Q3 2023
Earnings Presentation

14th December 2023

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Presenting Team

Daniel Skjeldam
Chief Executive Officer
Hurtigruten Group

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Chief Financial Officer
Hurtigruten Group

Business Update

Business Update (1/3): Highlights

Q3 Financial Update

- Total revenue in Q3 23 was EUR 195 million for Hurtigruten Group (the "Group"), which is in line with Q3 22 driven by a 16% revenue increase at Hurtigruten Norway due to a combination of increased capacity and higher gross yields. This offset a 19% decline in revenue at Hurtigruten Expeditions mainly due to lower occupancy.
- EBITDA in Q3 23 of EUR 36.8 million compared to EUR 18.4 million in Q3 22 driven by improved financial performance for Hurtigruten Norway, lower ship operating expenses and lower SG&A expenses, partially offset by an increase in direct costs attributable to inflation.
- Operational cash flow for Hurtigruten Group in the quarter was EUR 18.0 million compared to negative EUR6m in Q3 22, driven by positive EBITDA.

Group Initiatives Update

- On 15 June 23 Hurtigruten Group completed the first phase of the reorganization. We are now in the second phase of the reorganization undertaking preparation for the full operational and legal ringfencing of the two business units HX *Hurtigruten Expeditions* and *Hurtigruten*.
- Our ESG program continues to drive the agenda in the industry as the only cruise company to be awarded a low risk ESG risk rating of 20.0 following an assessment by Morningstar Sustainalytics
- Re-branding of the Hurtigruten Expedition business and separation of the sales teams to effectively market the HX proposition as a separate (and more premium) offering compared to the HRN

Holistic Capital Structure Transaction

- The Group reached an agreement with existing lenders representing c.71% of combined TLB1/TLB/NFA and c.34% of SUN for a holistic review of the Group's capital structure
- The transaction, which is expected to be closed by Feb-24(1), will provide the Group with (i) €185m of net new liquidity, (ii) lower cash-paying debt and (iii) extended maturities
- Key terms of the transactions are outlined as part of this presentation

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(1) Transaction expected to close by Jan-24 if 100% consent from SFA/NFA lenders and 66.7% consent from SUN lenders is achieved.

Business Update (2/3): Business Transformation Status Update

Update on key focus areas to deliver the full financial potential of Hurtigruten and HX Hurtigruten Expeditions business units

	Focus Areas	Q3 Status Update
1	**Complete the reorganization of Hurtigruten Group into 3 business units with autonomy to drive its specific strategies and commercial performance**	**Second phase of reorganization in progress to prepare for the full operational and legal ringfencing of the business units and launch of a refreshed sales and marketing strategy with stronger focus on key B2B relationships and premium-end markets**
2	**Increasing short term sales and pre bookings for 2023 and 2024 pushing occupancy up towards the medium-term target of above 80% in Hurtigruten Expeditions and Hurtigruten Norway**	**Good booking momentum for 2024 departures. Key sales initiatives across all markets as we are entering the second key 'wave period' in Q1 24 for 2024 departures**
3	**Strict cost control increasing the efficiency in all business units**	**Continued cost focus and streamlining of SG&A**
4	**Deliver successful introduction and ramp up of the Svalbard Express and the North Cape Express in Hurtigruten Norway**	**Successful launch of the of the Svalbard Express and the North Cape Express in 2023 and introducing Otto Sverdrup from January 2024 increases yield and creates a new platform for attractive growth in the high-end segment for Hurtigruten Norway**
5	The Hurtigruten Group is closely monitoring its liquidity situation and evaluating options to manage its upcoming debt payments and optimize its capital structure.	**During the third quarter 2023 the ultimate shareholders of the Group committed to provide additional funding of up to EUR70m, of which EUR45m was drawn at the end of the third quarter. The proposed transaction further strengthens the group liquidity**

Business Update (3/3): Proposed Transaction Highlights

The Company, Shareholders and a group of existing lenders representing c.71% of outstanding SFA and NFA debt have agreed on a transaction (the "Transaction") that provides the Group with (i) material new liquidity, (ii) a reduction in cash-paying debt and (iii) extended maturities

Credit Highlights

1

€185m of New Liquidity

New liquidity comprised of the following:

1. €74m Interim Facility to be funded by mid- Dec-23, providing Group with €33m of net liquidity, after the repayment of leases and financing fees
2. Interest deferral, providing the Group with €53m of net liquidity
3. €205m Exit Financing to be provided at transaction close, providing the Group with €100m of net liquidity, after the repayment of the Interim Facility and financing fees

2

Sustainable Capital Structure with Materially Reduced Interest Burden

The new capital structure comprises of the following key components:

1. Day-1 cash-paying debt reducing from €1.3bn to €850m(4) via a reinstatement in two tranches of a portion of existing SFA and NFA debt
2. Total annual cash-paying interest to be reduced from €115m to €10-70m depending on PIK election during first- and second-years post-closing(3)
3. Extended maturities across the SFA / NFA debt to between Jun-2027 and Feb-2029

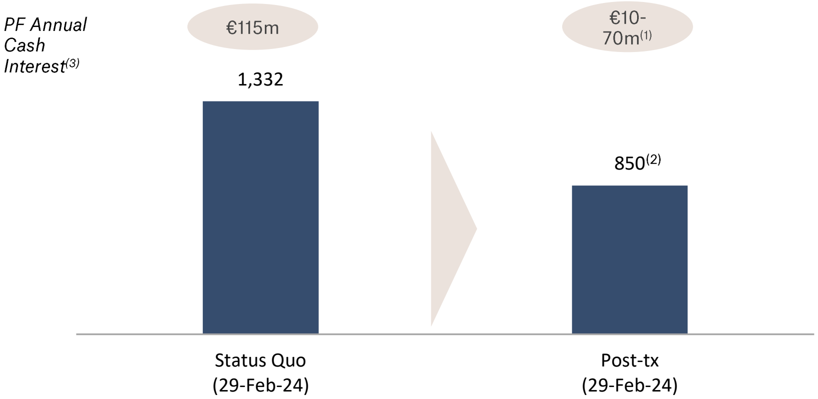
3

Supportive Shareholder & Lenders Group

Shareholders and lenders are committed to supporting the Group in executing the transaction:

1. Shareholders have agreed to subordinate their €143m shareholder loan facilities with an extended maturity profile
2. >70% of combined SFA/NFA lenders have already provided their consent to the transaction
3. The transaction provides the necessary pathway to implementing the operational separation of HRN and HX

Summary Cash-Paying Debt (EURm)



Key Transaction Milestones

- Launch of SFA/NFA consent solicitation in mid-December 2023 (c.71% of consent already achieved)
- Launch of SUN consent solicitation in mid-December 2023 (Company obtained undertaking from c.34% of SUN holders to consent to SUN exchange when launched)
- Initial tranche of Interim Facility funding in mid-December 2023
- Exit Financing funding and transaction close in mid-February 2024 (requiring at least 75% of the SFA / NFA and up to 66 2/3% of the SUNs to support the transaction)

Note: 3.9% EURIBOR assumed for interest calculations
(1) Low end of the estimated range assumes 100% PIK election on reinstated cash paying debt. (2) Includes reinstated cash paying debt, new money debt, Spitsbergen outstanding lease and existing SSNs. (3) Based on estimated pro-forma NTM cash interest. (4) Debt will be reinstated at par plus accrued but unpaid interest.

