



Viking Overview

Sept. 3rd, 2026



Agenda

1. Viking Overview

2. Viking & Australia

Today 105 ships

90 River vessels⁽¹⁾



Modernizing
River voyages

13 Ocean ships



Reinventing
Ocean voyages

2 Expedition ships



Perfecting
Expedition experiences

...looking forward and committed to continuing our leadership in experiential travel

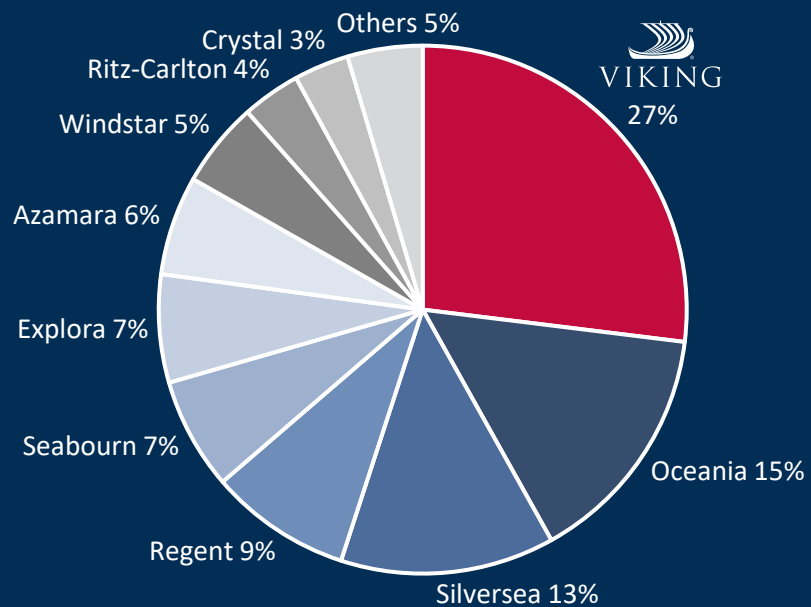
Note: Viking fleet as of May 27, 2026

(1) Three ships are owned by third parties. Includes Viking Mississippi

Ocean and River market shares

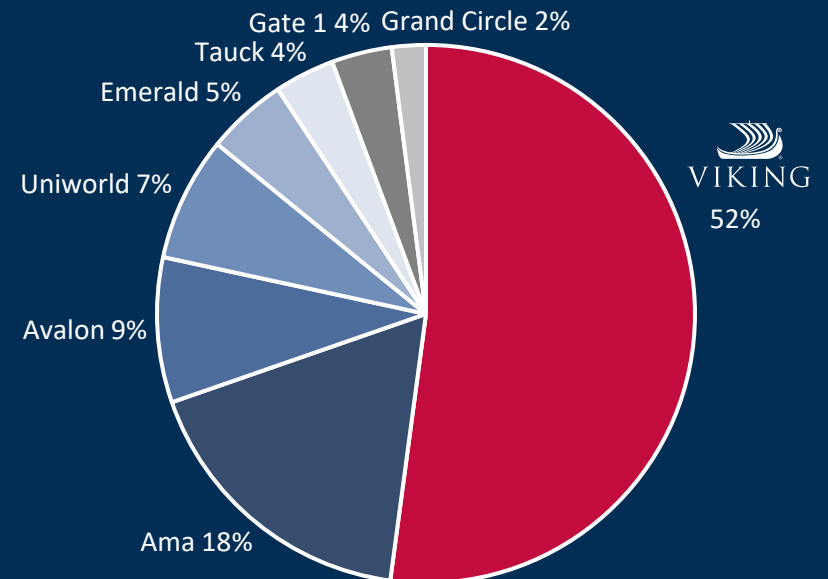
Ocean luxury market

2025 Capacity
1.3 million Passengers



North American outbound river market

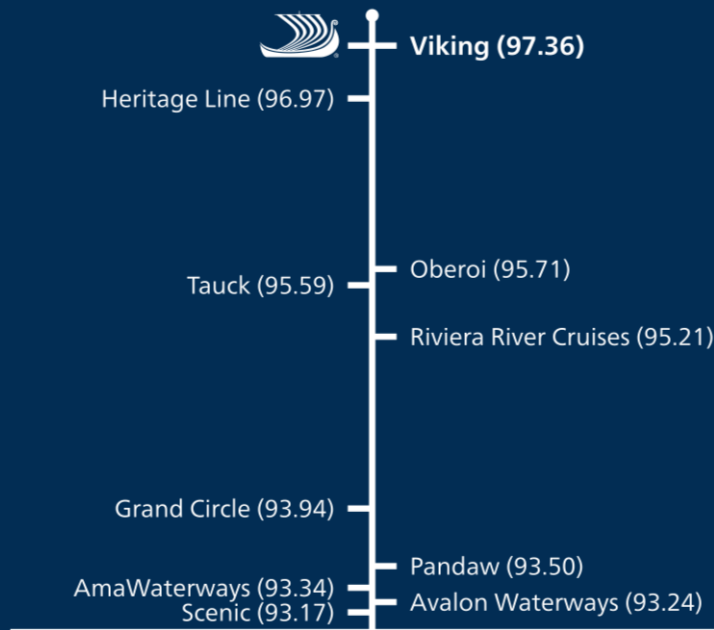
2025 Capacity
782,138 Passengers



Voted #1 in rivers and oceans – for the fifth year in a row

Condé Nast Traveler 2025 Readers' Choice Awards⁽¹⁾

River



Category: River Lines

