CORPORATE GOVERNANCE GUIDELINES
PURSUIT ATTRACTIONS AND HOSPITALITY, INC.
Amended December 4, 2025

The Board of Directors (the "Board") of Pursuit Attractions and Hospitality, Inc. (the "Company") has adopted the following Corporate Governance Guidelines (the "Guidelines") to assist the Board in the exercise of its responsibilities and to serve the interests of the Company and its stockholders. The Corporate Governance and Nominating Committee shall primarily be responsible for recommending any changes to the Guidelines. These Guidelines should be interpreted in the context of all applicable laws and the Company's certificate of incorporation, bylaws and other corporate governance documents. These Guidelines acknowledge the leadership exercised by the Board's standing committees and their chairs and are intended to serve as a flexible framework within which the Board may conduct its business and not as a set of legally binding obligations. The Guidelines are subject to modification from time to time by the Board as the Board may deem appropriate and in the best interests of the Company and its stockholders or as required by applicable laws and regulations.

1. The Board

A. Independence of the Board

The Board will have a majority of directors who meet the criteria for independence required by the New York Stock Exchange (the "NYSE"). To be considered independent under NYSE listing standards, in addition to satisfying the categorical standards set forth by the NYSE, the Board must determine that a director does not have any direct or indirect material relationship with the Company (other than in his or her capacity as a director) that, in the opinion of the Board, would interfere with the exercise of independent judgment in carrying out the responsibilities of a director.

In making these determinations, the Board will broadly consider all relevant facts and circumstances, including information provided by the directors and the Company with regard to each director's business and personal activities as they may relate to the Company and the Company's management. As the concern is independence from management, the Board does not view ownership of even a significant amount of stock, by itself, as a bar to an independence finding. Each director shall notify the Board of any change in circumstances that may put his or her independence at issue. In the event of such notification, the Board will evaluate such director's independence as promptly as practicable thereafter.

B. Director Qualification Standards and Additional Selection Criteria

The Corporate Governance and Nominating Committee is responsible for nominating members for election to the Board by the Company's stockholders at the annual meeting of stockholders. The Board is responsible for filling vacancies on the Board that may occur between annual meetings of stockholders.

The Corporate Governance and Nominating Committee is responsible for reviewing with the Board, on an annual basis, the requisite skills and characteristics of new Board members as well as the composition of the Board as a whole. This assessment will include members' qualification as independent and tenure as director, as well as consideration of diversity of personal backgrounds, perspectives, skills and experience in the context of the current needs of the Board. In addition, directors should have high personal and professional ethics, integrity and values, have an ability to work collegially with the other members of the Board, have sufficient time to devote to the affairs of the Company, and be committed to representing the long-term interests of the Company's

stockholders. Nominees for directorship will be selected by the Corporate Governance and Nominating Committee in accordance with the policies and principles set forth in its charter. The invitation to join the Board should be extended by the Chair of the Corporate Governance and Nominating Committee and the Chair of the Board on behalf of the Board.

C. Board Leadership

The Board will select the Company's Chief Executive Officer ("CEO") and Chair of the Board in the manner that it determines to be in the best interests of the Company's stockholders. The Company does not believe there should be a fixed rule regarding the positions of Chief Executive Officer and Chair of the Board being held by different individuals, or whether the Chair of the Board should be an employee of the Company or should be elected from among the non-employee directors. The needs of the Company and the individuals available to assume these roles may require different outcomes at different times, and the Board believes that retaining flexibility in these decisions is in the best interests of the Company. The Corporate Governance and Nominating Committee will periodically review this matter and make recommendations to the Board.

A Lead Independent Director may be chosen and hold office during periods when the Board has elected a non-independent Chair of the Board, or whenever the independent directors determine that it is in the best interests of the Company and its stockholders. The name of the Chair of the Board or Lead Independent Director will be listed in the Company's proxy statement. The Lead Independent Director will have such responsibilities as may be determined from time to time by the Board, upon the recommendation of the Corporate Governance and Nominating Committee.

In the event the Chair is absent from a meeting of the Board, the chair of the Corporate Governance and Nominating Committee shall preside at such meeting or, in their absence, the Board may elect from the directors present a chair for such meeting.

