

SAIL & SUSTAIN

2021 ESG REPORT

NCLH NORWEGIAN CRUISE LINE
HOLDINGS LTD.



CONTENTS

ABOUT THIS REPORT

This report contains information about Norwegian Cruise Line Holdings Ltd.’s Environmental, Social and Governance (ESG) initiatives and performance on factors that we believe are most important to our stakeholders. This report integrates Sustainability Accounting Standards Board (SASB) standards into our ESG reporting and contains our first Task Force on Climate-Related Financial Disclosures (TCFD) framework. In addition to the information in this report, we externally report on our Sail & Sustain strategy on our [website](#), [Form 10-K](#) and [Annual Report and Proxy Statement](#). We also obtain third-party verification over selected data disclosed in this report. The scope of this report and associated SASB Index includes information for fiscal year 2021 (January 1, 2021 – December 31, 2021) for Norwegian Cruise Line Holdings Ltd. and its subsidiaries globally, unless otherwise stated. All financial figures indicated in this report are in U.S. dollars, unless otherwise noted. Please read an important disclaimer regarding forward-looking statements in this report on [page 86](#) and [here](#).

INTRODUCTION

Key Highlights	3
A Message from Our President and CEO	4
Interview with Our Head of ESG	5
Our Company	6
Sail & Sustain Strategy	7
ESG Oversight	8
Engaging Stakeholders	9
Materiality Assessment	10
UN SDGs	11

REDUCING ENVIRONMENTAL IMPACT

Introduction	12
Environmental Goals	13
Addressing Climate Change	14
Energy Conservation	18
Newbuilds and Innovation	19
Seven Seas Grandeur™ Sustainability Features	20
Environmental Management and Regulation	21
Environmental Training	22
Water Stewardship	23
Underwater Sound Emissions	24
Waste Mitigation	25
Environmental Partnerships	27
Responsible Sourcing	30
Destination Stewardship	37

SAILING SAFELY

Introduction	43
COVID-19 Response	44
Onboard Public Health and Sanitation	45
Onboard Cleaning and Disinfection	46
Safety and Security at Sea	47

EMPOWERING PEOPLE

Introduction	48
Human Capital Oversight	49
Talent Acquisition, Training and Development	49
Benefit Programs	51
Diversity, Equity and Inclusion	53
Employee Health, Safety and Well-Being	57

STRENGTHENING OUR COMMUNITIES

Introduction	59
Philanthropy and Volunteerism	60
Disaster Relief	63
Partnerships	64

OPERATING WITH INTEGRITY AND ACCOUNTABILITY

Introduction	65
Board of Directors	66
Risk Management	69
Ethics and Compliance	70
Data Privacy and Security	71
Political Spending and Lobbying	
Policies and Practices	71

APPENDIX

SASB Disclosure Matrix	72
TCFD Report	76
Glossary	82



KEY HIGHLIGHTS



Reducing Environmental Impact

Pursuing Net Zero by 2050

with plans to set short- and near-term GHG reduction targets

3M

tons of carbon offsets purchased to help bridge the gap in decarbonization efforts¹

100%

ships on order equipped with cold-ironing capabilities

100%

ships with Advanced Wastewater Purification systems

~14M

plastic water bottles eliminated across our fleet and island destinations to-date

[Learn More](#)



Sailing Safely

24/7/365

stringent public health compliance culture

100%

of ships sail with dedicated Public Health Officer onboard

ALL

voyages sail with SailSAFE™ health and safety program

4

expert advisors comprise the SailSAFE™ Global Health and Wellness Council

10+ years

average experience of our ship Safety Officers

[Learn More](#)



Empowering People

59%

female shoreside workforce

~64%

U.S. shoreside employees that are under-represented minorities²

~120

countries represented by team members

620,000+

hours of training and development in 2021³

~80%

voluntary retention rate for global shoreside team in 2021

[Learn More](#)



Strengthening Our Communities

\$12M+

in total cash and in-kind donations to organizations around the world in 2021

~\$10M

provided to Alaska port communities & organizations for COVID-19 related relief and recovery

\$2M+

in-kind humanitarian relief to support various community organizations worldwide throughout 2020 and 2021

\$60K

awarded to schools across the U.S. as part of 2021 Giving Campaign

~3,000

U.S. shoreside team members offered a Paid Volunteer Day beginning in 2021

[Learn More](#)



Operating with Integrity and Accountability

Tied ESG to compensation

ESG metric added to our 2022 short-term incentive program

TESS

committee created in 2019 to oversee corporate social responsibility and sustainability

7

size of Norwegian board

6.6

year average board tenure⁴

~43%

Board directors with ESG skills and experience

[Learn More](#)

¹ Commitment to purchase over three-year period, 2021-2023.

² Based on team members who have self-identified.

³ Excludes operational training conducted by third-party that provides additional hotel and restaurant staffing onboard.