Ocean



Ship size category: 500–2,500 guests

(1) U.S. edition, October 2025

Worldwide operations

7 CONTINENTS

85+ COUNTRIES

500+ PORTS



5 OCEANS

21 RIVERS

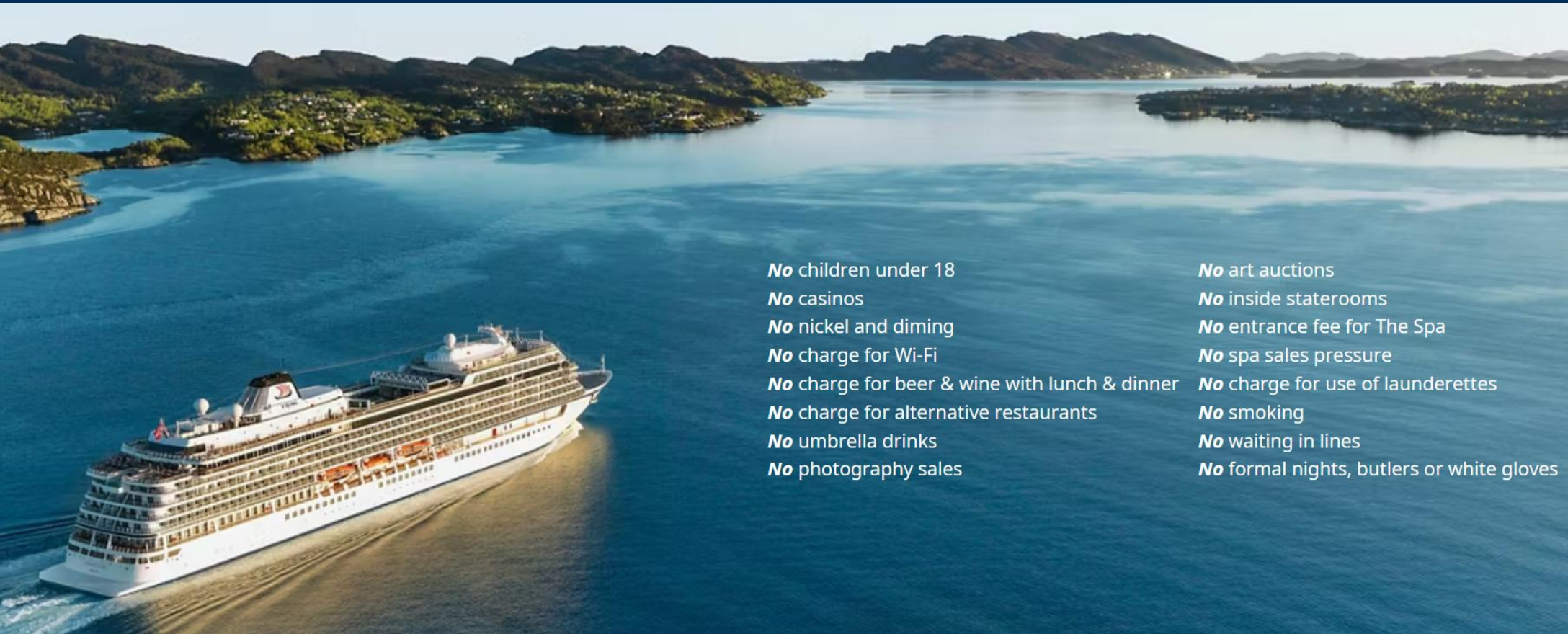
5 GREAT LAKES

Why Viking is different

- **Viking guests are well-educated, mature and affluent**
 - Largely college educated
 - Driven by cultural exploration and enrichment
 - Mostly over 55 and no one under 18 years old
 - As our Chairman says, our passengers are thinking people, not drinking people
- **Unlike other cruise lines, Viking stays overnight for most of the calls**

Viking bring the right type of guests to a destination

What Viking Is Not



No children under 18

No casinos

No nickel and diming

No charge for Wi-Fi

No charge for beer & wine with lunch & dinner

No charge for alternative restaurants

No umbrella drinks

No photography sales

No art auctions

No inside staterooms

No entrance fee for The Spa

No spa sales pressure

No charge for use of launderettes

No smoking

No waiting in lines

No formal nights, butlers or white gloves

Ocean Vessel - Thames River



Expedition Vessel - Antarctica



Modern Scandinavian Design



Pool for all weather



Winter Garden



Our Ships are Small, Quiet, Elegant and Familiar

River

- 52 to 190 guests⁽¹⁾



Ocean

- Less than 998 guests



Expedition

- 378 guests



(1) Excludes the Viking Mississippi – 386 guest capacity

Twelve Months ended March 31, 2026

\$ 6.6 billion

Total revenues

\$ 1.9 billion

Adjusted EBITDA

\$ 1.2 billion

Net income

\$ 4.0 billion

Cash

13,000

Employees

1.0x

Net leverage

Attractive committed orderbook

River ships

	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Committed	9	8	7							24
Options				4	4	4	4			16
Total (including options)	9	8	7	4	4	4	4			40

