

Account of due diligence assessments

This report is, in accordance with the Norwegian Transparency Act, an account of due diligence assessments performed in Hurtigruten Group in the period 1st January to 31st December 2023. The following companies are covered by this report:

Hurtigruten Group

- Hurtigruten Newco AS
- Hurtigruten Group AS

Hurtigruten Expeditions

- Hurtigruten Expeditions AS
- Hurtigruten Expedition Cruises AS
- Hurtigruten Expedition Crew AS
- Hurtigruten Expedition Fleet AS
- Explorer II AS

Hurtigruten Norway

- Hurtigruten Norway AS
- Hurtigruten Coastal AS
- Hurtigruten Sjø AS
- Hurtigruten Coastal Fleet AS
- Hurtigruten Global Sales AS
- Hurtigruten Global Services AS
- Hurtigruten Destinations AS



1. Introduction

The Norwegian Transparency Act (the "**Transparency Act**") entered into force on 1st July 2022. The Transparency Act shall promote enterprises' respect for fundamental human rights and decent working conditions. The Transparency Act applies to larger enterprises that are resident in Norway and that offer goods or services in or outside Norway. In accordance with the Transparency Act Sections 2 and 3, the following companies in Hurtigruten Group are covered by this Act:

- Hurtigruten Newco AS and Hurtigruten Group AS, collectively "Hurtigruten Group"
- Hurtigruten Norway AS, Hurtigruten Coastal AS, Hurtigruten Sjø AS, Hurtigruten Coastal Fleet AS, Hurtigruten Global Services AS, Hurtigruten Global Sales AS and Hurtigruten Destinations AS, collectively "Hurtigruten Norway"
- Hurtigruten Expeditions AS, Hurtigruten Expedition Cruises AS, Hurtigruten Expedition Crew AS, Hurtigruten Expedition Fleet AS and Explorer 2 AS, collectively "Hurtigruten Expeditions"

This document is a joint account of due diligence carried out by all the companies in Hurtigruten Group listed above for the period 1st January 2023 to 31st December 2023. Significant developments that have occurred between the end of the reporting period and the publishing of this report are also included. Information provided under the heading *Hurtigruten Group* applies for all Group companies unless otherwise is stated. Information specifically related to companies under *Hurtigruten Norway* or *Hurtigruten Expeditions* is provided under these headings.

The purpose of this document is to provide information to the public regarding key findings from our due diligence and how we address risks to, and adverse impacts on, human rights and decent working conditions in our operations and supply chain.

Section 2 of this document contains a description of the governance in Hurtigruten Group related to the Transparency Act. This includes an overview of our organization, core service offering, roles and responsibilities, and guidelines and procedures for handling actual and potential adverse impacts on fundamental human rights and decent working conditions. Our due diligence approach and key findings are described in Section 3. Section 4 provides a summary of implemented and planned measures to cease actual adverse impacts or mitigate significant risks of adverse impacts, and the results or expected results of these measures. Section 5 includes a list of resources used by the Group in ensuring compliance with the Transparency Act.

2. Governance

2.1. Organization and areas of operation

Hurtigruten Group comprises three main business units. Hurtigruten Norway, Hurtigruten Expeditions and Hurtigruten Destinations offer experiences along the Norwegian coast, Greenland, Svalbard, Iceland, British Isles, Alaska, South America, West Africa, Arctic, Antarctica, Galapagos and other unique destinations to travellers from all over the world. Hurtigruten Norway has its headquarters in Oslo. Hurtigruten Svalbard is the main company under Hurtigruten Destinations and has its headquarters in Longyearbyen on Svalbard. Hurtigruten Expeditions and the rest of the Group has its headquarters in London. The Group has offices and operations in Hamburg, Tromsø, Paris, Seattle, Melbourne, Tallinn, Hong Kong and Kirkenes serving the most important and emerging markets. Hurtigruten Group has a 24.9% ownership share in Empresa Turistica Internacional CA (Metropolitan Touring), an Ecuador based destination provider which also operates cruises to the Galapagos.

Figure 1 provides an overview of the main companies in Hurtigruten Group. The companies highlighted in grey are covered by the Transparency Act (ref. Transparency Act Section 2).