⁴ As of April 28, 2022.

A MESSAGE FROM OUR PRESIDENT AND CEO



2021 was another year filled with unexpected events and challenges brought on by the continuation of the COVID-19 pandemic. We entered the year with zero vessels operating, with our entire team focused on how to resume operations while prioritizing the health, safety and well-being of our guests, team members and communities we visit above all else. In July 2021 we launched our “Great Cruise Comeback” and just last month we reached a significant milestone in our phased re-launch with the final ship in our 28-ship fleet returning to service in May 2022. The herculean effort to restart our cruise operations was successful because of the hard work and dedication of our exceptional team who consistently demonstrated extraordinary resilience, skill and passion.

While we are focused on our operational and financial recovery from the pandemic, we are also more focused now than ever on driving a positive impact on society and the environment through our global sustainability program, Sail & Sustain. Our second annual Environmental, Social and Governance (ESG) report highlights several initiatives that support the key pillars of our Sail & Sustain program.

Recently we announced our commitment to pursue net zero greenhouse gas emissions by 2050, which will truly be one of the most defining voyages our Company will ever embark on. Our net zero ambition spans not only our operations but also our entire value chain as we aim to bring key partners, including our vast network of nearly 20,000 global suppliers and approximately 35,000 team members, along with us on this transformational journey. To support our path to net zero, we have also committed to develop short- and near-term greenhouse gas reduction targets. Getting to net zero will be complex, requiring significant innovation and collaboration with partners such as shipyards, engine manufacturers and classification societies to accelerate the technological advancement needed to get us to this goal, but we are committed to doing our part in this shared global effort. Our Compensation Committee further doubled down on this commitment by including an ESG metric tied to our progress on setting greenhouse gas reduction targets as part of our 2022 short-term management incentive compensation plan.

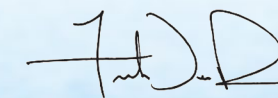
We believe it is our responsibility to contribute to the communities around the world where we live, work, visit and serve. In 2021, we provided over \$12 million of cash and in-kind donations to communities and organizations around the world. We also began offering a Paid Volunteer Day to all U.S. shoreside team members to further encourage involvement in their local communities. When the devastating events began to unfold in Ukraine earlier this year, we quickly mobilized to support and assist our impacted team members.

We have activated our crew relief fund and are providing logistical, communication and mental health support to affected team members. In addition, we pledged \$100,000 to Save the Children’s Ukraine Crisis Relief Fund and invited partners including guests, travel partners and team members to contribute as well.

Our top-notch team is our most valuable asset, and we remain committed to maintaining a safe, diverse and inclusive culture which supports and empowers our ~35,000 team members globally. We were honored to be recognized for this commitment with our naming to the Forbes World’s Best Employers 2021 list. To support our diversity, equity and inclusion (DE&I) efforts, I am pleased to report that I signed the CEO Action Pledge for Diversity and Inclusion in March, further cementing our commitment to fostering an inclusive workforce, where diverse backgrounds are represented, engaged and empowered to generate and execute on innovative ideas. We also recognize the value of a diverse supplier base and nearly 40% of our total U.S. supply chain spending in 2021 was with small businesses or businesses with minority, veteran or economically disadvantaged qualifications.

As we look forward to the future, we are committed to being responsible corporate citizens and ESG leaders which we believe go hand-in-hand with delivering long-term value for all of our stakeholders. We are proud of our accomplishments to date and invite you to join us as we continue our “Sail & Sustain” journey.

Thank you for your continued support,



Frank J. Del Rio

*President and Chief Executive Officer
Norwegian Cruise Line Holdings Ltd.*

“Offering our guests the opportunity to explore incredible destinations around the world is at the heart of what we do, and the preservation and protection of our planet is critical to our success.”





INTERVIEW WITH OUR HEAD OF ESG

Jessica John

Vice President

ESG, Investor Relations & Corporate Communications

What are the key drivers or challenges to reach your net zero by 2050 ambition?

The scope of our net zero by 2050 pursuit spans not only our operations but also our entire value chain which means we will not be able to achieve this ambition without the power of partnership. We are committed to working with our key partners to identify opportunities to advance our decarbonization efforts including and beyond our fleet.

A critical component needed to achieve our ambition is the development of low or zero emissions fuels which can be sufficiently scaled along with the associated critical infrastructure at destinations globally to support their usage. We are working with strategic partners to identify the appropriate alternative fuel source and are committed to sharing learnings and technology with other companies to accelerate progress on our shared goals. For example, we are conducting a joint feasibility study to test the use of renewable methanol fuel and planning for a dual-fuel diesel and methanol engine retrofit pilot program.

What does ESG governance look like at Norwegian? How are you driving accountability on ESG priorities across your organization?