Get ready to explore

- **The category king of expedition cruises**, taking adventure travellers to unique and inspirational destinations off the beaten path. **Currently offering sailings to 40+ countries across 5 continents**, from Antarctica and Greenland to Galapagos and Cape Verde
- **Operates 7 expedition vessels**, three of which are battery-powered hybrid-electric cruise vessels

HX Hurtigruten Expeditions – Continues turn around and focus on “Best price now” to increase base occupancy & yields, and five key levers to grow EBITDA

Operating Performance

Key metrics	Q1 23	▲Q1 22 (%)	Q2 23	▲Q2 22 (%)	Q3 23	▲Q3 22 (%)	YTD 23	▲YTD 22 (%)
Capacity (APCNs)	185.670	65%	189.458	25%	221.504	-3%	596.632	21%
Occupancy (PCN/APCN)	69%	11pp	52%	-7pp	54%	-8pp	58%	-3pp
Gross Yield (EUR/PCN)	675	22%	589	-6%	627	-5%	634	2%
Total Revenues reported (EUR millions)	87	113%	58	-1%	75	-19%	219	14%
Total vessel expenses (EUR millions)	62	37%	55	-1%	58	-12%	175	5%
Vessel contribution margin	29%	40pp	5%	0pp	23%	-6pp	20%	7pp
SG&A* (EUR millions)	24	37%	21	-10%	22	-14%	67	1%
Reported EBITDA (EUR millions)	1	104%	-19	-27%	-3	-1153%	-21	37%

Objectives

- Rebranding
- Reshape distribution
- Strengthen yield (800+ EUR/PCN)
- Refocused deployment
- Cost efficiency

Actions

1
- Commercial split of HX into standalone business
- Increased cruise competence in management
- €36m extraordinary capital expenditure on HX ships planned for FY24-FY25

2
- New commission model for B2B partners
- New sales incentives model for separated HX Sales teams
- Increased focus on growth markets including the UK, US and APAC
- Drive occupancy early enabling yield uplift later due to scarcity with a target of 85% in the mid-term and 90% in the long term

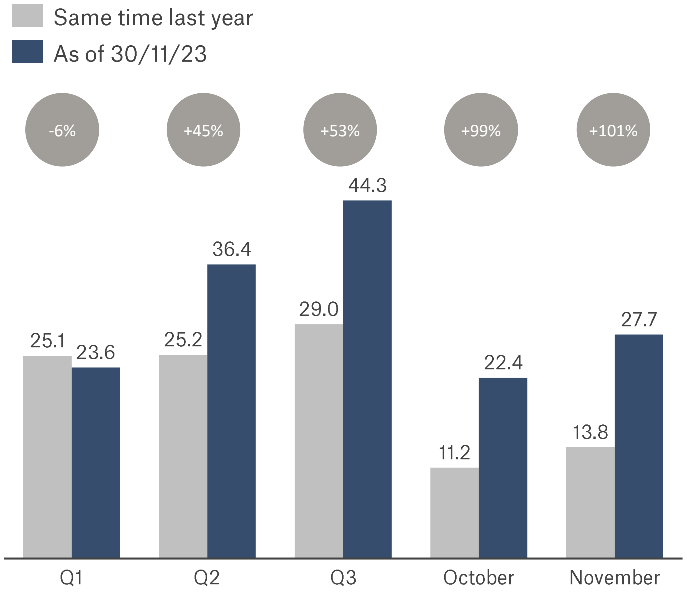
3
- New pricing strategy implemented focusing on “best price now” earlier in the curve
- Optimized source market mix and deployment towards higher yielding destinations

4
- New analytics and expedition expertise to support planning
- New deployment plan and enhanced shore excursions
- Improve up-sell opportunity
- Develop dedicated flight strategy

5
- Vessel operational cost review and reduction
- Implementation of efficiency program

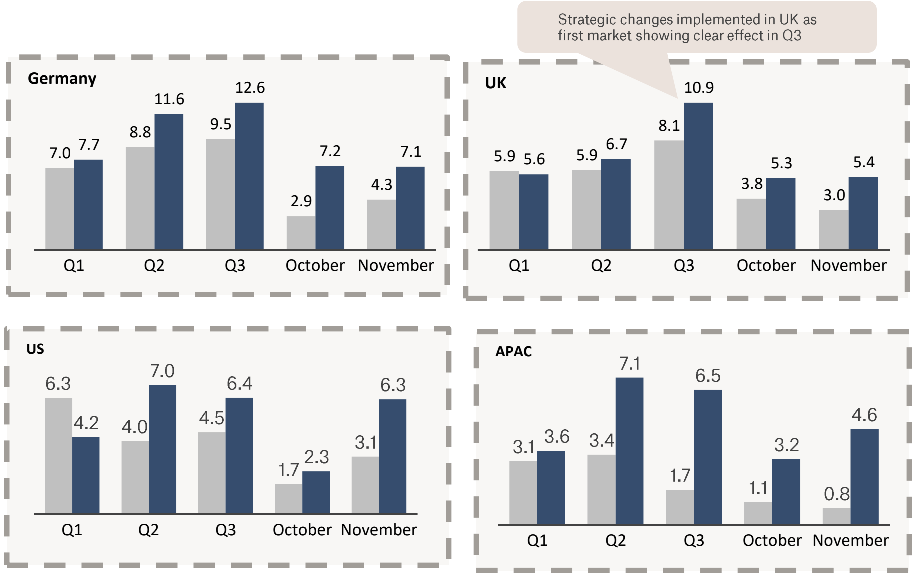
HX Hurtigruten Expeditions – Booking momentum for 2024 building across key markets, showing effect of strategic changes

Significant growth in 2024 booking compared to 2023…



…with strong growth across all key regions

Booking figures show effect of strategic changes


Strategic changes implemented in UK as first market showing clear effect in Q3

*Numbers as per 30.11.2023 from booking system included ticket revenue, flights, presold excursions and other presold revenue. Numbers are excluding Otto Sverdrup for both 2022, 2023 and 2024 bookings.

HURTIGRUTEN

The Original since 1893

- Eight vessels sailing north and south along the scenic Norwegian coast, allowing travelers 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.

Hurtigruten – Continued strong Yield development and sound EBITDA growth in Q3 2023, but still room to grow occupancy

Operating Performance

Key metrics	Q1 23	▲Q1 22 (%)	Q2 23	▲Q2 22 (%)	Q3 23	▲Q3 22 (%)	YTD 23	▲YTD 22 (%)
Capacity (APCNs)	243.648	1%	260.418	1%	309.672	15%	813.738	6%
Occupancy (PCN/APCN)	65%	19pp	70%	1pp	70%	-2pp	68%	6pp
Gross Yield* (EUR/PCN)	324	17%	383	5%	416	5%	383	6%
Total Revenues reported (EUR millions)	68	48%	86	5%	108	16%	262	19%
Total vessel expenses (EUR millions)	48	16%	52	-5%	60	1%	160	3%
Vessel contribution margin	30%	20pp	39%	7pp	44%	8pp	39%	10pp
SG&A** (EUR millions)	19	33%	15	-15%	17	-3%	51	3%
Reported EBITDA*** (EUR millions)	1	114%	18	116%	31	89%	51	226%

*Gross yield is calculated as total revenue less contractual revenue less goods revenue, divided by PCN

***Prior periods are updated to reflect EBITDA excl other gains/(losses)

Objectives

Occupancy Growth:
Ensure year-on-year growth in overall occupancy going forward with mid-term occupancy target of 76-80%

Capacity Growth:
Secure a successful ramp up of Premium Voyages as well as successful introduction of Hamburg route

Yield Growth:
Overall yield growth ambition of 10-14% from 2023 to 2025

Efficiency Optimization:
Continued strong cost control and execute efficiency initiatives

Actions

1
- Focused commercialization of the winter / northern light experience
- Reinvigorate B2B sales through multiple levers
- Drive growth in key source markets in UK, US and APAC

2
- Build on successful launch of the new the Svalbard Express and the North Cape Express
- Integrate MS Otto Sverdrup as a second fully commercial vessel from Hamburg in Jan. 2024

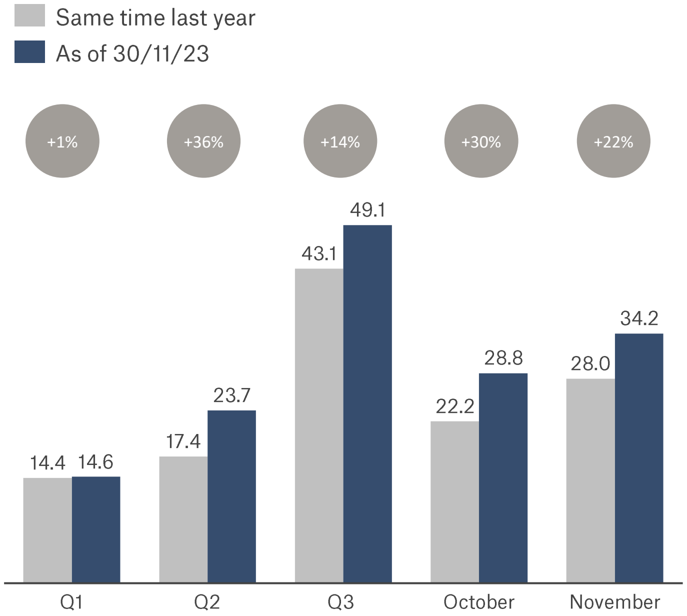
3
- **Coastal Express:** improve product positioning, distribution and onboard spend
- **Premium Voyages:** focus on high-end travelers and new source markets

4
- Continue stringent cost control of Vessel Contribution elements
- Extract SG&A efficiency potential from IT-utilization