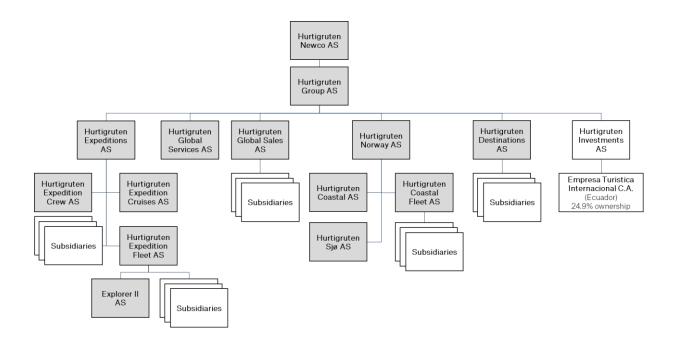


Fig. 1: Hurtigruten Group company structure. Companies in grey are covered by the Transparency Act.

2.2. Our core service offering

Hurtigruten Group is one of the world's leading adventure travel and expedition cruise companies. We bring people to unique destinations worldwide while maintaining a strong focus on travel with purpose and sustainability. We inspire people to adventure and deliver on our promise of guest centred travel packed with memorable experiences. Hurtigruten Group's fleet of custom-built expedition and coastal ships takes modern-day adventurers to the most spectacular destinations all over the planet.

Our core offering is travel experiences to customers, via ships and hotels, as well as additional services pre- and post-travel. Hurtigruten Norway operates our cruise services along the Norwegian coast under the state contract as well as our fully commercial Signature sailings. Hurtigruten Expeditions operates fully commercial cruises across the globe, with examples including sailings along the Norwegian coast, the British Isles, Arctic and Antarctic regions, South America and West Africa. The Group's onshore hotel services are operated by Hurtigruten Svalbard AS. Figure 2 provides an overview of our core service offering and support functions.

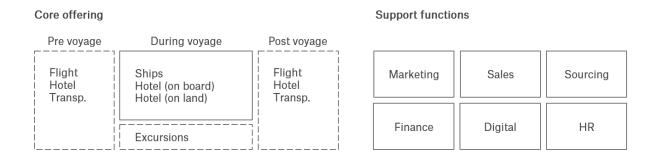


Fig. 2: Core offering and support functions in Hurtigruten Group



2.3. Roles and responsibilities

The Board of Directors of each Group company are responsible for compliance with the Transparency Act. This means that the Board of Directors inter alia are required to ensure responsible processes in the organization and to approve and sign our account of due diligence each year prior to publication.

The CEOs of each Group company have the overall responsibility for execution. The CFOs of Hurtigruten Group, Hurtigruten Expeditions and Hurtigruten Norway have process responsibilities as outlined in Table 1. An internal working group consisting of Legal, Procurement, ESG, Risk Management and Communications is established to strengthen collaboration, coordination and preparedness related to the Transparency Act.

Requests for information sent to <u>press@hurtigruten.com</u> are received by the Communications department. In cases where such requests are sent to and received by other departments, e.g. Procurement, the recipient is responsible for forwarding the request to Communications.

#	Process	Responsible	Support
1	Duty to carry out Due Diligence		
1a	Map and identify actual and potential negative impacts	Procurement	Risk, ESG
1b	Initiate appropriate measures to mitigate and stop negative impacts	Procurement	Legal, Risk, ESG
1c	Track and report step 1a and 1b on a quarterly basis to the Board	Procurement	Legal, Risk, ESG
2	Duty to account for due diligence (by June 30 th each year)		
2a	Give a general description of the organization and operations	Legal	Procurement, Comms
2b	Inform about negative impacts and significant risks of negative impacts	Legal	Procurement, Comms
2c	Inform about the measures taken (1b)	Legal	Procurement, Comms
3	Right to information		
3a	Any person has the right to information on how we address section 1 $^{\rm 1}$	Legal	Comms
3b	Provide an adequate response to 3a within three weeks	Legal	Comms

Table 1: Governance structure in Hurtigruten Group related to the Transparency Act.

All employees in Hurtigruten Group are responsible for, and encouraged to, report unwanted incidents through our whistleblowing channel. Such incidents include, but are not limited to, risks and incidents with adverse impact on fundamental human rights and decent working conditions. More information about our Whistleblowing Policy is located on our website under Reports and Policies.

2.4. Guidelines and procedures

The following five elements are key in our approach to ensure human rights in our supply chain:

- 1. **Risk Assessment:** We conduct comprehensive human rights risk assessments across our entire value chain, including direct operations and business partners. These assessments include factors such as geographic location and industry-specific risks.
- 2. Engagement and Collaboration: We actively engage with stakeholders throughout our value chain. Through dialogue and collaboration, we seek to understand and address human rights challenges collectively.