We have a robust ESG governance structure in place which starts at the top with our Board of Directors and our executive management team. Not only is our full Board actively engaged but the Board's Technology, Environmental, Safety and Security (TESS) Committee closely oversees our ESG strategy and implementation. Every team member also has a role in our ESG priorities including our climate action efforts. This year we took an important step towards shared accountability when the Compensation Committee of the Board approved the inclusion of an ESG metric, tied to our progress on setting GHG reduction targets, as part of our 2022 short-term incentive. Eligible employees extend deep into our organization, encompassing our entire shoreside Manager and above leadership team, incentivizing company-wide coordination, and collaboration to drive progress on our climate action goals.

How have you enhanced transparency and disclosures over the past year?

We are focused on providing high quality disclosures that are most meaningful to our stakeholders. Earlier this year we published our first Task Force on Climate-related Financial Disclosures (TCFD) Report. As part of this process, we conducted an extensive climate risk screening and identified priority climate-related risks. A scenario analysis was then completed to estimate the impact of sea level rise and the cost of carbon, our top physical and transition risks identified through the screening, under different hypothetical climate scenarios. The results of the assessment will assist us in further integrating climate-related risks into our strategy and decision-making processes to improve our resiliency.

In this report we are also providing our environmental goals for the first time which are outlined on [page 13](#) and our second annual Sustainability Accounting Standards Board (SASB) index on [page 72](#). In addition, we received third party verification on certain social metrics for the first time this year.

Have you seen any changes in stakeholders' interest in ESG and sustainability over the past year?

We have seen increased interest across the board from our stakeholders, including our network of nearly 3 million guests, 35,000 team members and 20,000 partners and suppliers among many others. While interest was already rising pre-pandemic, the past few years have further heightened this interest as the pandemic served to reinforce how important the effective management of ESG risks and opportunities are to businesses and their ability to deliver long-term value to all stakeholders.



OUR COMPANY

Norwegian Cruise Line Holdings Ltd. (the Company or Norwegian) is a leading global cruise company which operates the Norwegian Cruise Line, Oceania Cruises and Regent Seven Seas Cruises brands. With a combined fleet of 28 ships with nearly 60,000 berths, our brands offer itineraries to approximately 500 destinations worldwide. The Company also has nine additional ships scheduled for delivery through 2027, comprising approximately 24,000 berths.



NORWEGIAN CRUISE LINE

As the innovator in global cruise travel, Norwegian Cruise Line has been breaking the boundaries of traditional cruising for 54 years. Most notably, the cruise line revolutionized the industry by offering guests the freedom and flexibility to design their ideal vacation on their preferred schedule, with no assigned dining and entertainment times and no formal dress codes. Today, its fleet of 17 contemporary ships sails to over 300 of the world’s most desirable destinations, including Great Stirrup Cay, the Company’s private island in the Bahamas and its resort destination Harvest Caye in Belize.



OCEANIA CRUISES

Oceania Cruises is the world’s leading culinary- and destination- focused cruise line. The line’s six small, luxurious ships carry only 684 or 1,250 guests featuring the finest cuisine at sea and destination-rich itineraries that span the globe. Expertly curated travel experiences aboard the designer-inspired, small ships call on more than 450 marquee and boutique ports across Europe, Alaska, Asia, Africa, Australia, New Zealand, New England-Canada, Bermuda, the Caribbean, the Panama Canal, Tahiti and the South Pacific, in addition to the epic 180-day Around the World Voyages. The brand has two Allura-class ships on order.



REGENT SEVEN SEAS CRUISES

Regent Seven Seas Cruises offers an unrivaled experience to luxury travelers, visiting more than 450 iconic and immersive destinations around the world. The cruise line’s modern fleet recently expanded with Seven Seas Splendor™ in 2020 as the fleet’s fifth ship, and has an additional ship on order. All luxuries are included in Regent Seven Seas Cruises voyages, such as all-suite accommodations, round-trip business-class air on intercontinental flights from the U.S. and Canada, the largest collection of unlimited shore excursions, unlimited internet access, highly personalized service, exquisite cuisine, fine wines and spirits, gratuities and ground transfers.



NORWEGIAN CRUISE LINE
HOLDINGS LTD.