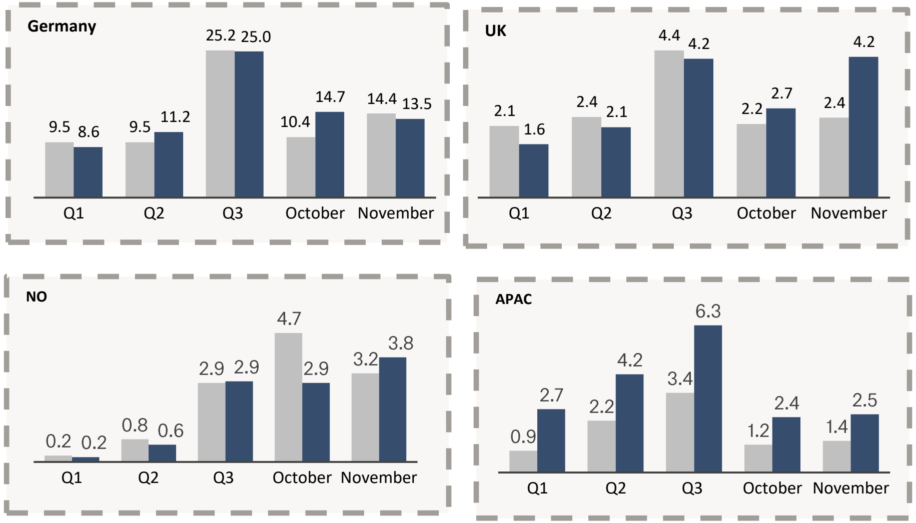
5
- €35-45m extraordinary capex on HRN ships over the business FY24-FY28 period

Hurtigruten – continued strong booking momentum with solid growth in several markets for 24 departures

Strong growth in 2024 booking compared to 2023…



...with building momentum in several markets



*Numbers as per 30.11.2023 from booking system included ticket revenue, flights, presold excursions and other presold revenue. Numbers including MS Otto Sverdrup and MS Nordstjernen for both 2023 and 2024 bookings.

HURTIGRUTEN
DESTINATIONS

The adventure starts here

- With three year-round hotels and a broad excursion offering, Hurtigruten Destinations 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 has experienced **stable yield and occupancy growth** over the past 20 years

Hurtigruten Destinations – slightly ahead of 2022 despite fewer visitors in Longyearbyen, adjusted for currency effects

Operating Performance

Key metrics	Q1 23	▲Q1 22 (%)	Q2 23	▲Q2 22 (%)	Q3 23	▲Q3 22 (%)	YTD 23	▲YTD 22 (%)
Capacity (ARNs)	21 764	12 %	26 572	22 %	24 584	5 %	72 920	13 %
Occupancy (RN/ARN)	55 %	-3pp	52 %	-22pp	55 %	-6pp	54 %	-10pp
Gross Yield (NOK/RN)	220	29 %	228	11 %	204	5 %	217	13 %
Total Revenues reported (NOK millions)	8	-4 %	11	-5 %	12	26 %	31	6 %
Total expenses (NOK millions)	5	14 %	6	11 %	6	16 %	17	-14 %
Contribution margin	36 %	-18pp	45 %	-2pp	52 %	-1pp	46 %	-5pp
SG&A (NOK millions)	1	-20 %	1	-33 %	1	0 %	4	-19 %
Reported EBITDA (NOK millions)	2	-25 %	4	-16 %	5	55 %	10	4 %

Due to the significant fluctuations in the currency exchange rate between the Norwegian Krone and the Euro, there will be a somewhat diminished appearance in the figures for 2023 compared to those of 2022. Hurtigruten Svalbard conducts its business transactions in NOK as its corporate currency. During the Q3 22, the exchange rate was EUR/NOK 10.5, whereas during Q3 23, it was EUR/NOK 11.6.

Objectives

Occupancy target for hotels of approx. 65% all year round by 2025

Commercial delivery on topline

Brand and marketing

Cost control

Actions

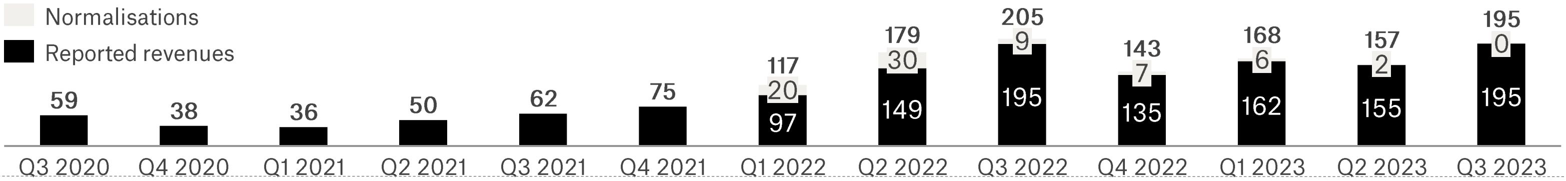
1. Increase room nights at Funken Lodge (31% occupancy YTD 2023).
   Establish a new strategy for Hurtigruten Svalbard
2. New CCO and COO in place by EOY
   Deliver on new sales strategy
3. Execution on marketing activities for upcoming seasons
   Established a new brand strategy for Svalbard
4. Continued focus on cost of operations

Q3 2023 Group Financial Update

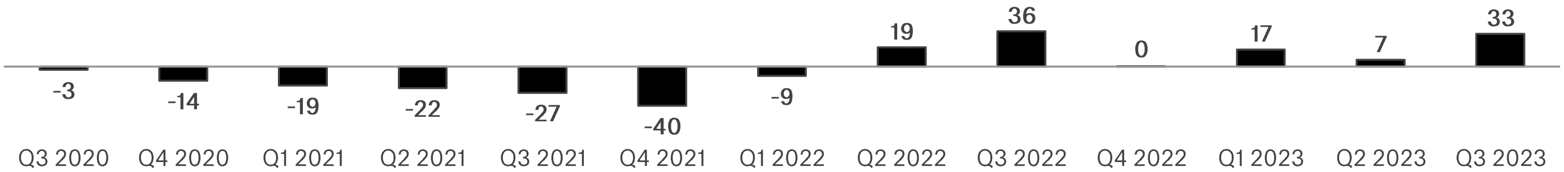
Positive revenue and EBITDA driving positive cash flow from operations

	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023
Occupancy	41%	8%	5%	15%	45%	39%	48%	66%	67%	55 %	65%	62%	64%
EBITDA Margin[2]	-6 %	-38 %	-53 %	-44 %	-43 %	-53 %	-8 %	-11 %	18 %	0 %	10%	4%	17%
CFO (EUR m)	-22	-29	-16	-9	-4	-22	-24	-40	-7	-6	2	9	18

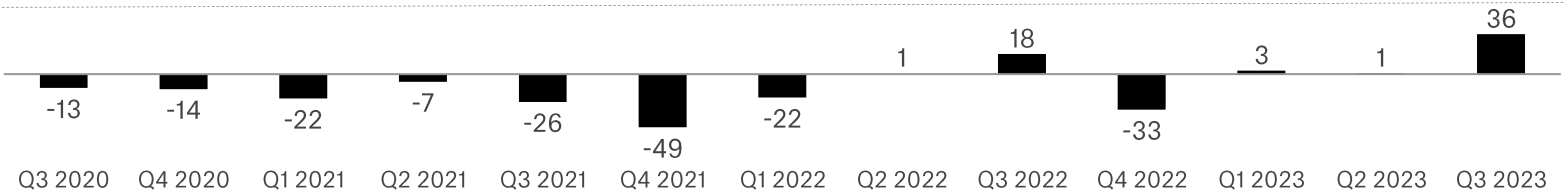
Normalized Revenues[1] (EUR m)



Normalized adjusted EBITDA[1] (EUR m)



Reported EBITDA (EUR m)



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

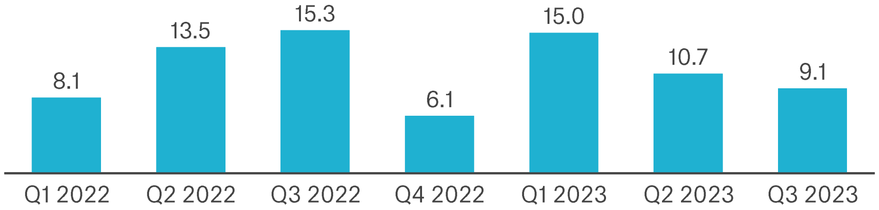
1) *Normalized numbers have been adjusted for cost and revenue items which is deemed extraordinary, exceptional, unusual or non-recurring. No normalizations were included for the period Q3 2020 - Q4 2021.*