¹ This right can be denied if certain requirements are met as per Section 6 a-d of the Transparency Act.



- 3. **Supplier Due Diligence:** We integrate human rights considerations into our supplier selection, evaluation, and monitoring processes. Our Supplier Code of Conduct sets forth our expectations regarding human rights, labor practices, environmental stewardship, and ethical business conduct.
- 4. **Remedy Mechanisms:** We have established accessible and effective grievance mechanisms to receive and address complaints related to human rights violations. These mechanisms provide affected individuals with channels for reporting concerns and seeking redress, and facilitate implementation of appropriate remedies in a timely manner.
- 5. **Continuous Improvement:** We annually review and update our Human Rights Due Diligence Framework to reflect evolving standards, best practices, and stakeholder expectations. We monitor our performance, measure the effectiveness of our initiatives, and strive for continuous improvement in our work with human rights.

Hurtigruten Group has a set of governing documents and tools to support our work to ensure fundamental human rights and decent working conditions. These are applicable for all companies covered by this report.

Our Code of Conduct, Human Rights Policy, Anti-Corruption Policy, Procurement Policy, Diversity, Equity and Inclusion Policy, Freedom of Association Policy and Remuneration Policy reflect our values and include expectations and requirements regarding our behaviour and working conditions. Breaches of these policies are followed up by the line organization, Legal and HR.

Our Supplier Code of Conduct has been communicated to our suppliers in several waves and is available on our website. It covers labour rights (modern slavery, freedom of association, child labour, discrimination etc.), health and safety, corruption, animal welfare and the environment. Group Procurement are qualifying and following up our suppliers, including actual or potential breaches to human rights. This is further described in our Group Procurement Policy.

Our procurement analytics tool supports the procurement teams in ensuring sufficient contracts are in place and enable structured analyses of suppliers and business partners with regards to country- and industry risk, and in turn increase our ability to influence our suppliers' behaviour.

We believe in a culture with open dialogue, and we encourage all our employees to raise any concerns to their manager or through our whistleblowing mechanism. The whistleblowing process is governed by our Whistleblowing Policy. Cases reported through our whistleblowing channel are received and followed up, or distributed as appropriate, by the Legal department in Hurtigruten Norway.

All above-mentioned policies are available at: <u>https://www.hurtigruten.com/group/sustainability/reports/esg/</u>

3. Due diligence

3.1. Mapping of supply chain and business partners

Details from all invoices received by Hurtigruten Group over the last four years have been imported to our procurement analytics tool. In 2023, Hurtigruten Group received invoices from around 1,950 companies. These companies have been classified as either suppliers or business partners as per Section 3 d) and e) of the Transparency Act.

Suppliers: Any party in the chain of suppliers and sub-contractors that supplies or produces goods, services or other input factors included in an enterprise's delivery of services or production of goods from the raw material stage to a finished product.

Business partners: Any party that supplies goods or services directly to the enterprise, but that is not part of the supply chain.



These 1,950 companies provide goods and services to the entire group, with the majority linked to the ship operations in Hurtigruten Expeditions and Hurtigruten Norway. The categories Ship repair and maintenance, Fuel and energy, Marine operations and Crewing are directly linked to these two companies and represent more than 50% of the Group's total spend.

Ship repair and maintenance was the category with the highest spend in 2023. This represents our yard activities with main suppliers in Norway, Germany and Poland. *Fuel and energy* was the category with the second highest spend in 2023. Hurtigruten Norway purchase fuel from key suppliers in Norway, while Hurtigruten Expeditions purchase fuel through recognized partners with a global network of suppliers. *Marine operations* include all suppliers directly involved in the technical operation of our ships. For Hurtigruten Norway these suppliers are mainly located in Norway, whilst Hurtigruten Expeditions, due to their geographical operation, has suppliers world-wide. *Crewing* also represents a significant part of the Group's spend. All crew in Hurtigruten Norway and senior officers in Hurtigruten Expeditions are employed directly by the respective companies. Marine crew in Hurtigruten Group and Bernhard Schulte Shipmanagement. Hotel crew in Hurtigruten Expeditions are contracted through our supplier OSM Thome.

3.2. Risk assessment methodology

As per Section 4 of the Transparency Act, due diligence shall be carried out regularly and in proportion to the size and nature of the enterprise, the context of its operations, and the severity and probability of adverse impacts on fundamental human rights and decent working conditions.