1966
Year founded



~2.7
Million guests
carried in 2019



28
Ships
in fleet



9
Ships
on order



~35,000
Team members



120
Nations
represented



13
Global
offices



~500
Global destinations
visited

+



6
Continents

+



2
Island
destinations

VISION

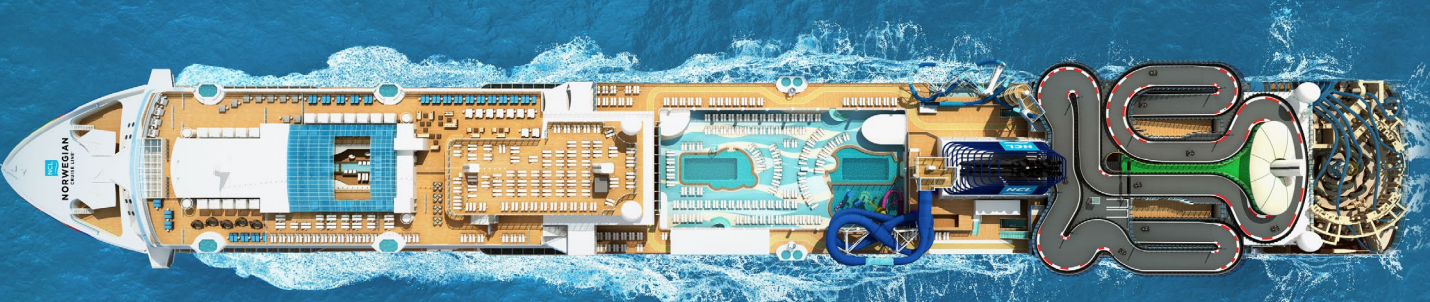
To be the vacation of
choice for everyone
around the world.

MISSION

Provide exceptional vacation
experiences, delivered by
passionate team members
committed to world-class
hospitality and innovation.

VALUES

Flawless Execution
Dedication to Family & Community
Spirit of Entrepreneurship
Financial Excellence
Environmental Stewardship



SAIL SUSTAIN

STRATEGY

Our global sustainability program, Sail & Sustain, is centered around our commitment to drive a positive impact on society and the environment while delivering on our vision to be the vacation of choice for everyone around the world. We visit nearly 500 destinations globally, allowing our guests to travel and explore the world, and our business is inextricably linked to the preservation of our planet and the protection of our shared resources. We recognize our ethical, social and environmental responsibilities and are committed to maintaining our high standards of operational excellence, achieving results the right way and creating value for all of our stakeholders.

Our environmental, social and governance (ESG) strategy is focused on five pillars, prioritizing efforts that meaningfully serve both our business and our stakeholders. The strategy was developed through cross-functional collaboration with key internal and external stakeholders and informed by our materiality assessment. As we continue our ESG journey, we look forward to building upon this foundation and as we collectively chart a path towards a more sustainable future.



Reducing Environmental Impact

- Combat climate change
- Protect our oceans
- Minimize waste to landfills
- Conserve fresh water
- Increase our sustainable sourcing
- Reduce, reuse and recycle

Sailing Safely

- Protect health and safety
- Provide a clean and safe environment

Empowering People

- Promote diversity, equity and inclusion
- Recruit, retain and develop talent
- Engage team members
- Support employee well-being

Strengthening Our Communities

- Support and invest in local communities
- Provide disaster relief

Operating with Integrity and Accountability

- Practice good governance
- Get results the right way
- Respect human rights
- Protect personal data and respect privacy

ESG OVERSIGHT

We have integrated our ESG principles throughout our Company with oversight throughout every level of the organization, starting at the top. The Company’s Board of Directors is actively engaged in overseeing the ESG strategy and implementation. In 2019, the Technology, Environmental, Safety and Security (TESS) Committee of our Board of Directors was established to oversee matters related to corporate social responsibility and sustainability. In early 2020, we also created a dedicated ESG department to further enhance the overall ESG strategy while coordinating closely with departments across the organization. The ESG department is led by the Vice President of ESG, Investor Relations and Corporate Communications and reports directly to the Chief Financial Officer.

To further integrate ESG oversight, in 2021 we established two additional layers of oversight, the Sail & Sustain Executive Leadership Council and the Sail & Sustain Task Force. In early 2022, we also created a Decarbonization Executive Steering Committee and a Decarbonization Action Group to oversee and accelerate progress on our climate action and decarbonization strategy.

ESG TIED TO SHORT-TERM INCENTIVE COMPENSATION PLAN

In early 2022, we made an important step towards shared accountability to set GHG reduction targets. The Compensation Committee of our Board approved the inclusion of an ESG metric as part of our 2022 short-term incentive (STI). If the Company makes sufficient progress on setting GHG reduction targets during 2022, as determined by the TESS Committee, an additional percentage of the total STI can be earned by eligible shoreside employees. STI eligible employees extend deep into our organization, encompassing our entire shoreside Manager and above leadership team. The Compensation Committee expects to continue to review and evolve our incentive compensation plan to build greater accountability and accelerate the progress on our ESG goals.



BOARD OF DIRECTORS

PROVIDES OVERSIGHT ON ESG STRATEGY



Technology, Environmental, Safety and Security (TESS) Committee

Standing Board of Directors Committee that oversees ESG strategy and implementation and provides regular updates to the full Board.



Sail & Sustain Executive Leadership Council

Comprised of CEO and senior executives across the organization. Provides executive support and helps drive ESG decision-making and integration of ESG priorities into company-wide culture.



Decarbonization Executive Steering Committee

Comprised of CEO and senior executives across the organization. Governs and steers the company-wide climate action strategy and decarbonization efforts.