2) *Calculated as Normalized adjusted EBITDA / Normalized Revenues*

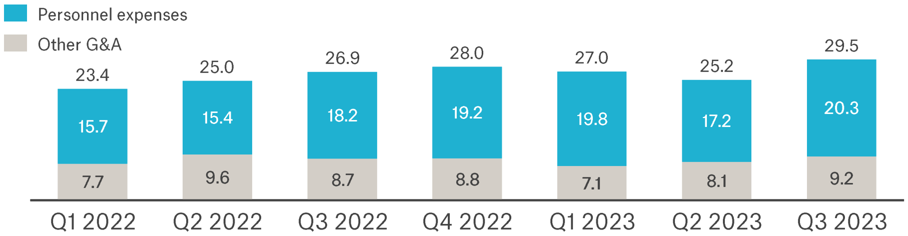
Normalised SG&A expenses development from Q1 2022 through Q3 2023

SG&A

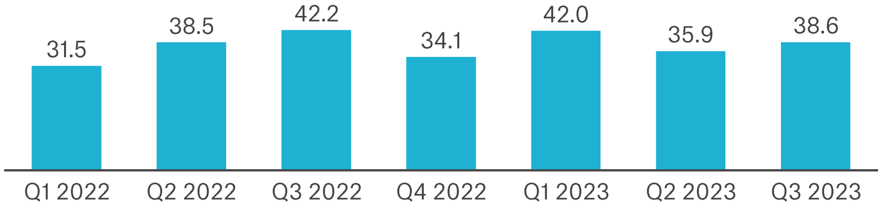
Marketing expenses (EURm)



Personnel expenses and other G&A (EURm)



Total SG&A



Note: Normalised adjusted SG&A

Commentary

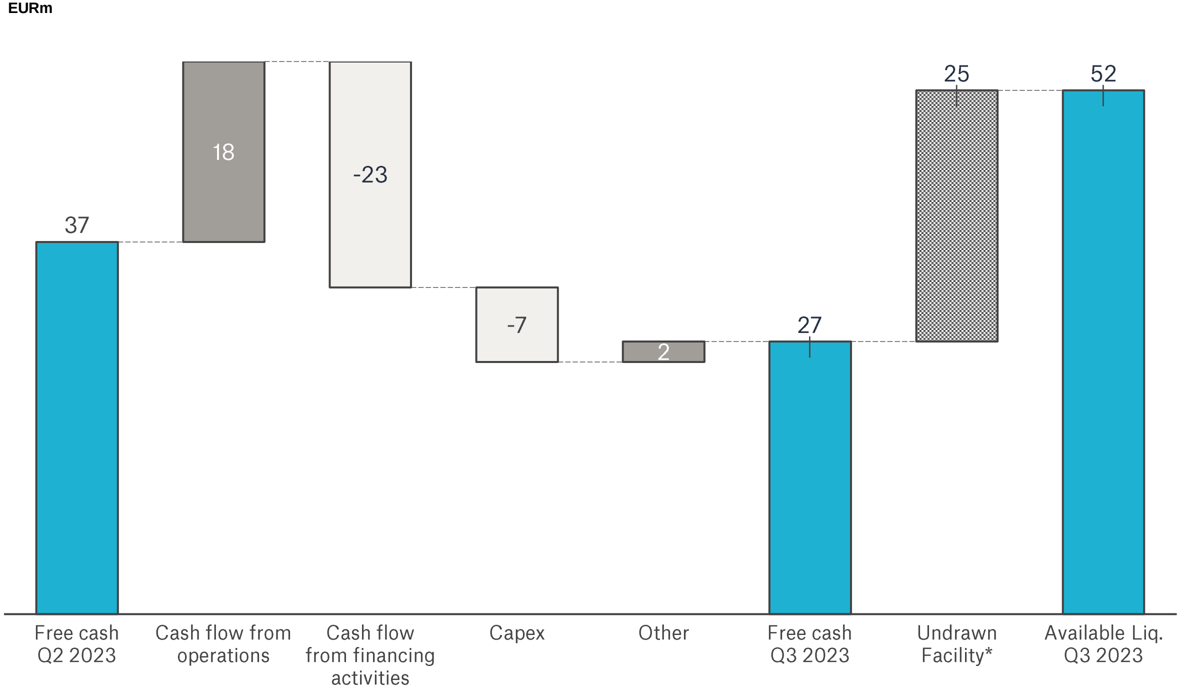
- Marketing expenses were EUR 9.1 million in Q3, lower than Q2 and lower than Q1 which saw a heavy focus on investment to support the campaigns to chase the booking curve. Full year marketing expenses are expected to be around EUR 47-48 million for the full year of 2023 compared to EUR 52 million in 2022 which included EUR 9 million in one off marketing costs

- Personnel and other G&A was EUR 29.5 million in Q3 driven by termination costs, legal and professional fees related to the separation of the two businesses.

- A key element is to drive efficiency throughout the organization and with the reorganization that we are in process of executing we expect a reduction in shoreside FTEs.

Free liquidity of EUR 52 million as of end of Q3 2023

Change in free liquidity (excl. restricted cash) – Q2 2023 to Q3 2023



* Of which EUR 17 million was part of the EUR62 million announced in August and additional EUR8 million of shareholder funding made available in September

Commentary

- As of end of Q3 2023 Hurtigruten Group had EUR 52 million of available liquidity including undrawn committed facilities from the shareholders of EUR 25 million*
- Cash flow from operations of EUR 18 million driven by positive EBITDA
- Cash outflow from financing activities of EUR 23 million in the quarter. Paid loan instalments and interest are partly offset by EUR 45 million of new funding from shareholders drawn
- Capex net of Nox refund amounted to EUR 7 million in the quarter mainly from contingent capex on Q2 activities on MS Kong Harald and MS Trollfjord
- The Hurtigruten Group is closely monitoring its liquidity situation and evaluating options to manage its upcoming debt payments and optimize its capital structure
- Following the Interim Financing, liquidity low point through transaction close in Feb-24 is expected to be €32m. At transaction close, incremental €100m of liquidity will be injected, which will be used to support (i) up to €40m of working capital optimisation; (ii) existing debt service obligations in Feb-24; (iii) and associated transaction costs (not already included in the financing fees)

Q3 2023 Summary, Business Plan, & Key Takeaways

Q3 2023 Summary – Positive EBITDA and operating cash flow, focus on building occupancy to support earnings recovery and growth

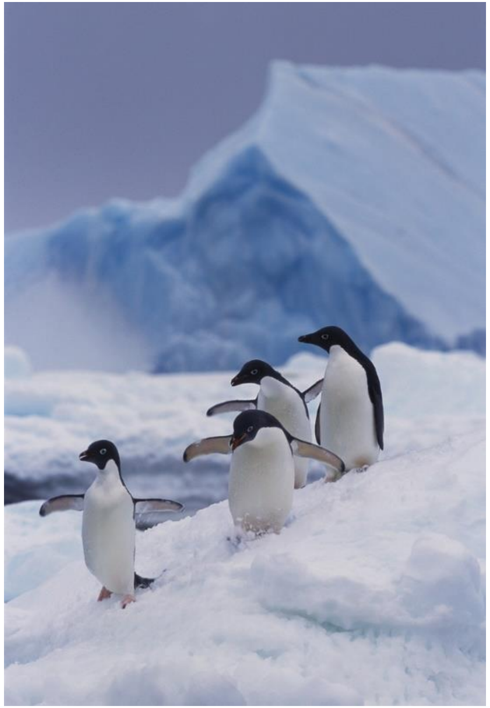
1) Revenue for the Q3 2023 period was EUR 195 million, which was in line with Q3 2022 resulting from an improved performance in Hurtigruten Norway (+16%) offsetting a decline in revenue at Hurtigruten Expedition (-19%).

2) Executing on action plan for turn around and commercial delivery in HX Hurtigruten Expedition with focus on brand strategy, B2B channel via commission models and deployment optimization.

3) EBITDA in Q3 2023 was EUR 36.8 million, an improvement compared to EUR 18.4m in Q3 2022, driven by improved financial performance for Hurtigruten Norway, lower ship operating expenses and lower SG&A expenses, partially offset by an increase in direct costs attributable to inflation.

4) As of 30 November 2023, Hurtigruten Group had EUR 329 million in pre-booked revenue for 2024. Pre-booking for 2024 is showing good momentum during the key sales windows of third and fourth quarters with the 30 day average and 90 day average bookings up 49% and 51% respectively on the same time prior year.

