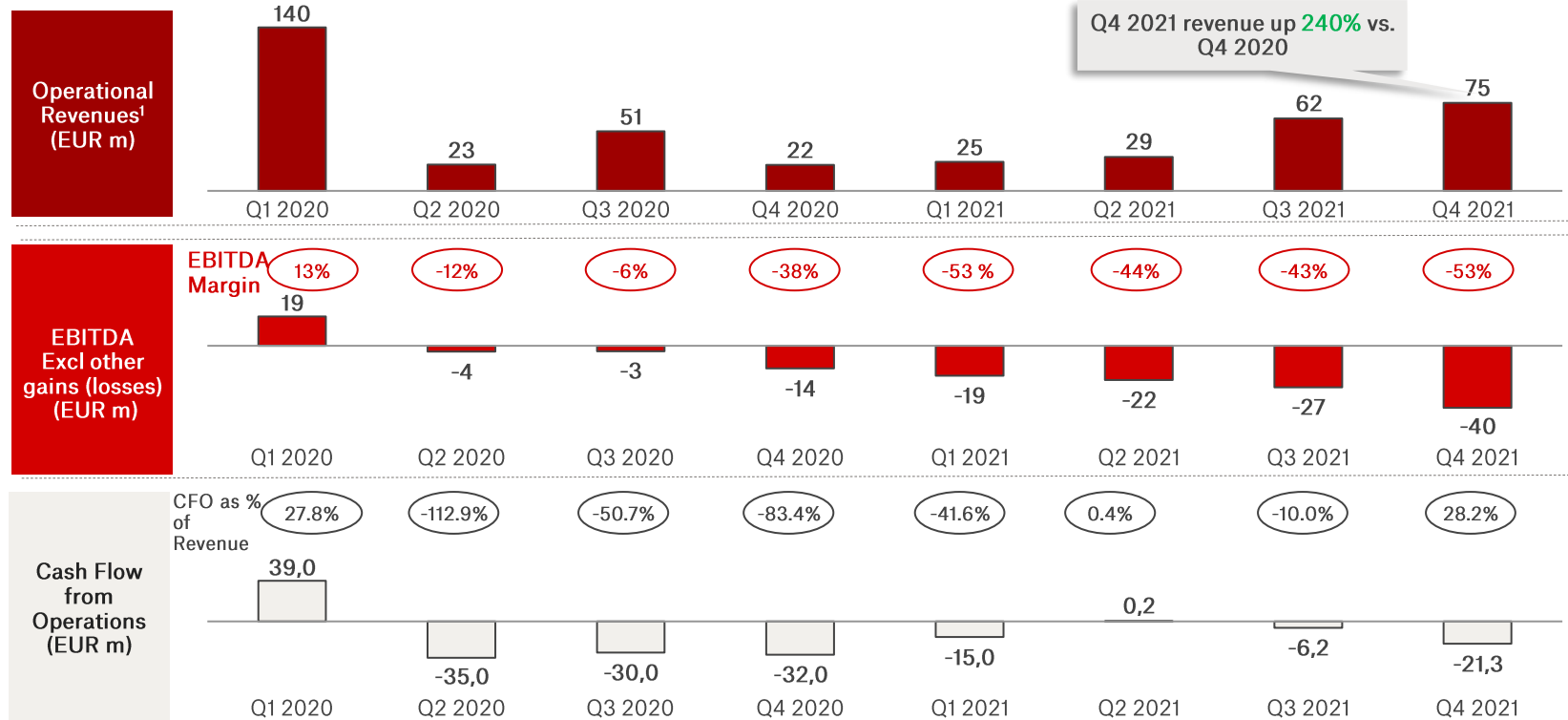
- **Hurtigruten Expeditions** upgraded in 2021: **MS Otto Sverdrup** with large battery packs and advanced green technology, making it the third vessel in the series of battery-hybrid-powered cruise vessels.
- **Hurtigruten Norway**: 3 vessels- **MS Richard With**, **MS Nordlys**, and **MS Kong Harald** - will undergo a full-fledged transformation to battery-hybrid power. This will cut fuel usage and CO₂ emissions with up to 25 % and NOX emissions with ~80%

R&D for new low carbon vessels

- Costs for R&D related to development of vessels of the future, such as those partly powered by on-ship produced renewable energy



EBITDA and operating cashflow was negative in the fourth quarter, but positive growth in revenues with the return to service



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.