Environmental, Social and Governance Department

ESG department creates and manages company-wide ESG strategy and coordinates with teams across the organization. Also leads communication efforts with external stakeholders including investors, Wall Street analysts and global business and financial media. Led by the Vice President, ESG, Investor Relations & Corporate Communications, reporting to the Chief Financial Officer.



Sail & Sustain Task Force

Cross-functional team with representatives from various departments across the Company. Assists in the day-to-day implementation of the Company’s ESG goals within their areas of responsibility. Proactively implements best practices and develops innovative solutions.





Decarbonization Action Group







Cross-functional team with representatives from various departments across the Company. Supports the implementation of the Company’s climate action strategy within their respective areas.



ENGAGING STAKEHOLDERS

An important element of our ESG initiatives is proactive and consistent engagement with both internal and external stakeholders to help inform our programs and strategic priorities. We engage with global stakeholders through various channels in order to have continuous meaningful dialogue on expectations and feedback. Many departments at our Company engage stakeholders on a regular basis including sales, marketing, investor relations, human resources, ports and destinations and supply and purchasing.






Stakeholders	Types Of Engagement	Why It Is Important
<div>Guests</div> <div></div>	<ul style="list-style-type: none">• Consumer insights• Electronic and onboard surveys• Customer hotlines, including environmental hotlines• Websites• Social media• Public relations• Loyalty programs	<p>We strive to maximize guest satisfaction and address guest feedback, which leads to increased customer loyalty and aids in the long-term sustainability of our Company in a competitive and changing marketplace.</p>
<div>Investors, Analysts, Financial Institutions, Rating Agencies</div> <div></div>	<ul style="list-style-type: none">• Participation in ESG ratings surveys and questionnaires (i.e. CDP Climate Change)• Quarterly earnings releases and calls• Annual report• Annual ESG report integrating recommendations from the Sustainability Accounting Standards Board (SASB)• TCFD aligned disclosure• Annual shareholder meetings• Investor calls, meetings and forums• Conferences• Participation in Poseidon Principles	<p>Investors, analysts, financial institutions (banks, insurance companies, etc.) and rating agencies are increasingly interested in greater disclosure and transparency on ESG topics and performance, which they link to long-term value.</p>

Stakeholders	Types of Engagement	Why It Is Important
<div>Employees</div> <div></div>	<ul style="list-style-type: none">• Town hall meetings• Employee resource groups• Email communications, including weekly CEO and Human Resources emails during COVID-19• Performance and career development reviews• Mandatory training• Anonymous hotline and environmental hotlines	<p>We seek to attract and retain top talent to ensure the continued success of our organization.</p>
<div>Suppliers</div> <div></div>	<ul style="list-style-type: none">• Face-to-face meetings• Supplier diversity program• Surveys• Responsible sourcing• Assessments and audits	<p>We maintain strong and collaborative relations with our global suppliers to continuously find new ways to source responsibly and make our supply chain more diverse and sustainable.</p>
<div>Travel Partners</div> <div></div>	<ul style="list-style-type: none">• Dedicated Travel Partner teams• Travel partner meetings and presentations• Travel Partner portal and websites• Regional events	<p>Travel partners are often the first line of engagement with our guests, and we rely on them heavily for direct communication and promotion to our guests.</p>
<div>Communities</div> <div></div>	<ul style="list-style-type: none">• Direct relationships shoreside and at visited destinations• Corporate and employee giving• Networking and philanthropy events• Partnerships• Employee volunteer opportunities	<p>We are committed to improving lives in the communities where our employees live and work, our private destinations (Great Stirrup Cay and Harvest Caye) and the nearly 500 destinations our ships visit globally.</p>
<div>Governments and Policy Makers</div> <div></div>	<ul style="list-style-type: none">• Direct engagement on important issues• Advocacy• Monitoring of regulatory activities• Industry trade associations, including CLIA	<p>We work with domestic and international government representatives at all levels to provide information about our cruise operations, positively impact public policy and regulation and contribute to local economies.</p>
<div>Non- Government Organizations</div> <div></div>	<ul style="list-style-type: none">• Organizational memberships• Direct engagement and partnerships• Social media• Website and ESG report	<p>We collaborate with organizations and have strategic partnerships to address important topics for our industry and our stakeholders. NGOs can help provide us with insight and guidance on emerging issues.</p>

MATERIALITY ASSESSMENT



In 2021, we worked with a third-party sustainability consultant to conduct a comprehensive materiality assessment to ensure our ESG program aligned with the most material topics for our key stakeholders. Through interviews and a survey, we engaged internal and external stakeholders to prioritize 14 of our most material environmental, social, and governance topics. We then conducted a workshop with our Sail & Sustain Executive Leadership Council to discuss and validate the findings. We have and will continue to use these findings to inform our ESG strategy and reporting going forward.