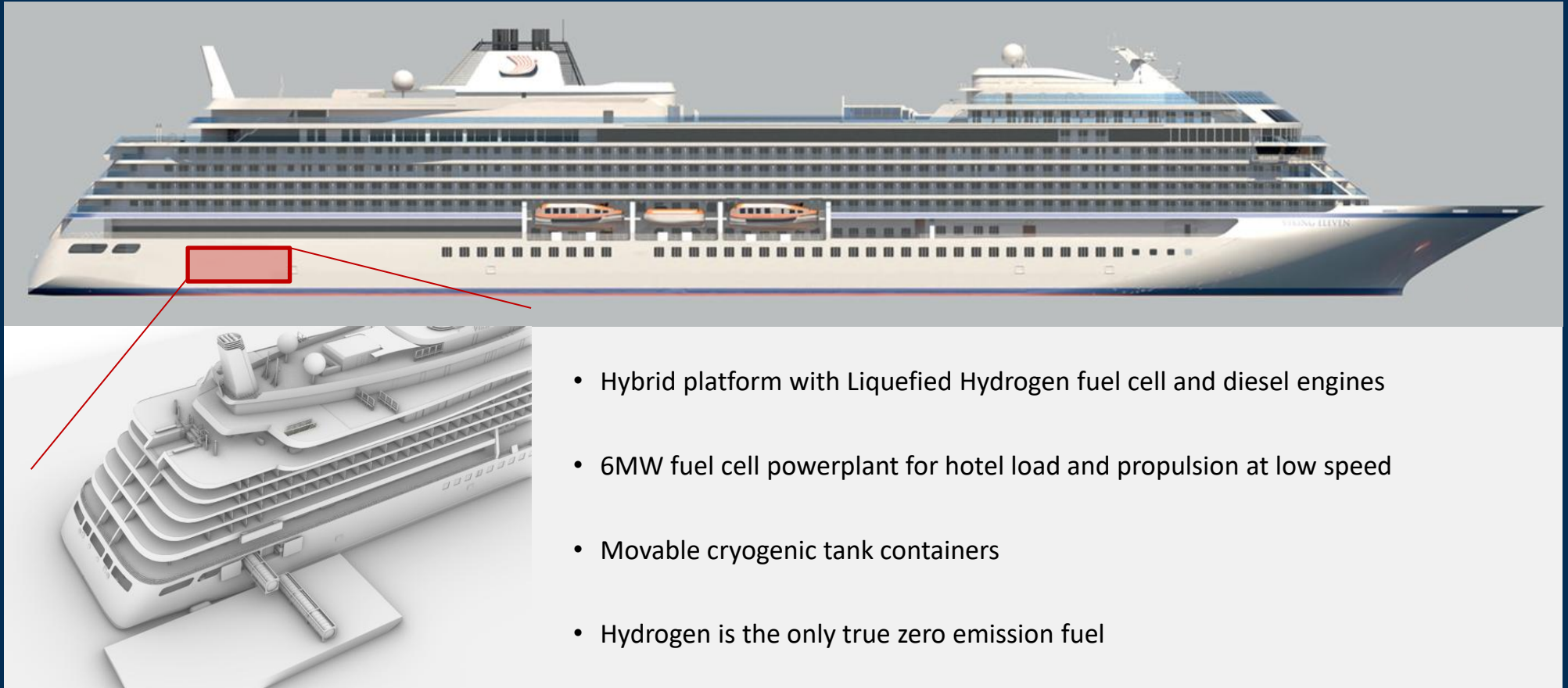
Ocean ships

	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Committed	1	1	2	2	2	1	2			9
Options								2	2	6
Total (including options)	1	1	2	2	2	1	2	2	2	15

Expedition ships

	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Committed					1	1				2
Options										-
Total (including options)					1	1				2

Pioneering Zero-Emission Technology with Hydrogen Fuel Cells



- Hybrid platform with Liquefied Hydrogen fuel cell and diesel engines
- 6MW fuel cell powerplant for hotel load and propulsion at low speed
- Movable cryogenic tank containers
- Hydrogen is the only true zero emission fuel