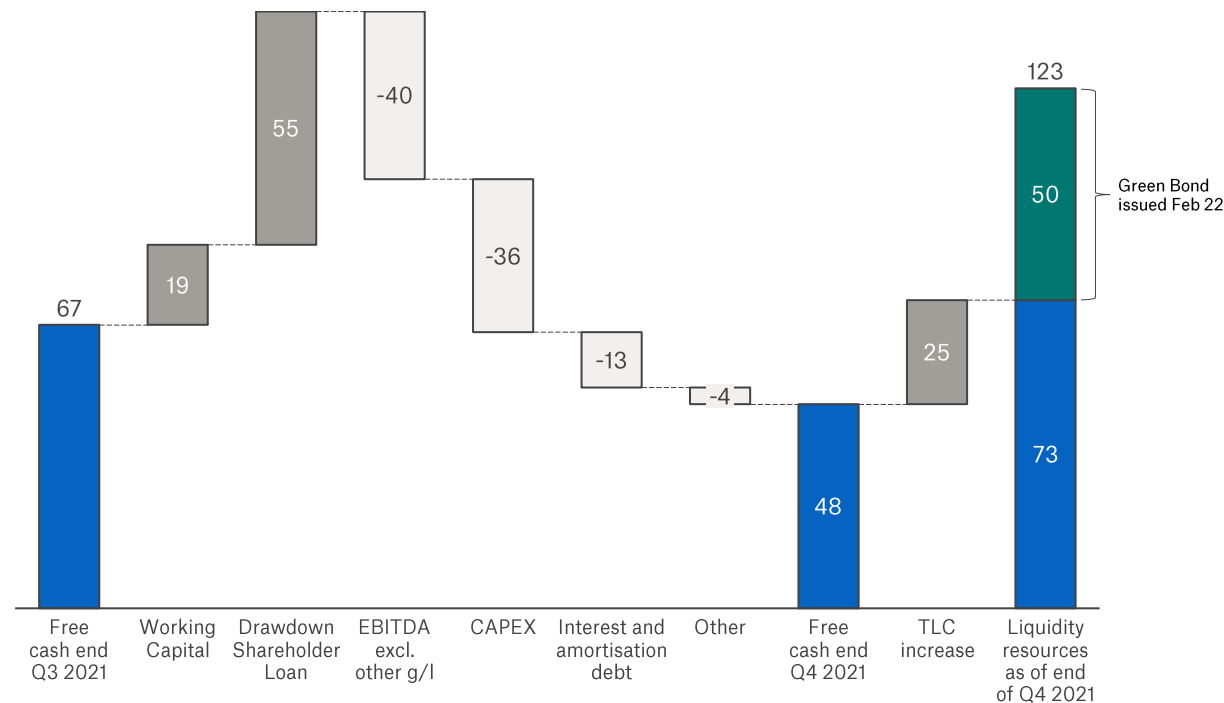
1) Excluding governments grants received from the Norwegian and German state Government compensation scheme of total 32,2 EURm in 2020 and 32 EURm in Q1 and Q2 2021.

Available liquidity of EUR 73m at the end of Q4 with EUR 123m when including the recent EUR 50m green bond issued in February 2022