-  **Reducing Environmental Impact**
-  **Sailing Safely**
-  **Empowering People**
-  **Strengthening Our Communities**
-  **Operating with Integrity and Accountability**



SUSTAINABLE DEVELOPMENT GOALS

We are proud to contribute to the UN Sustainable Development Goals (SDGs) which provide a shared blueprint for peace and prosperity for people and the planet to achieve a more sustainable future. Our Company touches nearly all 17 SDGs through our day-to-day operations, partnerships and social and community initiatives, both locally and at the destinations we visit around the globe. However, we have identified 10 goals where we believe we make the greatest contribution:

- 3

Good Health and Well-Being
pages [43-47](#) and [57-58](#)
- 5

Gender Equality
pages [53-56](#) and [66](#)
- 6

Clean Water and Sanitation
pages [23-24](#)
- 7

Affordable and Clean Energy
pages [18-20](#)
- 8

Decent Work and Economic Growth
pages [48-52](#)
- 11

Sustainable Cities and Communities
pages [59-64](#)
- 12

Responsible Consumption and Production
pages [30-36](#)
- 13

Climate Action
pages [14-17](#)
- 14

Life Below Water
pages [24](#), [27](#), [29](#) and [40](#)
- 15

Life on Land
pages [28](#) and [41](#)



REDUCING ENVIRONMENTAL IMPACT



Reducing our environmental impact is an essential part of our Company’s mission and culture. We are committed to addressing climate change and doing our part to protect and preserve the environment. This commitment extends from our Board of Directors and executive management team to each of our ships and offices worldwide. We regularly evaluate environmental risks and have a company-wide emphasis on environmental leadership. We also continuously seek and invest in new technologies and innovations that will allow us to improve our environmental performance.

The future of our business is closely intertwined with the health of our oceans and the destinations we visit, and environmentally friendly practices allow our business to thrive.

WE ASPIRE TO



Combat
climate change



Protect
our oceans



Minimize waste
to landfills



Conserve
fresh water



Reduce, reuse
and recycle



Increase
our sustainable
sourcing

AT A GLANCE

Pursuing net zero by 2050

with plans to set short- and near-term GHG reduction targets

3M

tons of carbon offsets
purchased to help bridge the
gap in decarbonization efforts¹

~39%

total U.S. supply spending
with small or diverse
businesses in 2021

>30%

of ships have onboard
food waste digesters

~80%

self-produced water
used onboard

100%

ships with Advanced
Wastewater Purification systems

LEED Gold

certified PortMiami terminal

~14M

plastic water bottles eliminated
across our fleet and island
destinations to-date

~70%

ships expected to have
capabilities to access shore
power electricity by 2025

¹ Commitment to purchase over three-year period, 2021-2023.

ENVIRONMENTAL GOALS



COMBAT CLIMATE CHANGE

Pursue net zero greenhouse gas emissions by 2050 across all operations and value chain



Increase the percentage of our fleet with shore power capabilities to 50% by 2024, and to 70% by 2025



Decrease fleet wide fuel consumption of boilers by 2%, annually, compared to 2016



Offset three million metric tons of carbon dioxide equivalent over a three year period beginning 2021



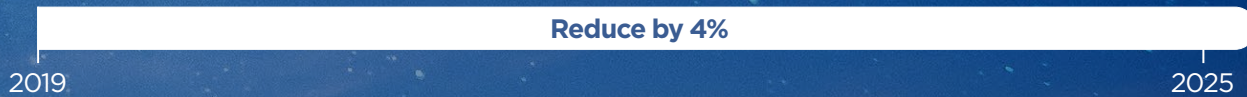
PROTECT OUR OCEANS

Increase the percentage of treated wastewater compared to untreated sewage discharged by 2024



CONSERVE FRESH WATER

Reduce bunkering by 4%, as compared to 2019, by 2025

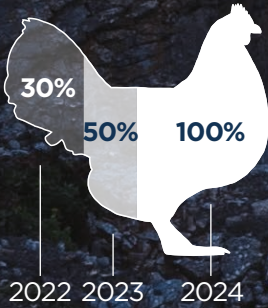


MINIMIZE WASTE TO LANDFILLS

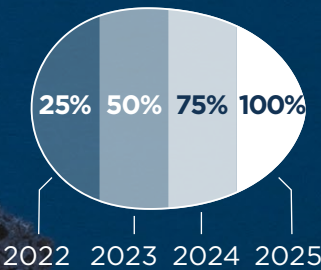
Decrease the total volume of sludge offloaded fleetwide by 5%, compared to 2018, by 2023