Shore Power

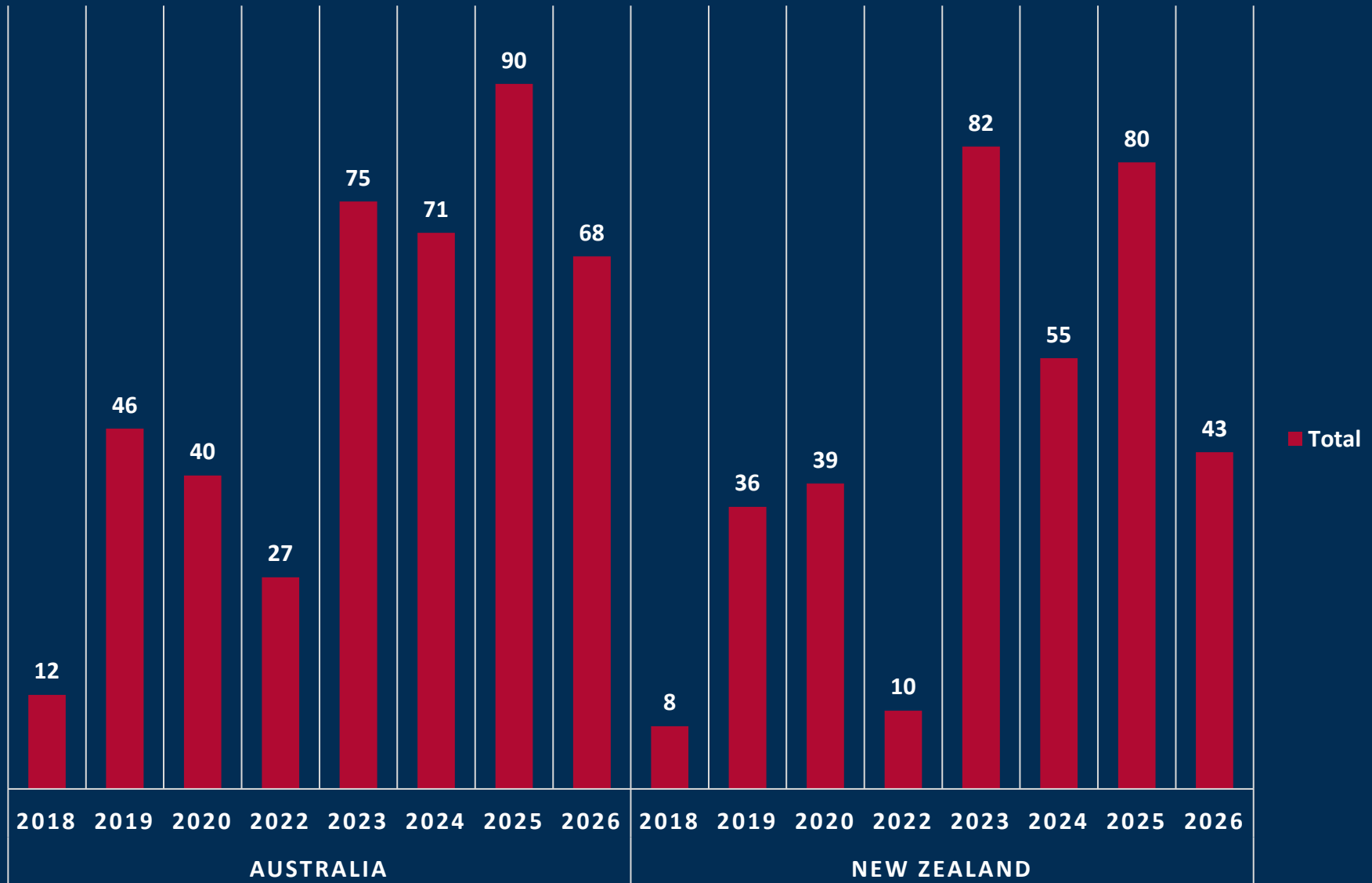
1. All Viking's fleet is equipped to connect to shore power
2. Despite the very high cost of electricity, Viking connect wherever possible.
3. Next year on the «Viking Homelands» itinerary, ships we'll connect in the 75% of the ports along the itinerary.