Change in cash (excl. restricted cash) – Q3 2021 to end Q4 2021

Commentary

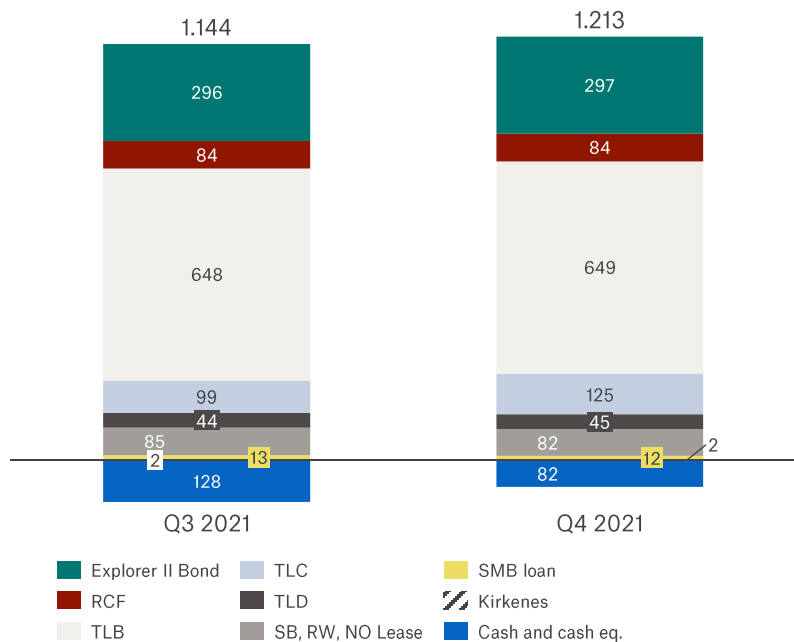
EURm



- As of end of Q4 2021 Hurtigruten Group had EUR 73 million in available liquidity, including the EUR 25 million TLC increase committed December 2021.
- Reported EBITDA negative EUR 39 million driven by i) increased marketing spend and ramp up of the land organization to pre-pandemic levels, ii) restart of the Hurtigruten Expedition fleet and iii) short-term negative sales effects from the Delta and Omicron waves.
- Prepayments from customers increased by EUR 16 million, to EUR 161.4 million in the quarter.
- Capex related to the upgrade programs to the fleet , regular scheduled maintenance and the strategic investment in the leading adventure travel operator in South America.
- As of end of Q4 2021 the company had EUR 9m in restricted cash and EUR 8m 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 Q4 2021 increased from EUR 1.144 bn to EUR 1.213 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 130m ² | EUR 46.5m | EUR 300m | EUR 22m per ship | EUR 38m |
| 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 77 million end of Q3 2021 and EUR 74 million in Q4 2021 and the EUR 75 million subordinated Shareholder Loan issued September 2021. Cash and cash eq. includes restricted cash of EUR 6 million in Q3-21 and EUR 9 million Q4-21. NIBD for Q4 do not include EUR 50 million green bond issued in February 22.

2) Increase of EUR 25 million committed December 2021

Q4 2022 Summary



Q4 2021 Summary

- 1) Hurtigruten Norway: all seven ships back in operation cruising along the Norwegian Coast
- 2) Hurtigruten Expeditions: four ships back in operation in the quarter. MS Otto Sverdrup and MS Maud sailing the Norwegian coast (via Hamburg and Dover), while MS Fram and MS Roald Amundsen started Antarctica sailings end November and mid-December
- 3) Hurtigruten Svalbard back to full operations with revenues exceeding pre-pandemic levels
- 4) To fortify the group's competitive position, several measures were taken:
 - I. Establish a HQ2 in London to strengthen global sales, marketing and digital distribution teams
 - II. Further develop the global CRM and loyalty program
 - III. Hired Steven Taylor as new CCO in Hurtigruten Group
- 5) We are currently rolling out our new B2C platform across our markets, that will drive increased traffic and conversion, and reduce our customer acquisition cost
- 6) Hurtigruten Group bookings continue to be strong, with only Q1 2022 bookings being affected by the emergence of the Omicron variant
- 7) As of 31 December 2021, Hurtigruten Group, had an available liquidity position of EUR 123 million including the EUR 25 million TLC add-on committed in December 2021 and pro-forma EUR 50 million green bond issued in February 2022





Appendix



Overview of legal and capital structure

Comments

- Over the last 12 months Hurtigruten Group's legal structure was reorganised in order to be aligned with the business unit governance approach. The group consists now of three business units and three units that serve global support functions and sales services
- During the pandemic Hurtigruten Group has secured financing from the capital markets through issuing Term Loan C and Term Loan D, summing up to EUR 176.5 million
- In addition, the company obtained a subordinated shareholder loan of EUR 75 million, not accounted for as debt by the credit rating agencies, hence excluded from the debt overview below
- In February 2022 the group issued an unsecured green bond of EUR 50 million. Net proceeds from the bond issue shall be used in accordance with the Green Bond Framework, including by way of refinancing existing investments originally made to finance such green projects

PF Debt overview Q4-21 – Inc. new bond

EURm

| | |
|--|--------------|
| New bond | 50 |
| Explorer II Bond ¹ | 296 |
| Revolving Credit Facility (EUR 85m) | 84 |
| Term Loan B | 648 |
| Term Loan C ² | 124 |
| Term Loan D | 44 |
| SB, RW, NO Lease | 82 |
| Kirkenes loans ³ | 2 |
| SMB loan | 12 |
| Interest bearing debt | 1,342 |
| Cash and cash equivalents ⁴ | 132 |
| Net interest bearing debt⁶ | 1,213 |

1 The Notes are secured over two separate vessels (Amundsen and Nansen) not included in the Term Loan B security package.