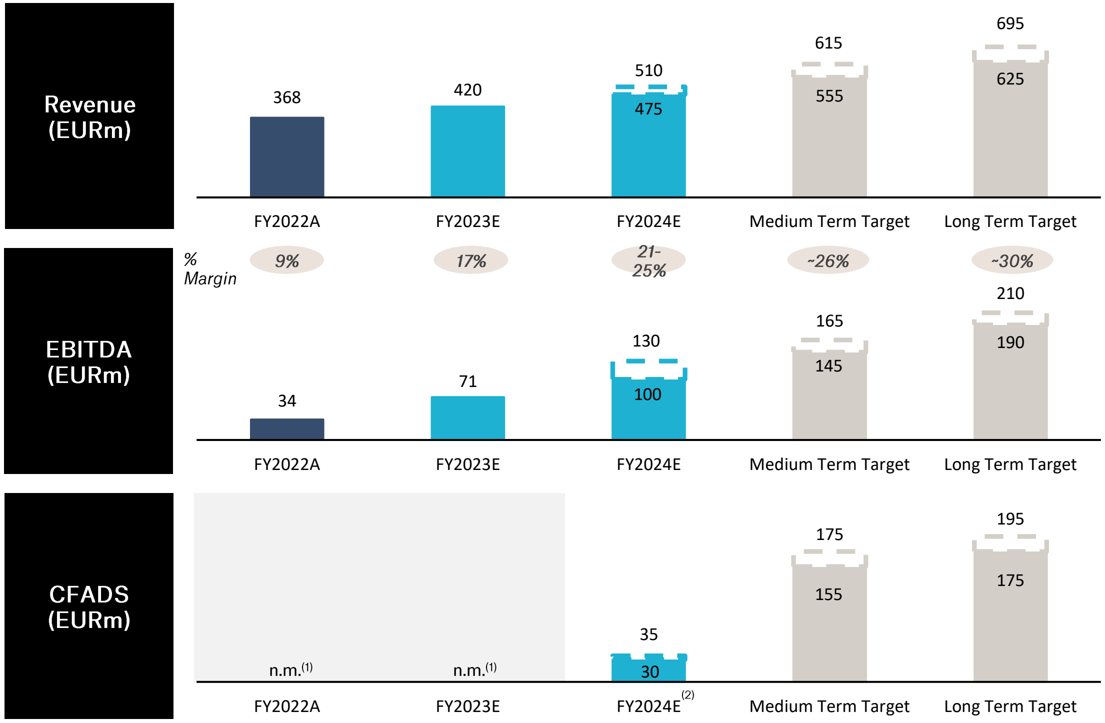
5) To strengthen Hurtigruten Group's financial flexibility, the ultimate shareholders of the Group provided further funding totaling EUR 70 million of which EUR 45 million was drawn during Q3 2023.



Hurtigruten (incl. Hurtigruten Destinations) - Business Plan Overview (1/2)

Historical and forward financials illustrated pro-forma for transfer of MS Otto Sverdrup from HX to Hurtigruten

Key Financial Metrics



Key Pillars of Revised Business Plan

① Launch of Premium Voyages

- – North Cape Express launched in June 2023 and expected to reach over €70m in revenue in the mid-term
- – Transfer of MS Otto Sverdrup from HX to HRN to operate a new premium route from Hamburg from Jan-24, benefiting from the strong Hurtigruten brand in the DACH market

② Stable and inflation-linked revenue stream from existing contracts with the Norwegian government

③ Separation from HX in June-23, which allows for the establishment of a focused sales team Reviewed sales strategy, including:

- – Market diversification away from reliance to the DACH market and increase exposure to focus on premium-end markets

④ – Focus on commercialization of the northern lights experience to drive occupancy in the winter season

- Enhanced management team (with hiring of new CFO and CCO) and continuous cost control measures

Source: Company Information

Note: Financials are reported on a management reporting basis (excluding the impact of IFRS 15). Financials are reported on a like-for-like basis (constant perimeter & FX assumptions) and pro forma as of Jan-24.

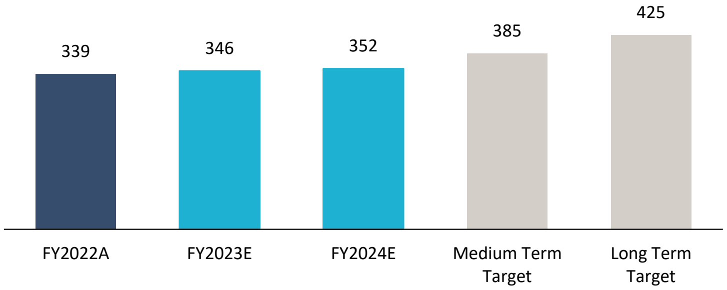
(1) CFADS cannot be accurately presented on a like-for-like bases and on a divisional level for FY2022 and FY2023 due to current working capital mechanics, which are only managed at group level. (2) FY24 CFADS expected to include a c.€25m to 35m working capital inflow, normalizing to c.€5m per annum. Capex is expected to average at €10 to 15m per annum over the forecast, peaking at c.€30m over the medium term due to several strategic investments.

Hurtigruten (incl. Hurtigruten Destinations) - Business Plan Overview (2/2)

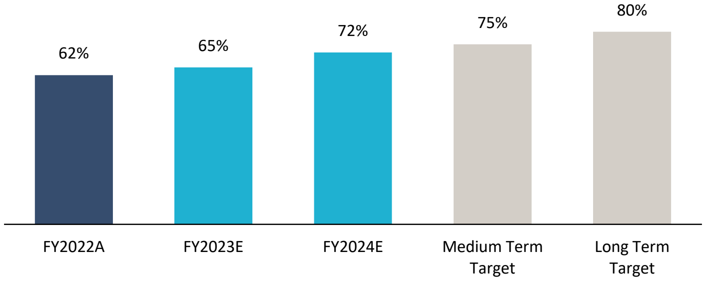
Historical and forward financials illustrated pro-forma for transfer of MS Otto Sverdrup from HX to Hurtigruten

Key Performance Indicators[1]

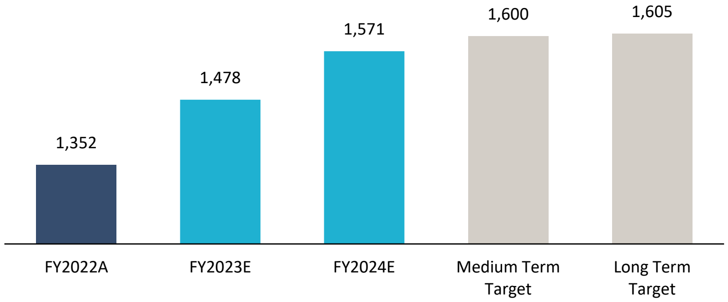
Gross Yield (EUR/PCN)[2]



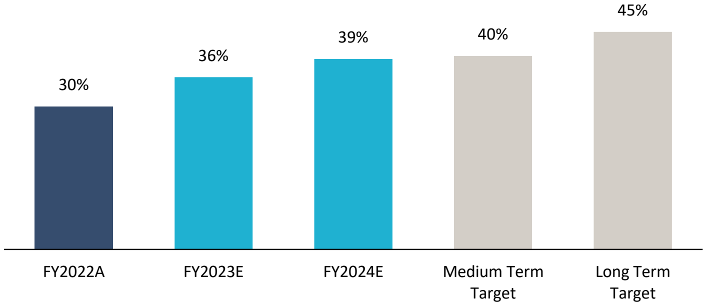
Occupancy[3]



APCN



Contribution Margin[4]



Note: **Financials are reported on a management reporting basis (excluding the impact of IFRS 15). Financials are reported on a like-for-like basis (constant perimeter & FX assumptions) and pro forma as of Jan-24.**

1) Key Performance Indicators relate to the mid point of the revenue and EBITDA range provided on previous page.

2) Gross yield is calculated as gross voyage revenue (ticket revenue + FHT + Presold FBSE) / total passenger cruise nights. Excludes Hurtigruten Destinations.