Agenda

1. Viking Overview

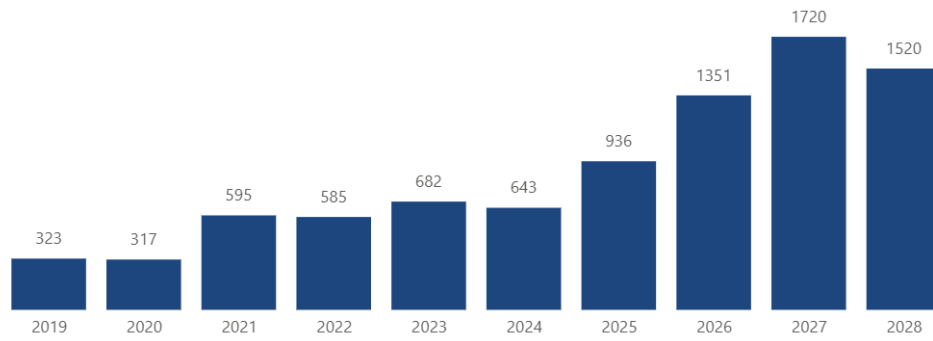
2. Viking & Australia

VIKING ALONG THE YEARS - DAYS IN PORTS

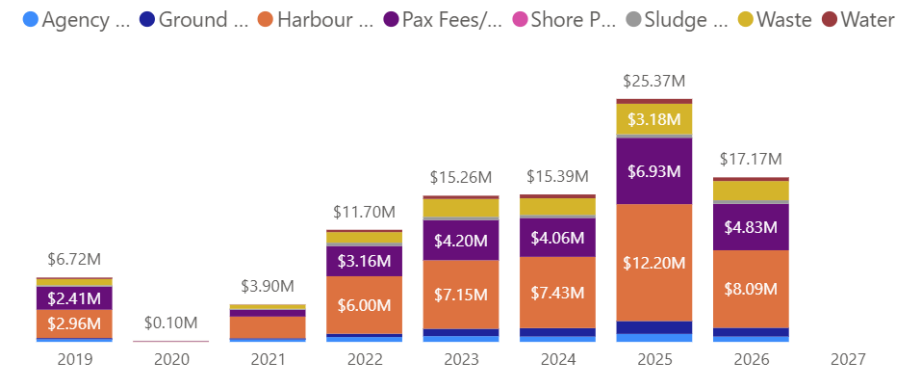


Cost in Europe per call

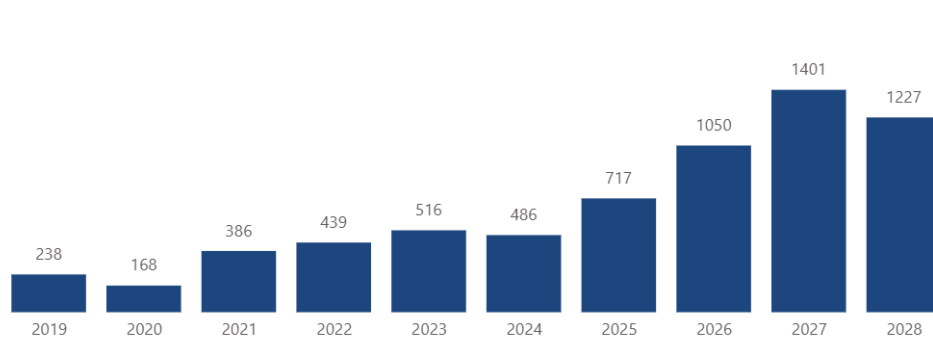
Days in Port



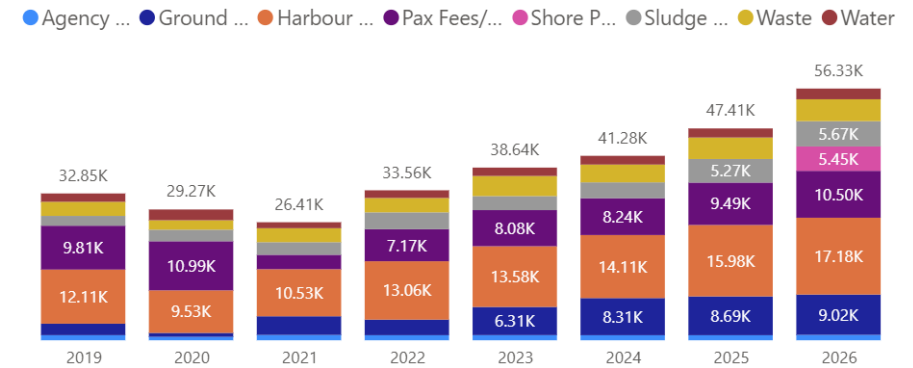