2 Including the EUR 25m TLC add on announced 30 December 2021.

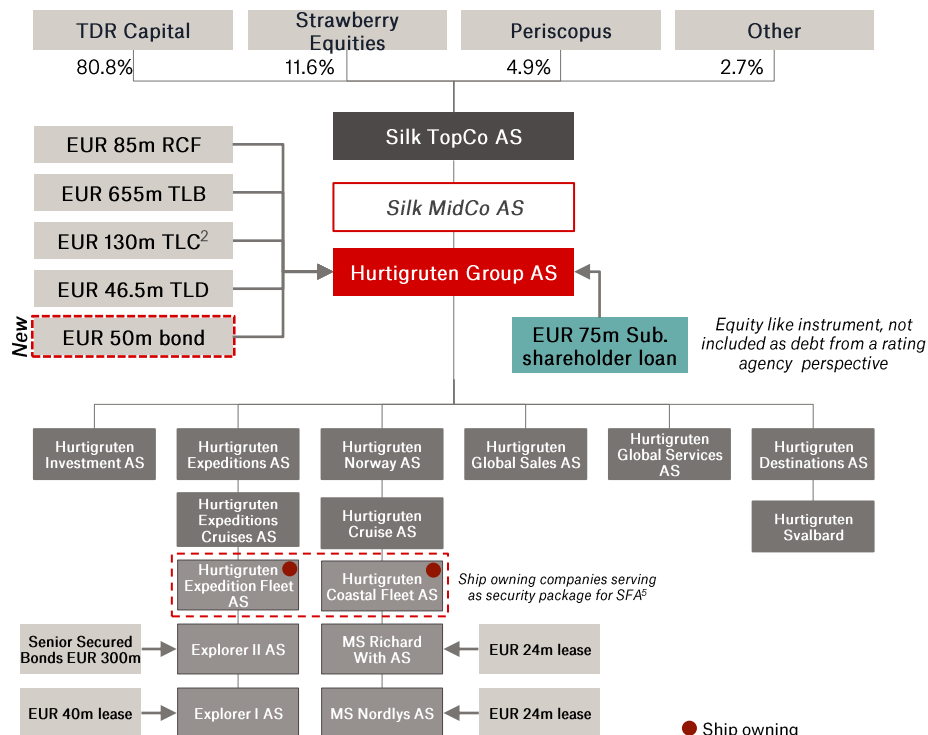
3 Credit facilities to finance real-estate in Kirkenes.