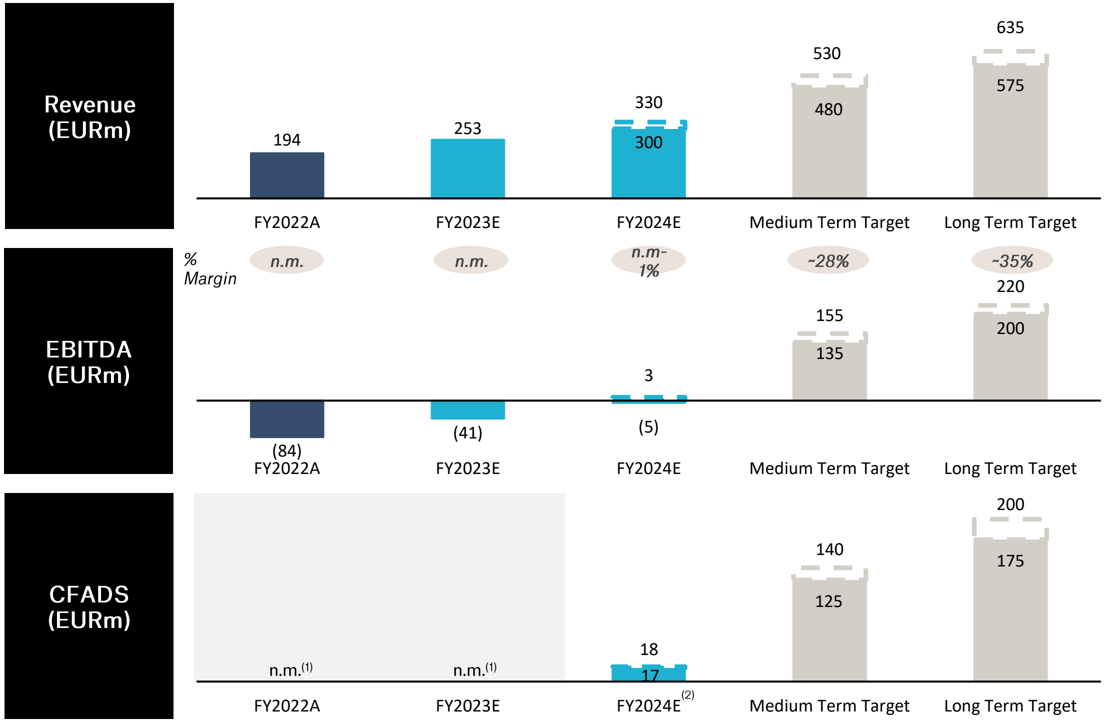
3) Occupancy rate is calculated as total passenger cruise nights / APCN (available capacity) including any laid-up period. Excludes Hurtigruten Destinations.

4) Contribution margin calculated as EBITDA contribution margin before SG&A, specifically calculated as (total revenues – total direct costs - total cruise operating expenses / total revenues).

HX Hurtigruten Expeditions - Business Plan Overview (1/2)

Historical and forward financials illustrated pro-forma for transfer of MS Otto Sverdrup from HX to Hurtigruten

Key Financial Metrics



Key Pillars of Revised Business Plan

① Re-planned deployment model, focused on high-yield destinations and supported by new analytics and expedition expertise
  - Hired new SVP of Deployment and new team from cruise and expedition background

② New marketing strategy supported by a refreshed B2B-focused model
  - Dedicated B2B marketing/sales team and investments in relationships with key partners
  - Full re-branding to effectively promote HX services as a separate proposition to the current HRN offering

③ Significant investments in the internal sales and management teams
  - New COO hired in Jul-23 and dedicated sales team
  - Group CEO and CFO assuming responsibility of HX CEO and HX CFO respectively to oversee the implementation of mid-term strategy

④ Mid-term cost-management initiatives, mainly in relation to SG&A

Source: Company Information

Note: Financials are reported on a management reporting basis (excluding the impact of IFRS 15). Financials are reported on a like-for-like basis (constant perimeter & FX assumptions) and pro forma as of Jan-24.

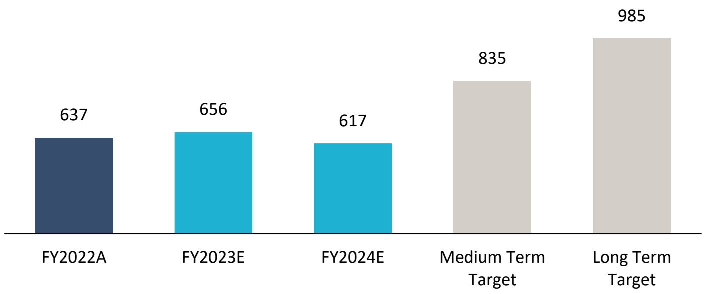
(1) CFADS cannot be accurately presented on a like-for-like bases and on a divisional level for FY2022 and FY2023 due to current working capital mechanics, which are only managed at group level. (2) Forecast CFADS includes an c.€25-30m outflow over the near term, stabilizing to €5-10m per annum with capex averaging €35-45m per annum over the near term before normalizing to €15-20m.

HX Hurtigruten Expeditions - Business Plan Overview (2/2)

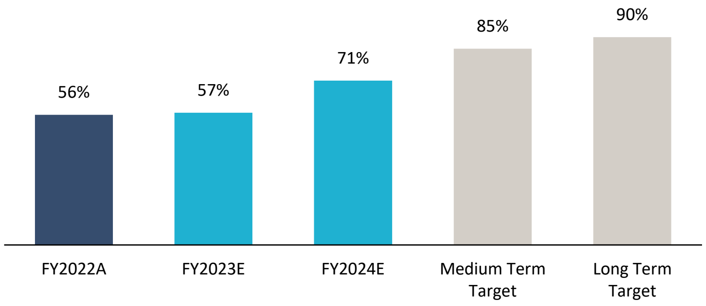
Historical and forward financials illustrated pro-forma for transfer of MS Otto Sverdrup from HX to Hurtigruten

Key Performance Indicators⁽¹⁾

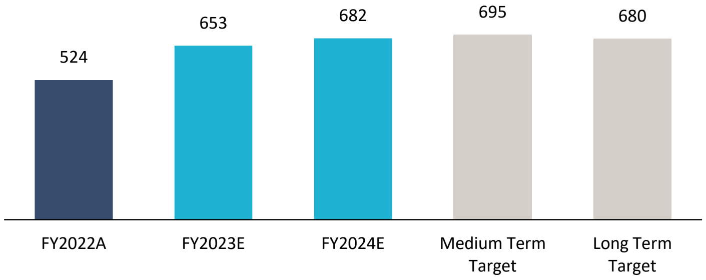
Gross Yield (EUR/PCN)[2]



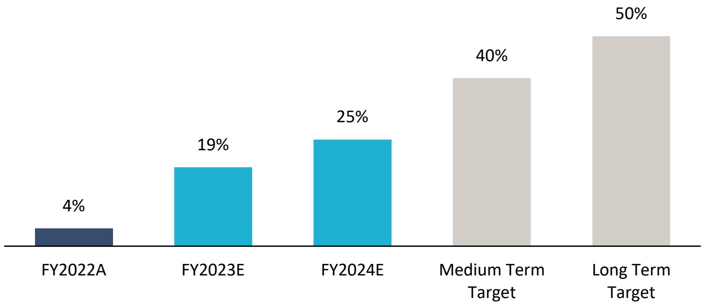
Occupancy[3]



APCN



Contribution Margin[4]



Note: **Financials are reported on a management reporting basis (excluding the impact of IFRS 15). Financials are reported on a like-for-like basis (constant perimeter & FX assumptions) and pro forma as of Jan-24.**

1) **Key Performance Indicators relate to the mid point of the revenue and EBITDA range provided on previous page.**

2) Gross yield is calculated as gross voyage revenue (ticket revenue + FHT + Presold FBSE) / total passenger cruise nights.

3) Occupancy rate is calculated as total passenger cruise nights / APCN (available capacity) including any laid-up period.