Total Cost



Call

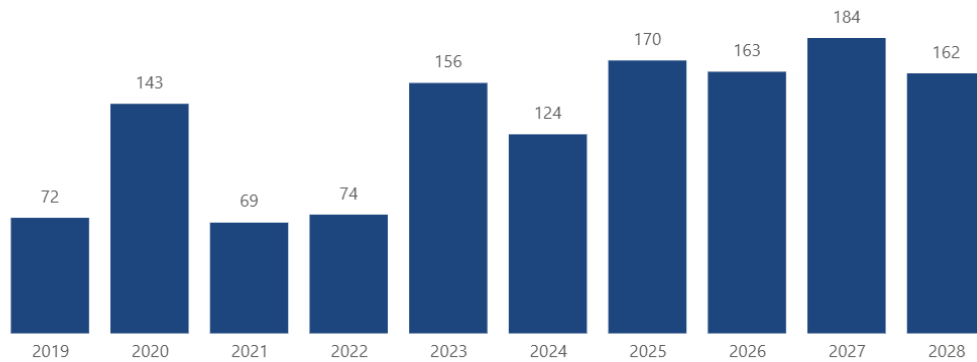


Cost per Cruise

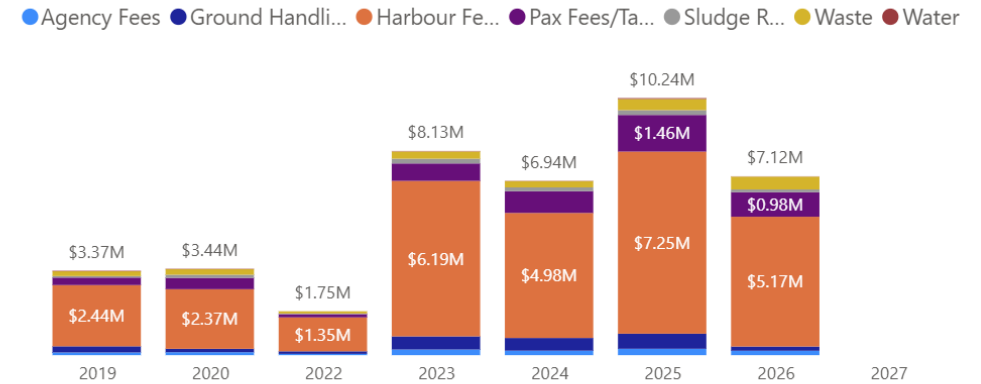


Cost in Australia per call

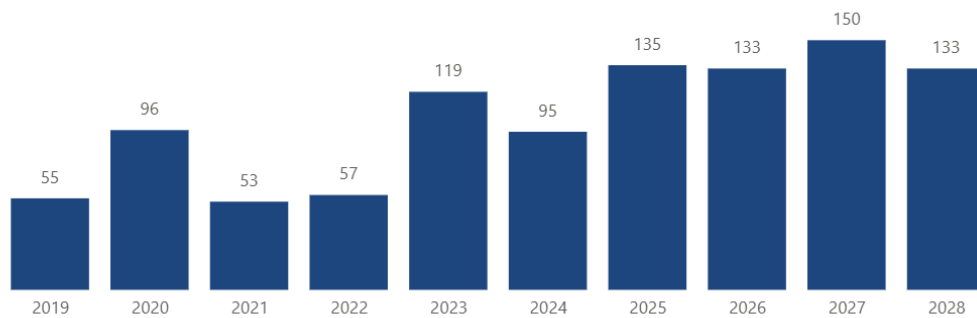
Days in Port



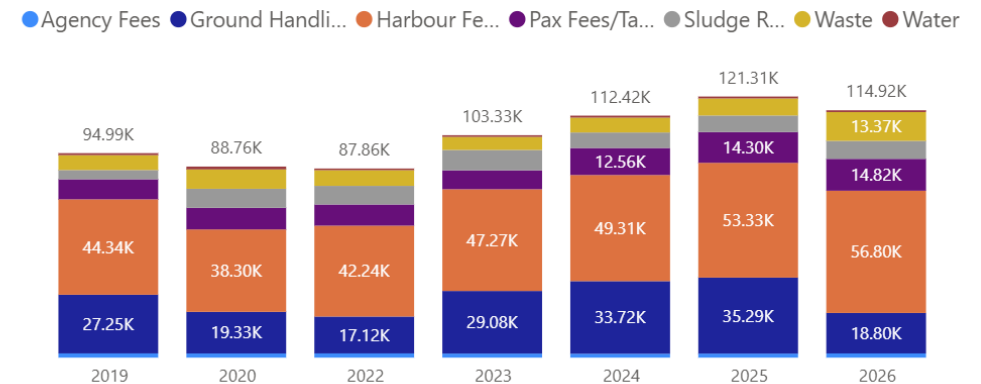
Total Cost



Call



Cost per Cruise



Q&A