4 Including EUR 9m in restricted cash.

5 Senior facility agreement.

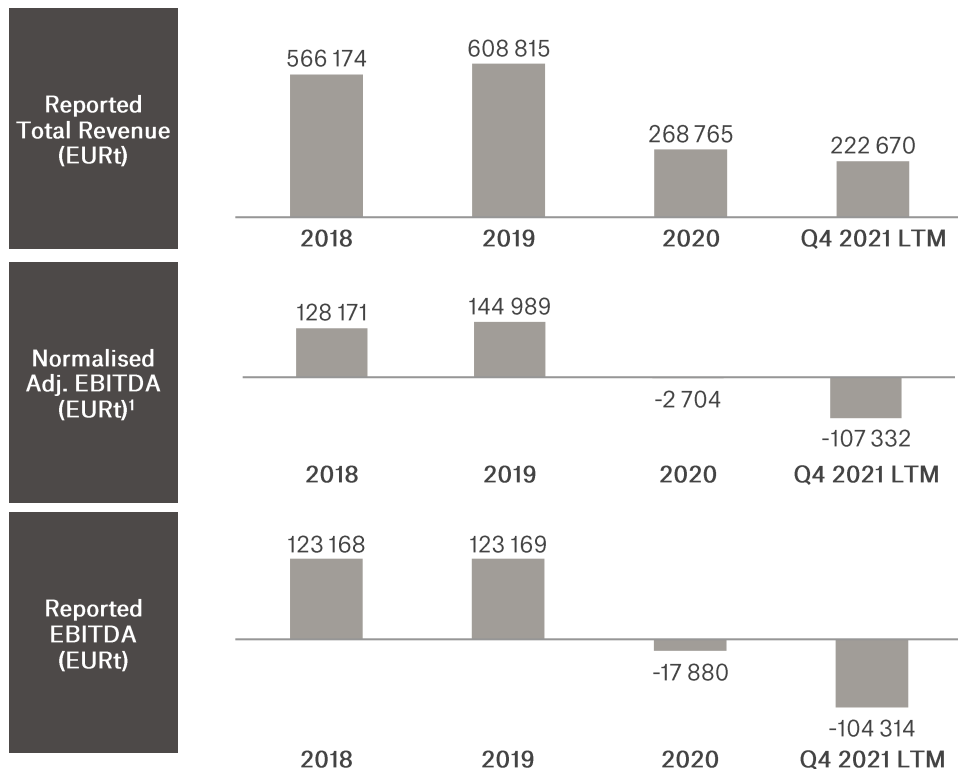
6 Excluding shareholder loan EUR 75m

Simplified corporate structure



● Ship owning companies

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



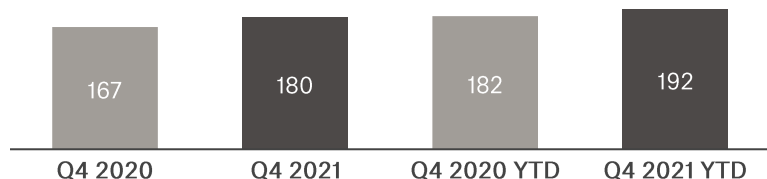
Commentary

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

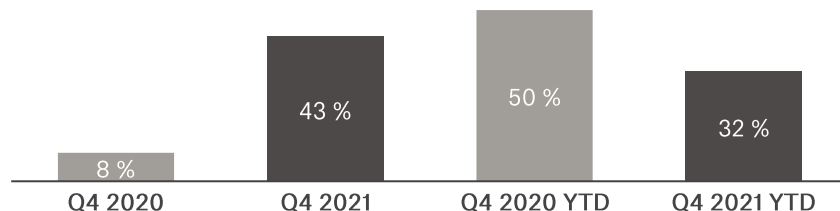
1) Normalized adjusted EBITDA is calculated as Reported EBITDA excluding other gains and losses adjusted for cost and revenue items which is deemed extraordinary, exceptional, unusual or non-recurring. SG&A is not allocated to the business segments Hurtigruten Norway, Hurtigruten Expeditions and Hurtigruten Destinations, and these costs are reported within the "Group Functions, Other and Eliminations" segment. EBITDA for the fourth quarter of 2021 is not adjusted for Covid-19 effects and there are no normalizations adjustments in the quarter.

Q4 2021 segment overview - Hurtigruten Norway

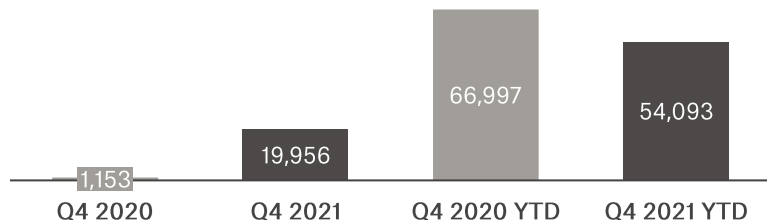
Net Ticket Yield¹ (EUR)



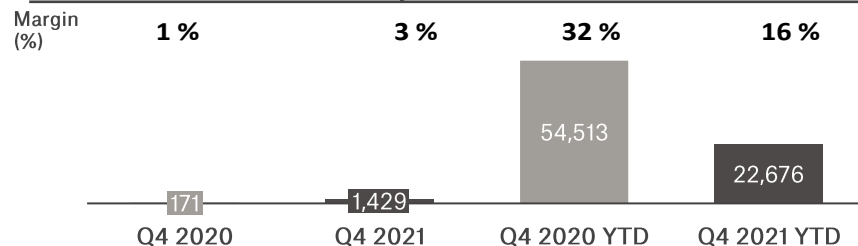
Occupancy Rate² (%)



Net Ticket Revenue (EURt)



Normalised adjusted EBITDA³ (EURt)