D. Directors who Change their Primary Professional Role

A director who retires from his or her present primary employment or who materially changes his or her primary employment position should promptly notify the chair of the Corporate Governance and Nominating Committee. The Board does not believe any director who retires from his or her present employment, or who materially changes his or her position, should necessarily leave the Board; however, there should be an opportunity for the Board, through the Corporate Governance and Nominating Committee, to review the continued appropriateness of Board membership under these circumstances. The Corporate Governance and Nominating Committee will then make a recommendation to the Board as to any action (if any) to be taken with respect to such circumstances. Following such evaluation and recommendation, upon the request of the Board, it is expected that such director will tender her or his resignation. Directors who are officers of the Company shall tender their resignations upon termination of employment with the Company. Whether the individual continues to serve on the Board is then a matter for determination by the Board.

E. Service on Other Boards

The Board does not have set limits on the total number of boards that a director may serve on. Instead, directors should evaluate carefully the existing demands of their time before agreeing to serve on additional public company boards, and should advise the Chair of the Board (or the Lead Independent Director, if applicable) and the Chair of the Corporate Governance and Nominating Committee in advance of accepting an invitation to serve on another public company board.

F. No Term Limits

The Board does not believe it should limit the number of terms for which an individual may serve as a director. Directors who have served on the Board for an extended period of time are able to provide continuity and valuable insight into the Company, its operations and prospects based on their experience with, and understanding of, the Company's history, policies and objectives. The Board believes that, as an alternative to term limits, it can ensure that the Board continues to evolve and adopt new ideas and viewpoints through the director nomination process described in these Guidelines.

2. Director Responsibilities

A. General

The basic responsibility of the directors is to exercise their business judgment to act in what they reasonably believe to be in the best interests of the Company and its stockholders. In discharging that obligation, directors should be entitled to rely on the honesty and integrity of the Company's senior executives and its outside advisors and auditors. The directors shall also be entitled to have the Company purchase reasonable directors' and officers' liability insurance on their behalf, to the benefits of indemnification to the fullest extent permitted by law and the Company's charter, bylaws and any indemnification agreements, and to exculpation as provided by state law and the Company's charter.

B. Director Attendance

Directors are expected to attend Board meetings and meetings of committees on which they serve, and to spend the time needed and meet as frequently as necessary to properly discharge their responsibilities. Directors are also encouraged to attend the Company's annual meeting of stockholders.

C. Non-Director Attendance

The Board may require regular attendance at each Board meeting of senior officers of the Company. If the CEO wishes to have additional Company personnel attend on a regular basis, this suggestion should be brought to the Board for approval.

D. Meeting Agendas

The Chair of the Board will establish the agenda for each Board meeting. The Chair of the Board will establish a schedule of agenda subjects to be discussed during the year (to the degree this can be foreseen). Each Board member is free to suggest the inclusion of items on the agenda. Each Board member is free to raise at any Board meeting subjects that are not on the agenda for that meeting. The Board will review the Company's long-term strategic plans and the principal issues that the Company will face in the future during at least one Board meeting each year.

E. Advance Receipt and Review of Meeting Materials

Information and data that are important to the Board's understanding of the business to be conducted at a Board or committee meeting should generally be distributed in writing to the directors before the meeting, and directors should review these materials in advance of the meeting.

F. Executive Sessions of Non-Management Directors

The non-management directors will meet in regularly scheduled executive sessions. The Chair of the Board (or the Lead Independent Director, if applicable) will preside at the non-management executive sessions.

3. Board Succession Planning

The Corporate Governance and Nominating Committee is responsible for reviewing, on an annual basis, succession planning for directors, in accordance with Section 1.B. of these Guidelines and discussing the same with the full Board.

4. Board Committees

A. Number of Committees; Committee Composition

The Board will have at all times an Audit Committee, a Human Resources Committee, and a Corporate Governance and Nominating Committee. All of the members of these committees will meet the independence requirements of the NYSE and applicable law, including the relevant rules of the Securities and Exchange Commission. Committee members will be appointed by the Board upon recommendation of the Corporate Governance and Nominating Committee with consideration of the desires of individual directors. The Board will consider rotating committee members periodically.

The Board may, from time to time, establish or maintain additional committees as necessary or appropriate.

B. Committee Functions and Charters

Each of the Audit Committee, Human Resources Committee and Corporate Governance and Nominating Committee will have its own charter. The charters will set forth the purposes, goals and responsibilities of the committees as well as qualifications for committee membership, procedures for committee member appointment and removal, committee structure and operations and committee reporting to the Board. The charters will also provide that each committee will annually evaluate its performance.

C. Committee Meetings and Agendas

The Chair of each committee, in consultation with the committee members, will determine the frequency and length of the committee meetings consistent with any requirements set forth in the committee's charter. The Chair of each committee, in consultation with the appropriate members of the committee and management, will develop the committee's agenda. Each committee will establish a schedule of agenda subjects to be discussed during the year (to the degree these can be foreseen). The schedule for each committee will be furnished to all directors.