Our business partners provide goods and services that are not directly included in our core offering. These partners often involve highly educated personnel in low-risk industries such as digital, marketing, legal and financial services, etc. All Hurtigruten Group companies have an obligation to ensure that our business partners comply with relevant laws and regulations, including those related to adverse impacts on fundamental human rights and decent working conditions. This is done via the expectations set in our Supplier Code of Conduct. Our business partners are selected and followed up in accordance with our Procurement Policy.

Our suppliers provide goods and services that go directly into our product. As part of our due diligence, we have screened our suppliers based on domicile country, industry, business relationship, spend in 2023 and influenceability.

Out of the 1,950 companies, 320 are classified as high risk based on either geography or industry. 158 of these are direct suppliers while 162 are business partners. We have made purchases for more than 10,000 EUR from 94 out of the 158 high risk suppliers. This group of 94 suppliers, responsible for around 20% of the Group's total spend, have been followed up with additional measures. This is where we buy the majority of our goods and services, have the highest impact and the highest degree of influenceability.

All of these suppliers have already gone through a risk-reducing selection process in accordance with our Procurement Policy at the time of contract signing. They are also expected to comply with the expectations set out in our Supplier Code of Conduct. Equally important, Hurtigruten Group annually, or ad-hoc as needed, request additional information from these key suppliers. The suppliers are then followed up based on the received (or not received) information.

3.3. Key findings

Our work to ensure human rights and decent working conditions are done both on Group level and in the individual companies. Some findings and mitigating actions may be applicable for only one company, while others are relevant for the entire Group.

3.3.1. Hurtigruten Group

Our whistleblowing channel is established on Group level, hosted by an external provider and available for both internal and external stakeholders. Reports of harassment, both on land and onboard our ships, are amongst the



cases reported in 2023. While some of these cases can be attributed to personnel conflicts, others are results of unacceptable acts by individuals. All reported cases are followed up by relevant parties such as HR and Legal with appropriate measures. The Group's position on diversity, equity and inclusion is thoroughly communicated in our policies, training courses and messages from top management.

In the last years Hurtigruten Group's fleet has undergone significant drydocking, refurbishments and conversion programs. Our main yard activities in 2023 were carried out in Norway, Germany and Poland. These activities expose Hurtigruten Group to risks of adverse impacts on human rights and decent working conditions in the supply chain, including excessive working hours, hazardous working conditions and low wages.

Maritime crew are exposed to risks to human rights and decent working conditions. This risk may to some extent be mitigated through union memberships and participation in collective bargaining agreements. Hurtigruten Norway employs crew directly, while crew in Hurtigruten Expeditions are either employed directly or contracted through our joint venture Hurtigruten Technical Services or our supplier OSM Thome. In 2023, 72% of all employees in Hurtigruten Group were covered by a collective bargaining agreement. This includes all maritime crew in both Hurtigruten Norway and Hurtigruten Expeditions.

We have an ambition to support local communities and source locally in the markets we operate in. In 2023, 57% of all food and beverage were procured from local suppliers. However, we also procure goods and services from suppliers in countries with elevated country risk ratings. Despite the risks associated with these geographical areas, we have not identified any actual adverse consequences to human rights.

3.3.2. Hurtigruten Norway

Amongst Hurtigruten Norway's suppliers, there has been one identified case of adverse impact on human rights and decent working conditions in 2023. Hurtigruten Norway had paused its long-term relationship with a key excursion provider during Covid-19. In the planning process of resuming this excursion, Hurtigruten Norway became aware of a legal dispute where the excursion provider refused to offer permanent employment to their staff. Hurtigruten Norway decided to wait with resuming the excursion until the case had been concluded in court. The court concluded that the staff were entitled to permanent employment. Still, the excursion provider refused to offer this and instead they terminated the staff's contracts. Based on this Hurtigruten Norway has in 2023 decided to terminate the relationship with this excursion provider.

3.3.3. Hurtigruten Expeditions

In the reporting period, we have not identified risks of, or actual, adverse impacts on human rights and decent working conditions in Hurtigruten Expeditions beyond what is described in the Hurtigruten Group section above.

4. Implemented and planned measures

Hurtigruten Group implement risk mitigating measures to ensure human rights and decent working conditions both on Group level and in the individual companies. Some measures may be applicable for one company, while others are relevant for the entire Group. These are further described in the sub-chapters below.

4.1. Hurtigruten Group

Our commitment to human rights is guided by international frameworks such as the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, and the International Labour Organization (ILO) Core Conventions. Hurtigruten Group's Human Rights policy is approved by its Board of Directors and outlines our expectations both internally and towards our suppliers and business partners.