- Hurtigruten Norway operates under the new State agreement valid from 2021-2030 in January and now has a contract to operate 7 ships
- Net ticket yield per passenger cruise night increased by 8 % in Q4 2021, compared to same period last year. Occupancy increase from 8 % in Q4 2020 to 43 % in Q3 2021 leading to increase in ticket revenue by 18.8 EURm

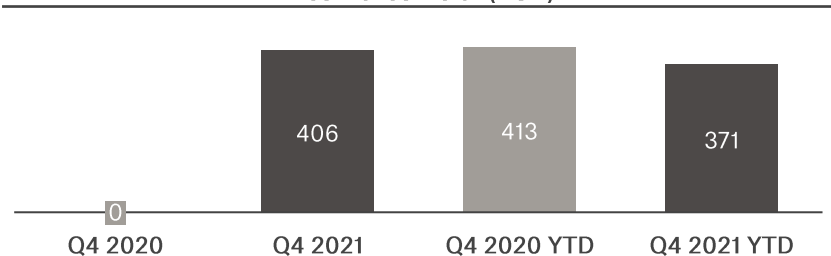
1) Net ticket yield is calculated as: Gross ticket revenues less commissions and costs of goods for flights, hotels, transportation, food, beverage, shop and excursions as well as other passenger services, including travel insurance divided by passenger cruise nights

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

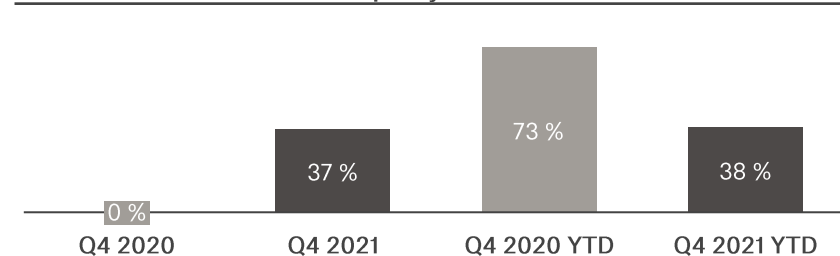
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Q4 2021 segment overview - Hurtigruten Expeditions

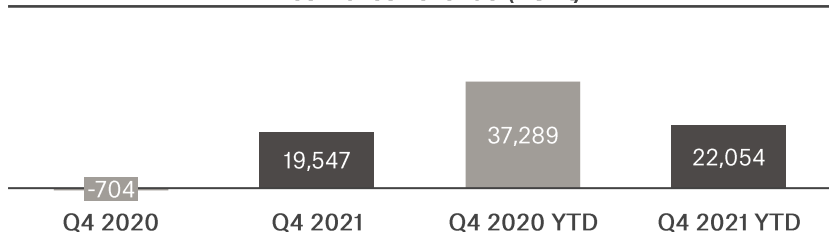
Net Ticket Yield¹ (EUR)



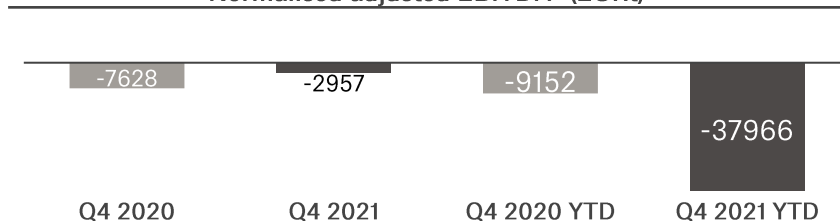
Occupancy Rate² (%)



Net Ticket Revenue (EURt)



Normalised adjusted EBITDA³ (EURt)



- Hurtigruten Expeditions has had four ships in service during the fourth quarter of 2021. MS Otto Sverdrup and MS Maud has been sailing on the Norwegian coast with turnaround port in respectively Hamburg and Dover, while MS Fram and MS Roald Amundsen started Antarctica sailings in November and December. Due to the late start up of the Antarctica season the revenues in Q4 2021 are limited.
- EBITDA of negative 5.7 EURm in Q4 2021 compared to negative 7.6 EURm in Q4 2020. The negative EBITDA reflects that only two ships were in full operations during the quarter while cost for preparing the remaining ships in the fleet for start up is increasing as part of returning crew and repositioning ships to the position of their first embarkation. In 2021 the fleet increased from four to seven ships compared to 2020

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. SG&A is not allocated to the business segments Hurtigruten Norway, Hurtigruten Expeditions and Hurtigruten Destinations, and these costs are reported within the "Group Functions, Other and Eliminations" segment. EBITDA for the fourth quarter of 2021 is not adjusted for Covid-19 effects and there are no normalizations adjustments in the quarter.