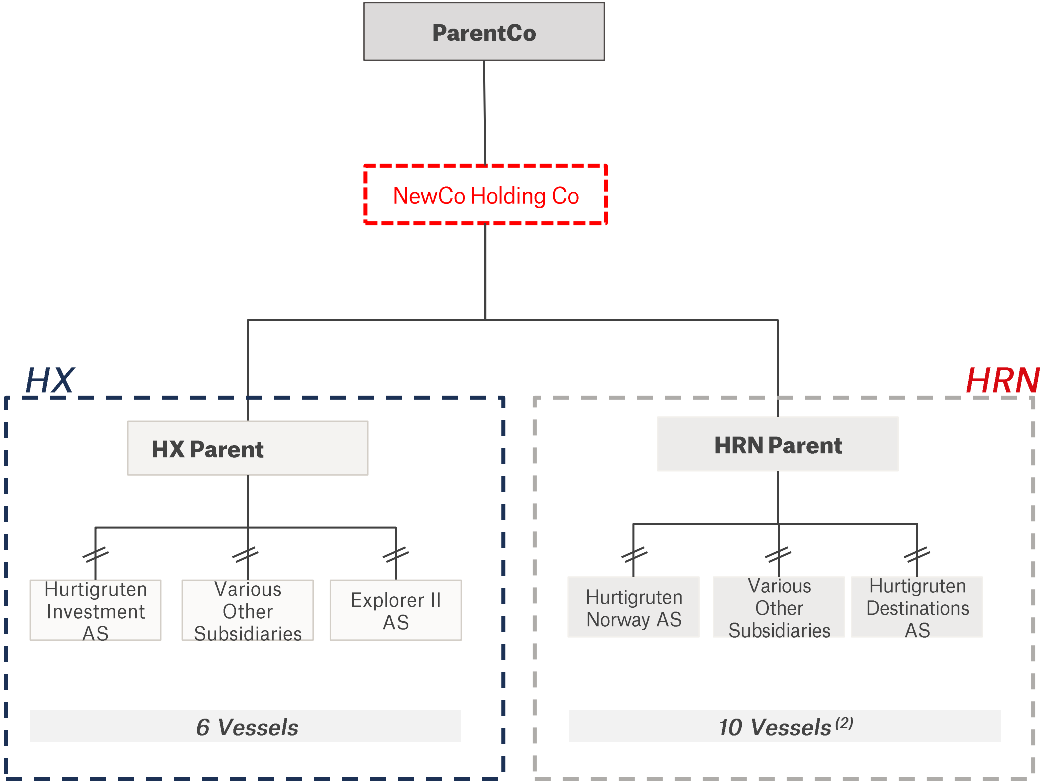
4) Contribution margin calculated as EBITDA contribution margin before SG&A, specifically calculated as (total revenues – total direct costs - total cruise operating expenses / total revenues).

Appendix

Proposed Transaction Illustrative End-State Group Structure

The Transaction provides a pathway to implementing the operational separation of HRN and HX.

- We summarise opposite the intended end-state Group structure, which the Proposed Transaction provides a pathway to achieve
- Management already operates the HRN / HX groups as two separate commercial teams, and is looking to operationally separate the businesses over the next 18 months(1) (subject to legal consents)
- The Group is actively exploring financing transactions that include, among other things, the refinancing of the SSNs to facilitate the legal end-state presented opposite
- The separation process aims at creating a corporate and operational set-up that mirrors the distinct commercial propositions of HRN and HX:
  - HX cruises are premium experiences distributed through local strategic partners with a focus on B2B sales
  - The traditional HRN products target European customers with a product offering that includes premium and local transportation voyages across the Norwegian coast
- The separation will provide management and the commercial teams with the bandwidth to focus on each business's target market and value proposition



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(1) Until full operational separation of the business, HRN will continue to receive booking inflows on behalf of the Group. (2) Number of vessels is pro-forma for two vessels currently residing in unrestricted subsidiaries acceding as Guarantors and becoming destinated as Restricted Subsidiaries as part of the Proposed Transaction.

Proposed Transaction Capital Structure Terms

The Transaction envisages a holistic recapitalization of the Group and injection of new capital to support the new business plan.

Instrument	Interim Facility	Super Senior Exit Facility	New Senior Secured	New Holdco Debt	Reinstated SUNS
Overview	Drawn during mid-Dec to provide Company with more than €30m of liquidity through to transaction close	Drawn at or before transaction close to refinance the Interim Facility and to provide the Group with incremental cash liquidity	To partially reinstate existing SFA / NFA debt	To partially reinstate existing SFA / NFA debt	To reinstate existing SUNs
Issuer / Borrower	Hurtigruten Group AS	Hurtigruten Group AS	Hurtigruten Group AS	Hurtigruten NewCo AS, a holding company of Hurtigruten Group AS and post-contemplated separation, HX and HRN	Silk Midco AS
Ranking	1st Lien Senior Secured over MS Richard With and MS Nordlys	Super Senior	1st Lien Senior Secured	Secured at holding company-level	Senior Unsecured
Outstanding Amount	€74m(3)	€205m(2)	€345m(1)(5)	€666m(5)	€53m(5)
Maturity	To be refinanced by the Super Senior Exit facility prior to transaction close	Jun-2027	Sep-2027	Five years following Closing	Six years following Closing
Interest	Floating	Floating	Floating	Floating	Fixed
Cash Margin	E + 8.00%	E + 7.50%(4)	E + 6.50% (4)	De-minimis(6)	No Cash Interest
Amortization	Bullet	Bullet	Bullet	Bullet	Bullet

Other

Operating Facility Treatment

- €93m of total commitments extended for five years following closing, unsecured ranking pari passu with New HoldCo Debt
- €50m of total commitments extended for six years following closing, unsecured ranking pari passu with Reinstated SUNs

Baskets

- **Super Senior:** €25m which can be increased upon meeting certain conditions

Covenants

- €15m min liquidity covenant on SSNs, Super Senior Exit Facility and New Senior Secured Facility

CVRs

- Super Senior Exit Facility lenders & New Senior Secured lenders to be granted synthetic equity instruments at transaction close, which ratchet in value depending on certain conditions and could result in a material recalibration of the equity economics in favor of the lenders

(1) Comprised of €195m of roll up SFA / NFA debt, €135m of other reinstated SFA / NFA debt and c.€15m of fees paid as incremental debt; (2) €189m of proceeds, net of OID; (3) €70m of proceeds, net of OID. (4) Subject to certain conditions being met and a 50bps increase in the applicable interest margin, the Issuer can elect to pay in kind part of the interest due over the first two years after issuance. (5) Reinstated TLB1, TLB, NFA and SUN debt is reinstated at par plus accrued and unpaid interest. (6) E + 8.50% PIK which increases by 0.5% at each IPD falling after Mar-26

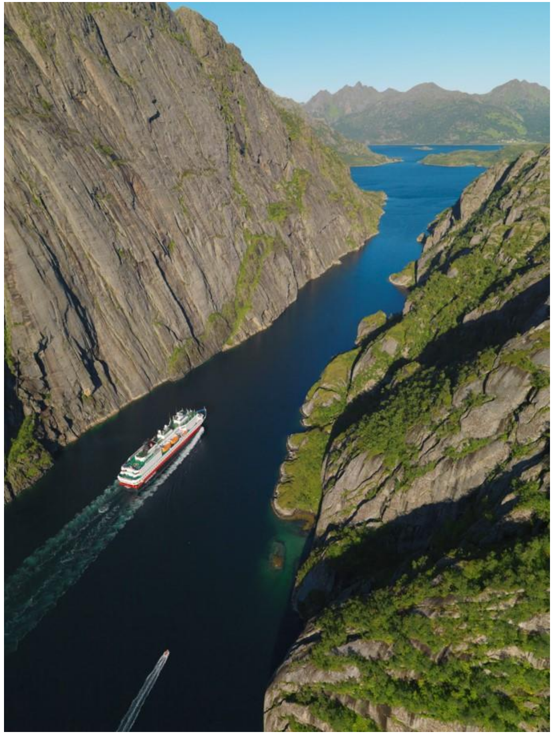
Hurtigruten Group - Historical key financials

EURt

P&L items	**2020**	**2021**	**2022**	**LTM Q3 2023**
Revenue	268,765	222,688	576,518	647,472
Growth		*(17.1%)*	*158.9%*	*69.2%*
Contribution[1]	79,829	23,966	123,785	178,669
Contribution %	*29.7 %*	*10.8 %*	*21.5 %*	*27.6 %*
EBITDA	(17,880)	(104,314)	(35,194)	8,344
EBITDA margin	*(6.7%)*	*(46.8%)*	*(6.1%)*	*1.3%*
Normalised adj. EBITDA[2]	(2,704)	(107,332)	46,216	58,291
Normalised adj. EBITDA margin	*(1.0%)*	*(48.2%)*	*8.0%*	*9.0%*
EBIT	(94,831)	(196,875)	(108,550)	(71,589)
EBIT margin	*(35.3%)*	*(88.4%)*	*(18.8%)*	*(11.1%)*
Net interest and other financial costs (excl PIK)	(63,790)	(66,335)	(102,805)	(107,166)
PIK interest to shareholders	-	(12,075)	(27,366)	(52,315)
Net currency gains / losses	(4,995)	1,306	152	2,605
Net income	(160,544)	(282,195)	(209,412)	(228,465)
Net income margin	*(59.7%)*	*(126.7%)*	*(36.3%)*	*(35.3%)*

BS items	**2020**	**2021**	**2022**	**Q3 2023**
Cash[3]	72,037	57,115	29,958	29,465
Total current assets	118,754	129,510	136,355	147,831
Total assets	1,362,597	1,353,942	1,372,020	1,385,982
Total equity	(102,172)	(351,957)	(561,861)	(707,541)
Equity ratio	*(7.5%)*	*(26.0%)*	*(41.0%)*	*(51.0%)*
Total current liabilities	208,346	253,109	529,793	372,622
NIBD[4]	1,170,839	1,212,815	1,306,867	1,278,329

CF items	**2020**	**2021**	**2022**	**LTM Q3 2023**
Change in NWC	(40,612)	67,350	27,204	7,712
Operating cash flow	(58,387)	(42,307)	(10,068)	21,494
Capex excl Nox refund	(105,348)	(39,564)	(106,059)	(115,917)
Nox refund			16,199	28,358



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

1) 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. 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.