In 2023, we established separate Human Rights Committees in both Hurtigruten Norway and Hurtigruten Expeditions. The mandate of these working groups is to monitor and oversee the human rights due diligence



work done in the organization. The committees will review high-risk cases, prepare recommended mitigating actions, and bring this forward to the Executive Leadership Team for final decision.

As a global actor Hurtigruten Group can have a positive economic and social impact on local businesses, and we can use our purchasing power to improve environmental and social development. In 2023, we have further matured the use of our procurement analytics tool to improve visibility of spend across different geographical areas and categories of goods and services. We have implemented additional tool modules to support our work with compliance with the Norwegian Transparency Act. These include a standardized framework for risk-based screening and follow-up of suppliers, as well as integration with our contract database to increase visibility and improve analytics.

All identified high-risk suppliers in 2023 have been followed up with requests for additional information, including information about due diligence assessments, identified actual, or risks of, breaches to human rights and decent working conditions as well as mitigating actions. The information we have received has not called for immediate actions. However, we continue to monitor and evaluate this need based on feedback or if other findings emerge. Additional risk mitigating measures may include, action plans, audits, internal audits, implementation of additional contractual clauses and sanctions for contractual breaches (including termination of contractual relationships). The need for, and type of, action will depend on the situation.

To reduce supply chain risks in the yard industry, Hurtigruten Group mainly relies on familiar yards in Norway, Germany and Poland. Audits are undertaken before engaging new yards focusing on elements such as safety and working hours. We periodically review and update our audit procedures based on new experience and findings. Lessons learned meetings and other follow-up activities are arranged when needed after project completion. To increase the number of qualified yard suppliers, there is a plan to conduct pre-qualifications, including technical and financial audits, and establish frame-agreements with relevant yards in the Nordics and Northern-Europe.

The VP of HSEQ and the ship captains have the authority to deny the ship from leaving the yard until the work is completed with sufficient quality. This is a measure to reduce the risk of commercial interests leading to negative impact on human rights and decent working conditions, e.g. in terms of unreasonably short deadlines for project completion.

Contractual terms related to human rights and decent working conditions are incorporated into the yard contracts, including ensuring the right to access relevant information and documentation, and the right to conduct site visits and audits to review working conditions for workers at the yard. Contractual terms are also included as a measure to promote that workers receive a living wage for the work they conduct.

4.2. Hurtigruten Norway

The procurement function plays a key role in our work to address risks to human rights and to ensure decent working conditions. An important part of this work is carried out through various procurement collaboration groups. Hurtigruten Norway has been a member of the procurement collaboration group GRESS since 2007. GRESS supports its members with access to resources, including topics related to the Transparency Act, climate change and animal welfare. In 2023, more than 80% of the total spend on food and beverage was purchased through GRESS.

In 2023, Hurtigruten Norway became a member of Incentra, a procurement collaboration group within marine operations which negotiates frame agreements and conducts pre-qualifications and audits. Every year, Incentra requests its members to participate in a supplier evaluation covering 10 evaluation criteria. The results are compiled into a report that is shared with the member companies. The supplier receives their individual report. The objectives for this evaluation are to ensure suppliers are measured and informed on their performance and progress, ability to focus on possible problem areas, active participation in the interaction with suppliers and agreements with approved, high-quality suppliers. Although the volume purchased through this organization in 2023 was low, it's increasing, and our ambition is to even further increase this volume in the future.

Hurtigruten Norway operates in compliance with applicable sanctions lists. While some multinational corporations left Russia following the full-scale invasion in 2022, many stayed behind. These companies are not



targeted by international sanctions since they do not directly contribute to Russia's war. Still, Ukraine's National Agency on Corruption Prevention (NCAP) argue that the tax money these companies pay into Russia may be used to finance its military. When it came to our attention that Mondelez, the owner of Freia, was included in Ukraine's list of "international sponsors of war", Hurtigruten Norway decided to stop all purchases of Freia products.

4.3. Hurtigruten Expeditions

Participation in procurement networks is an additional safeguard in our work with human rights. These networks may have more specialized expertise and greater capability to influence suppliers as they negotiate contracts on behalf of a large group of customers. Hurtigruten Expeditions utilize the Norwegian procurement collaboration group GRESS for its sailings along the Norwegian coast. In addition, procurement is made through other procurement collaboration groups in Germany.