Cashflow Q4 2021 and YTD Q4 2021

| EURt | Q4 2020 | Q4 2021 | YTD Q4 2020 | YTD Q4 2021 |
|--|-----------------|-----------------|------------------|-----------------|
| Operating Cash flow | (32 045) | (21 273) | (58 387) | (42 299) |
| Of which change in working capital | (16 791) | 18 948 | (40 612) | 67 356 |
| Cash flow from investments | (20 229) | (39 036) | (148 460) | 42 638 |
| Of which CAPEX | (12 562) | (36 097) | (105 032) | (3 232) |
| Cash flow from Financing | (9 435) | 41 962 | 195 454 | 28 816 |
| Of which change in debt | (3 053) | (4 690) | 258 228 | 20 792 |
| Borrowings from other group companies | - | 55 000 | | 75 000 |
| Of which paid interest and transaction costs | (5 110) | (6 755) | (58 007) | (60 915) |

- Net cash outflow from operating activities in the fourth quarter 2021 was EUR 21.3 million compared to an outflow of EUR 32.1 million in the same quarter last year. Mainly explained by positive changes in working capital, including higher deposits from customers following strong booking levels
- Increased cash outflow from investing activities mainly due to the purchase of shares in the associated company Empresa Turistica Internacional C.A. (ETICA) in the last quarter of 2021. 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 which was fully drawn during Q4 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 Q4 2021 |
|---|--------|--------|--------|-------------|
| PCNs - 000 | 1 353 | 1 314 | 368 | 281 |
| APCNs - 000 | 1 614 | 1 619 | 1 625 | 991 |
| Occupancy - % ¹ | 83,8 % | 81,2 % | 22,6 % | 28,4 % |
| Total Revenues reported | 439 | 444 | 172 | 146 |
| Of which: Contractual Revenue | 73 | 73 | 79 | 72 |
| Direct Costs | 109 | 105 | 22 | 18 |
| Cruise Operating Costs | 166 | 164 | 95 | 106 |
| of which: Fuel costs | 50 | 50 | 22 | 35 |
| Reported Vessel Contribution ² | 164 | 175 | 54 | 23 |
| Gross margin ³ | 75 % | 76 % | 87 % | 88 % |
| Vessel contribution margin | 37,3 % | 39,4 % | 31,7 % | 15,5 % |
| Norm. Vessel contribution ⁴ | 164 | 177 | 55 | 23 |



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

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

3) Gross margin equals (total reported revenues - total direct cost)/ total reported revenues

4)Due to the Covid-19 pandemic we have decided not to do any normalizations for Q4 2021.

Hurtigruten Expeditions – Key financials

| EURm | 2018 | 2019 | 2020 | LTM Q4 2021 |
|---|--------|--------|---------|-------------|
| PCNs - 000 | 167 | 222 | 90 | 61 |
| APCNs - 000 | 231 | 288 | 527 | 754 |
| Occupancy - % ¹ | 72,1 % | 77,0 % | 17,1 % | 8,1 % |
| Total Revenues reported | 97 | 135 | 53 | 30 |
| Direct Costs | 34 | 43 | 16 | 8 |
| Cruise Operating Costs | 34 | 45 | 49 | 60 |
| of which: Fuel costs | 8 | 11 | 8 | 8 |
| Reported Vessel Contribution ² | 30 | 48 | -11 | -38 |
| Gross margin ³ | 65 % | 68 % | 70 % | 73 % |
| Vessel contribution margin | 30,4 % | 35,3 % | -20,6 % | -125,8 % |
| Norm. Vessel contribution ⁴ | 35 | 56 | -9 | -38 |



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

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

3) Gross margin equals (total reported revenues - total direct cost)/ total reported revenues

4)Due to the Covid-19 pandemic we have decided not to do any normalizations for Q4 2021.