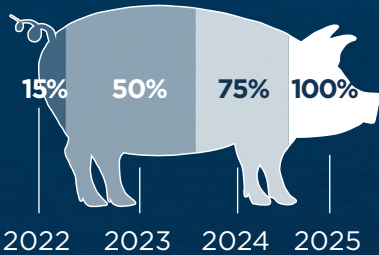
INCREASE OUR SUSTAINABLE SOURCING



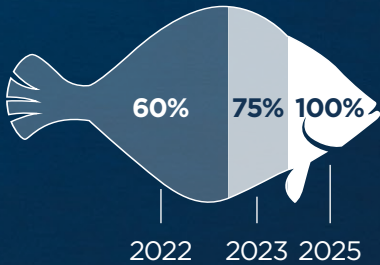
100% target for chicken purchased from suppliers in the U.S. and Canada who meet GAP standards by 2024



100% target for cage-free eggs from U.S. suppliers by end of 2025



100% target for gestation crate-free pork by 2025



100% target for certified sustainable seafood by 2025

ADDRESSING CLIMATE CHANGE

We have a long-term climate action strategy with a commitment to pursue net zero by 2050 through reducing carbon intensity, investing in technology including exploring alternative fuels and implementing a voluntary carbon offset program. We comply with applicable regulations, quantify and report our greenhouse gas emissions (GHG) and continuously seek new cost-effective ways to reduce or minimize our carbon footprint. We recognize climate change is a real business risk and partner with other companies, our cruise association, Cruise Lines International Association (CLIA), domestic and international governments and NGOs to contribute to global efforts to combat climate change.



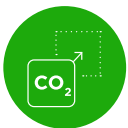
1. REDUCE CARBON INTENSITY

We continually seek opportunities to reduce our overall footprint by minimizing fuel consumption and increasing energy efficiency. Our ongoing investments in systems and technologies have allowed us to reduce our fuel consumption per capacity day by approximately 17% from 2008 to 2019 for our entire 28-ship fleet and approximately 25% for the Norwegian Cruise Line fleet. In addition, we achieved an estimated 14% reduction in CO₂ emissions per capacity day across our fleet between 2015-2019. As nine new and more fuel-efficient vessels are introduced to the fleet through 2027, this rate is expected to further decrease.



2. INVEST IN TECHNOLOGY AND EXPLORE ALTERNATIVE FUELS

The transition to a low-carbon economy creates opportunities in research and development in identifying and scaling alternative fuel sources. A key driver in achieving net zero is the development of alternative fuels along with the global infrastructure critical in supporting the creation, distribution, storage and usage of these fuels. We are continuously exploring avenues such as partnerships and technologies to champion these efforts and are committed to investing in research and development to improve our footprint and meet regulatory requirements. In 2022, we joined the Methanol Institute, a global trade association for the methanol industry which represents the world's leading methanol producers, distributors and technology providers, to collaborate, share and adapt solutions for the future. Alongside strategic partners such as engine manufacturers and classification societies, we are assessing the feasibility of retrofitting existing engines to operate with dual fuels — diesel and methanol — with the goal to test the use of methanol by 2025. The results and key learnings from the pilot project will inform our wider plans to decarbonize additional ships.



3. IMPLEMENT VOLUNTARY CARBON OFFSET PROGRAM

In June 2021, we committed to purchasing verified carbon credits to offset three million metric tons of carbon dioxide equivalent (MTCO₂e) over a three- year period beginning 2021. While our ultimate goal is to reduce our absolute emissions, we are purchasing carbon offsets to address gaps in our decarbonization efforts until new technology becomes available.

METRICS AND TARGETS

- As part of our ISO 14001-certified Environmental Management System (EMS), goals and targets have been established to reduce our environmental impact including reductions in water bunkered from ports and fuel consumption as well as waste mitigation.
- In 2018, we signed the Cruise Lines International Association (CLIA) historic commitment to reduce the carbon emissions rate industry-wide by 40% by 2030. This commitment was created as a first step to contribute to the International Maritime Organization's vision of a carbon-free shipping industry by the end of the century.
- In 2021, we announced our goal to reach carbon neutrality alongside our long-term climate action strategy.
- In early 2022, the Compensation Committee of our Board approved the inclusion of an ESG metric as part of our 2022 short-term incentive. If the Company makes sufficient progress on setting GHG reduction targets during 2022, as determined by the TESS Committee, an additional percentage of the total STI can be earned by eligible shoreside employees. STI eligible employees extend deep into our organization, encompassing our entire shoreside Manager and above leadership team.
- In 2022, we committed to pursue net zero by 2050 and to set short- and near-term GHG reduction targets.



GHG Emissions Reporting

In 2018, we developed a GHG inventory management strategy that enables us to quantify, report and verify our GHG emissions. We currently quantify our Scope 1, Scope 2 and certain Scope 3 emissions, which received independent third-party verification and external assurance. Beginning in 2019, we began calculating Scope 3 emissions related to employee commuting and in 2021, we further expanded this to include emissions related to our supply chain, business travel and other upstream activities.