OSM Thome and Hurtigruten Expeditions work in partnership to ensure that all the crew who work onboard Hurtigruten Expeditions are well looked after. We regularly visit the office in Manila with colleagues from OSM Thome Cyprus to audit and verify processes, to look at ways of working ensuring the crew are always at the heart of our decisions. A deep dive on risks to human rights and decent working conditions has also been conducted, including review of our suppliers' governing documents and certifications, audit reports and risk assessments.

All crew from OSM Thome share the same collective bargaining agreement as direct Hurtigruten employees, ensuring transparency of processes and fairness of entitlements. Hurtigruten Expeditions directly formulate the rotations and oversee the planning and promotions informing OSM Thome to action accordingly. Our crew whilst they are contractors return time and time again and are part of the Hurtigruten Expeditions family.

5. References

- 1. Transparency Act: https://lovdata.no/dokument/NLE/lov/2021-06-18-99/
- 2. The Norwegian Consumer Authority's (Forbrukertilsynet) Guide to The Transparency Act: https://www.forbrukertilsynet.no/the-transparency-act
- 3. OECD Due Diligence Guidance For Responsible Business Conduct: https://mneguidelines.oecd.org/OECD-Due-Diligence-Guidance-for-Responsible-Business-Conduct.pdf
- 4. 2023 ITUC Global Rights Index: https://www.globalrightsindex.org/en/2023
- European Bank for Reconstruction and Development Environmental and Social Risk Management Manual: <u>https://www.ebrd.com/who-we-are/our-values/environmental-emanual-toolkit.html</u>
- 6. Hurtigruten Group Policies: https://www.hurtigruten.com/group/sustainability/reports/esg/



6. Signatures

Oslo, 25 June 2024 - The Board of Directors of Hurtigruten Newco AS

Trygve Hegnar Chairman

Petter Anker Stordalen Board member

Kenneth Jarl Andersen Board member

Jonathan Rosen Board member

Daniel Skjeldam CEO

Oslo, 25 June 2024 - The Board of Directors of Hurtigruten Group AS

Trygve Hegnar

Chairman

Petter Anker Stordalen Board member

Kenneth Jarl Andersen Board member

Daniel Skjeldam CEO

Oslo, 25 June 2024 – The Board of Directors of Hurtigruten Norway AS



Daniel Skjeldam Chairman

James McArthur Board member

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Hedda Felin Board member

Hedda Felin CEO

(arina Maehle Jørn Henning Lorentzen Carina Mæhle

Chairman

Board member

Ståle Andersen

Board member

Oslo, 25 June 2024 – The Board of Directors of Hurtigruten Coastal AS

Ragshild Sarderel

Hedda Felin Chairman

Ragnhild Sanderud Board member

Gerry Larsson-Fedde CEO



Oslo, 25 June 2024 – The Board of Directors of Hurtigruten Sjø AS

Jonas Wessel **Gerry Larsson-Fedde** Hedda Felin Chairman Board member CEO

Oslo, 25 June 2024 – The Board of Directors of Hurtigruten Coastal Fleet AS

Ragnidd Sanderd Ragnhild Sanderud G Hedda Felin Gerry Larsson-Fedde

Chairman

Board member

CEO

Oslo, 25 June 2024 - The Board of Directors of Hurtigruten Expeditions AS

Daniel Skjeldam

Chairman

James McArthur

Board member

Oslo, 25 June 2024 - The Board of Directors of Hurtigruten Expedition Cruises AS

James McArthur Chairman

Kedda Hin

Hedda Felin Board member

Oslo, 25 June 2024 – The Board of Directors of Hurtigruten Expedition Crew AS

James McArthur Chairman

Hedda Felin

Board member



Oslo, 25 June 2024 - The Board of Directors of Hurtigruten Expedition Fleet AS



James McArthur Chairman

Hedda Felin Board member

Oslo, 25 June 2024 – The Board of Directors of Explorer 2 AS

James McArthur

Chairman

Hedda Felin Board member

Oslo, 25 June 2024 – The Board of Directors of Hurtigruten Global Sales AS

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Hedda Felin Chairman

Ragnhild Sanderud Board member

Patrick Brewer CEO

Oslo, 25 June 2024 – The Board of Directors of Hurtigruten Global Services AS

Ragshild Sardevel Ragnhild Sanderud

Hedda Felin Chairman

Board member

Oslo, 25 June 2024 - The Board of Directors of Destinations AS

Hedda Felin Chairman

Daniel Skjeldam Board member