3) Total cash including restricted cash,

4) Excluding IFRS 16 debt of EUR 15.8 million at year-end 2020, EUR 74 million at year-end 2021, EUR 67 million at year-end 2022 and EUR 65 million in Q1 2023, and EUR 225 million subordinated Shareholder Loan issued in Q3'21 (EUR 75 million), Q3'22 (EUR 55 million) , Q4'22 (EUR 40 million) and Q1'23 (EUR 55 million).

Group Cashflow overview Q3 2023

EURt	2021	2022	Q3 2022	Q3 2023
Operating Cash flow	**(42,307)**	**(10,068)**	**(6,822)**	**18,015**
Of which change in working capital	67,350	27,204	(31,212)	(11,225)
Cash flow from investments	**(3,233)**	**(89,860)**	**(19,379)**	**(7,441)**
Of which CAPEX excl NOX refund	17,338	(106,059)	(19,378)	(8,827)
NOX refund		16,199		1,386
Cash flow from Financing	**28,816**	**77,114**	**21,677**	**(22,551)**
Of which change in debt	20,792	60,742	(3,579)	(18,508)
Borrowings from other group companies	75,000	95,000	55,000	44,900
Of which paid interest and transaction costs	(60,915)	(68,917)	(26,633)	(45,075)
Net cash flow	**(16,724)**	**(22,814)**	**(4,524)**	**(11,976)**

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.

HX Hurtigruten Expeditions – Key financials

EURm	2020	2021	2022	LTM Q3 2023
PCNs - 000	90	59	410	465
APCNs - 000	124	158	699	804
Occupancy - %[1]	72.7 %	37.7 %	58.6 %	57.8 %
Total Revenues reported	54	30	264	292
Direct Costs	16	8	68	85
Cruise Operating Costs	49	60	163	154
of which: Fuel costs	8	8	40	36
Reported Vessel Contribution[2]	-11	-38	33	52
Gross margin[3]	70%	73%	74%	71%
Vessel contribution margin	-20.4 %	-125.8 %	12.4 %	17.9 %
Norm. Vessel contribution[4]	-9	-38	77	70
Norm. Vessel contribution margin	-16.7 %	-126.0 %	24.5 %	22.9 %
SG&A			85	92
Reported EBITDA			-53	-40
EBITDA margin			-17.1 %	-13.1 %
Norm. EBITDA			-4	-15
Norm. EBITDA margin			-1.4 %	-5.0 %

1) Occupancy rate is calculated based on APCN (available capacity) not adjusted for Covid-19 Capacity limits.
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 no normalization were made in the period Q1 2020 – Q4 2021.

Hurtigruten – Key financials

EURm	2020	2021	2022	LTM Q3 2023
PCNs - 000	333	258	609	684
APCNs - 000	729	867	1,011	1,055
Occupancy - %[1]	45.7 %	29.7 %	60.3 %	64.8 %
Total Revenues reported	172	146	279	320
Of which: Contractual Revenue	79	72	59	62
Direct Costs	22	18	58	67
Cruise Operating Costs	95	106	146	141
of which: Fuel costs	22	35	53	48
Reported Vessel Contribution[2]	54	23	75	112
Gross margin[3]	87%	88%	79%	79%
Vessel contribution margin	31.7 %	15.5 %	26.8 %	34.9 %
Norm. Vessel contribution[4]	56	23	98	124
Norm. Vessel contribution margin	30.9 %	15.8 %	33.2 %	38.4 %
SG&A			64	69
Reported EBITDA			11	43
EBITDA margin			3.8 %	13.3 %
Norm. EBITDA			40	65
Norm. EBITDA margin			13.7 %	20.1 %

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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 no normalization were made in the period Q1 2020 – Q4 2021.

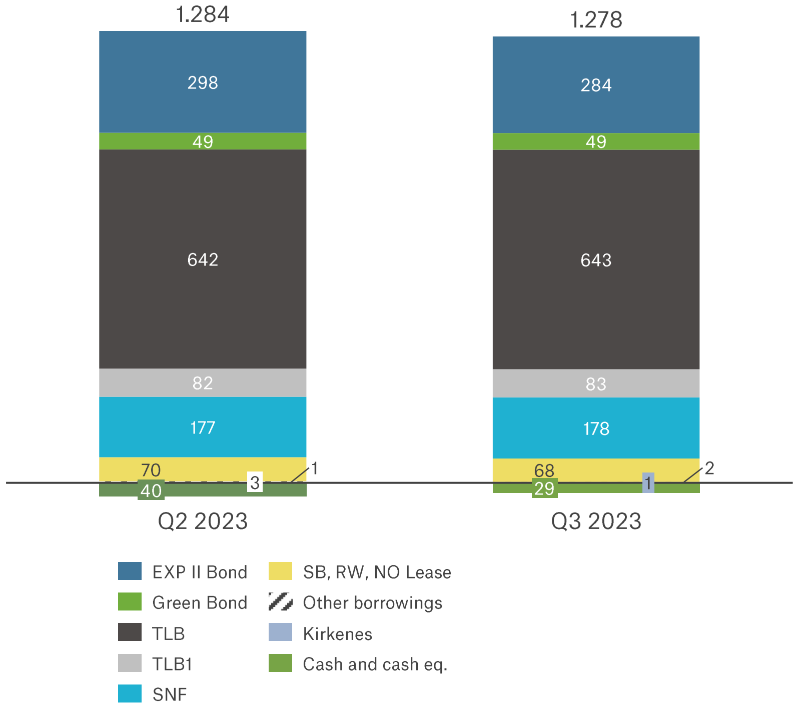
Normalisation items – Q3 2023

EURt	**HRN**	**HX**	**Total**
Realised value of bunker fuel derivatives	572	565	1,137
One off SG&A costs	25	1,174	1,199
Total adjustments	**597**	**1,739**	**2,336**

- Q3 2023 normalizations consist of mainly the following items:
    i. Hedge effect of bunker fuel expenses as the bunker fuel costs reflect the spot price of bunker fuel at the time of purchase
    ii. One-off SG&A costs relating to ongoing advisor costs for various workstreams including split of the businesses

Net debt as of Q3 2023 at EUR 1.28 billion

NIBD (EURm)[1]



Overview of the interest-bearing debt[2]

Instrument	TLB1	TLB	NFA	Senior secured bond	Green Bond	MS RW & Nordlys S&LB	MS Spitsbergen S&LB
Issuer/Lessee	HRG AS	HRG AS	HRG AS	Explorer II AS	HRG AS	MS Richard With AS and MS Nordlys AS	Explorer I AS
Ranking	1st lien Senior Secured	1st Lien Senior Secured	1st Lien Senior Secured	1st Lien Senior Secured	Senior Unsecured	n.a.	n.a.
Outstanding amount	EUR 85m	EUR 655m	EUR 200m	EUR 285m	EUR 50m	EUR 18.5m per ship	EUR 32m
Maturity	Feb 2026	Feb 2027	Feb 2028	Feb 2025	Feb 2025	Jan 2030	Jun 2028
Interest	Floating	Floating	Floating	Fixed	Fixed	Fixed	Fixed
Amortization	Bullet	Bullet	Bullet	15m S/A starting Aug 23	Bullet	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 60 million and EUR 367 million subordinated Shareholder Loans as of 30 September 2023.

2) As of 30 September 2023 Hurtigruten Group had guarantees and letter of credit capacity of EUR 149 million (of which EUR 13 million undrawn), including EUR 81 million of letter of credit facilities provided by banks which are credit supported by the ultimate shareholders of HRG. Guarantees and letter of credit issued are mainly in connection to travel guarantee schemes.

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.

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GROUP