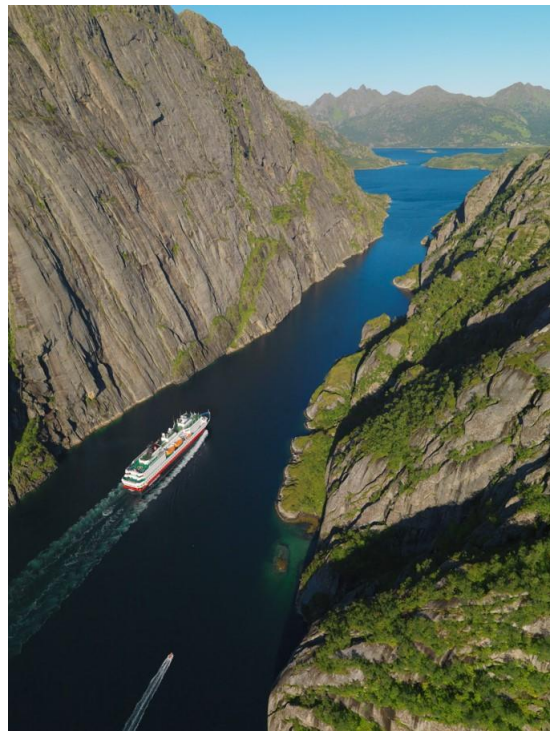
Historical key financials

EURt

| P&L items | 2018 | 2019 | 2020 | Q4 2021 LTM |
|--|-------------------|-------------------|-------------------|--------------------|
| Revenue | 566 174 | 608 815 | 268 765 | 222 670 |
| Growth | 11,9 % | 7,5 % | -55,9 % | -17,2 % |
| Contribution ¹ | 204 427 | 234 987 | 79 829 | 23 948 |
| Contribution % | 36,1 % | 38,6 % | 29,7 % | 10,8 % |
| EBITDA | 123 168 | 123 169 - | 17 880 | (104 314) |
| EBITDA margin | 21,8 % | 20,2 % | -6,7 % | -46,8 % |
| Normalised adj. EBITDA ² | 128 171 | 144 989 - | 2 704 | (107 332) |
| Normalised adj. EBITDA margin | 23 % | 24 % | -1 % | -48 % |
| EBIT | 72 538 | 67 582 - | 94 831 | (196 875) |
| EBIT margin | 12,8 % | 11,1 % | -35,3 % | -88,4 % |
| Net interest and other financial costs | (52 929) | (28 239) | (63 153) | (79 614) |
| Net currency gains / losses | (13 511) | 9 793 | (5 632) | 2 509 |
| Net income | 46 845 | (17 821) | (160 544) | (282 195) |
| Net income margin | 8,3 % | -2,9 % | -59,7 % | -126,7 % |
| BS items | 31.12.2018 | 31.12.2019 | 31.12.2020 | 31.12.2021 |
| Cash and cash equivalents ³ | 56 449 | 47 028 | 72 037 | 57 115 |
| Total current assets | 118 143 | 112 878 | 118 754 | 129 510 |
| Total assets | 1 011 173 | 1 393 674 | 1 362 597 | 1 354 107 |
| Total equity | 68 981 | 62 739 | (102 172) | (351 957) |
| Equity ratio | 6,8 % | 4,5 % | -7,5 % | -26,0 % |
| Total current liabilities | 188 591 | 333 475 | 208 346 | 253 109 |
| NIBD ⁴ | 785 948 | 939 715 | 1 170 838 | 1 212 815 |
| CF items | 2018 | 2019 | 2020 | Q4 2021 LTM |
| Change in NWC | (16 779) | 13 147 | (40 612) | 67 356 |
| Operating cash flow | 105 196 | 141 388 | (58 387) | (42 299) |
| Capex | (59 118) | (405 380) | (105 348) | (39 564) |

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

- Vessel contribution is defined as EBITDA contribution before SG&A, specifically calculated as revenue – total direct costs – total cruise operating expenses.
- 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. SG&A is not allocated to the business segments Hurtigruten Norway, Hurtigruten Expeditions and Hurtigruten Destinations, and these costs are reported within the "Group Functions, Other and Eliminations" segment. EBITDA for the fourth quarter of 2021 is not adjusted for Covid-19 effects and there are no normalizations adjustments in the quarter.
- Total cash including restricted cash.
- Excluding IFRS 16 debt of EUR 15.8 m at year-end 2020 and EUR 74 million in Q4 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 |