5. Director Access to Officers and Employees; Use of Outside Advisors

Directors have full and free access to officers and employees of the Company and are encouraged to take advantage of such access. Directors are expected to use their reasonable judgment to ensure that any meetings or contacts that a director wishes to initiate with an officer or employee of the Company are not disruptive to the business operations of the Company, or to the authority of the CEO, and will brief the CEO on any material communications between such director and an officer or employee of the Company.

The Board and each committee have the power to hire independent legal, financial or other advisors as they may deem necessary, without consulting or obtaining the approval of any officer of the Company in advance.

6. Director Compensation

The Human Resources Committee periodically shall review director compensation and shall make recommendations, in accordance with the policies and principles set forth in its charter, to the full Board with respect thereto. The Human Resources Committee will consider that directors' independence may be jeopardized if director compensation and perquisites exceed customary levels, if the Company makes substantial charitable contributions to organizations with which a director is affiliated, or if the Company enters into consulting contracts with (or provides other indirect forms of compensation to) a director or an organization with which the director is affiliated.

7. Director Orientation and Continuing Education

In conjunction with the Chair of the Corporate Governance and Nominating Committee, the Company will provide orientation opportunities for new directors, which will occur within a reasonable time following the time that a director joins the Board, in order to familiarize each new director with the Company's business, strategic plans, significant financial, accounting and risk management issues, and other significant issues affecting the Company. The Company, with oversight from the Corporate Governance and Nominating Committee, will also periodically provide materials or briefing sessions for, and make seminars available to, all directors on subjects that would assist them in discharging their duties.

8. CEO Evaluation and Management Succession

The Human Resources Committee will conduct an annual review of the CEO's performance, as set forth in its charter to ensure that the CEO is providing the best leadership for the Company in the long-term and short-term. The Human Resources Committee will report the results of its review to the Board. The Board will evaluate the Company's plans with respect to succession planning, and will evaluate potential successors to the CEO. The CEO should at all times make available his or her recommendations and evaluations of potential successors, along with a review of any development plans recommended for such individuals.

9. Annual Performance Evaluation

The Board will conduct an annual self-evaluation to determine whether it and its committees and its members are functioning effectively. The Corporate Governance and Nominating Committee will receive comments from all directors and report annually to the Board with an assessment of the Board's performance. The assessment will focus on the Board's contribution to the Company and specifically focus on areas in which the Board or management believes that the Board could improve.

10. Communications to the Board

The Board believes that the management team speaks for the Company. Individual Board members may, from time to time, meet or otherwise communicate with various constituencies that are involved with the Company, but it is expected that Board members would do this with the knowledge of the management team and, absent unusual circumstances or as contemplated by the committee charters, only at the request of the management team.

Stockholders and other interested parties who wish to communicate with the Board can address their communications as follows:

Pursuit Attractions and Hospitality, Inc.
1401 17th Street, Suite 1400
Denver, Colorado 80202
Attention: Office of the Corporate Secretary

The Corporate Secretary will maintain a record of all such communications and promptly forward to the Chair of the Corporate Governance and Nominating Committee those that the Corporate Secretary believes require immediate attention. The Corporate Secretary shall periodically provide the Chair of the Corporate Governance and Nominating Committee with a summary of all such communications. The Chair of the Corporate Governance and Nominating Committee shall notify the Board or the chairs of the relevant committees of the Board of those matters that he or she believes are appropriate for further action or discussion.

11. Confidentiality

Board members have an obligation to protect and keep confidential all the Company's non-public information unless the Company has authorized public disclosure or unless otherwise required by applicable law. Confidential information includes all non-public information entrusted to or obtained by a director by reason of his or her position on the Board. This includes information regarding the Company's strategy, business, finances, and operations, and will include minutes, reports, and materials of the Board and its committees and other documents identified as confidential by the Company.

Board members may not use such confidential information for personal benefit or to benefit other persons or entities other than the Company. Unless authorized by the Company or applicable law, directors will refrain from disclosing confidential information to anyone outside the Company, especially anyone affiliated with any entity or person that employs the director or has sponsored the director's election to the Board. These obligations continue even after service on the Board has ended. Any questions or concerns about potential disclosures should be directed to the Company's General Counsel, who then may communicate with the Chief Executive Officer or the Corporate Governance and Nominating Committee regarding potential disclosures.