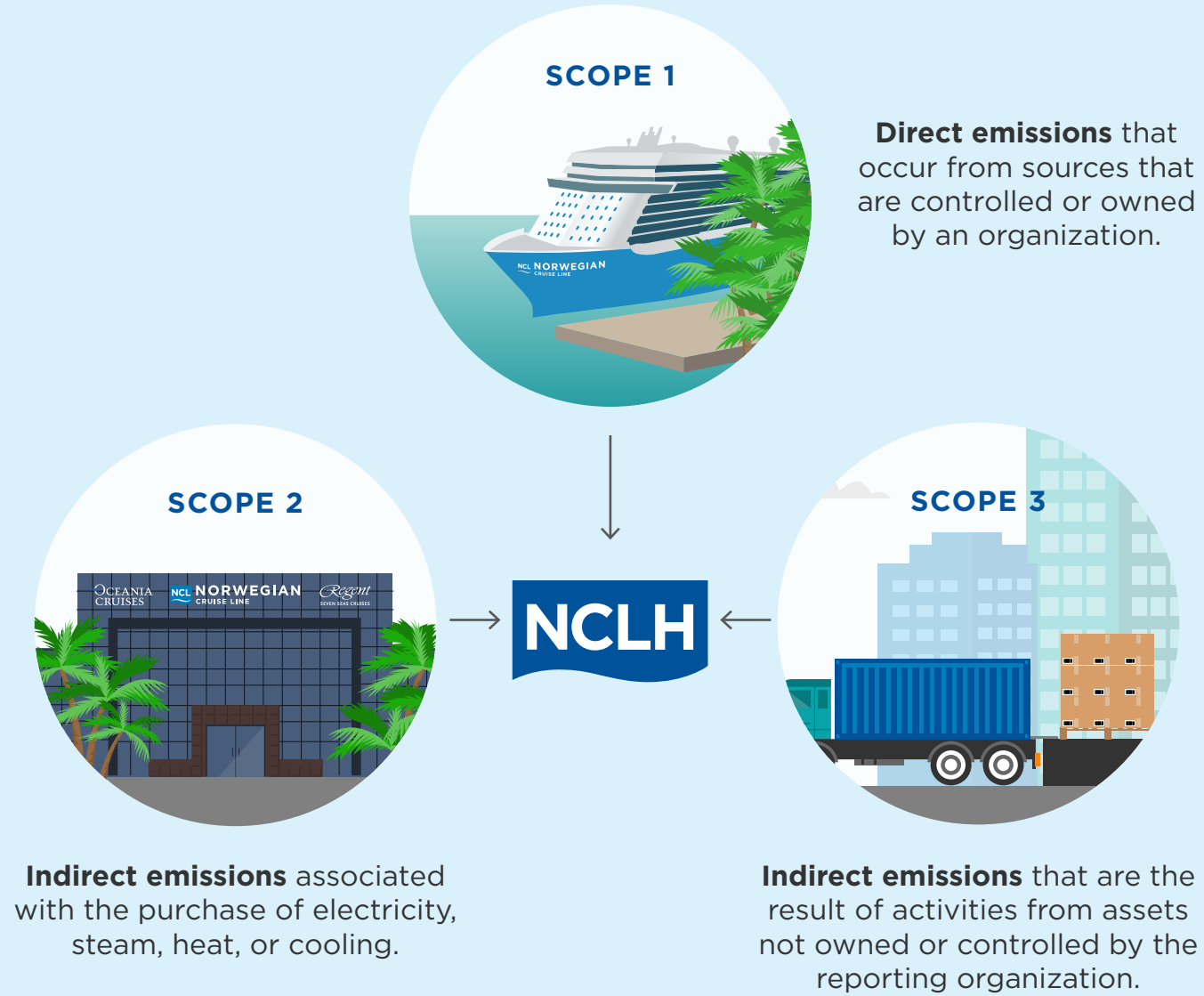
Both 2020 and 2021 GHG emissions were well below 2019 levels driven by the global suspension of cruise voyages related to the COVID-19 pandemic beginning in mid-March 2020. During the voyage suspension period, our vessels were docked or anchored around the globe at reduced manning levels, significantly reducing our overall fuel consumption. We initiated a phased return to service beginning in July 2021 which was completed in May 2022. We expect 2022 GHG emissions will increase versus prior year on an absolute basis as the return to service was completed.

On a per capacity day basis, we have made significant strides in reducing our CO₂ emissions rate across our fleet. We achieved an estimated 14% reduction in CO₂ emissions per capacity day across our fleet between 2015-2019. As we introduce nine new and more efficient vessels to our fleet through 2027, we expect this rate to further decrease.

Since 2019, we have also disclosed emissions data to [CDP](#). In our most recent submission, we received a climate change score of a ‘B’, higher than the Marine Transport Sector, North America and Global averages.

We also report fuel usage and emissions data for every voyage during the year for vessels sailing in the EU and European Free Trade Association (EFTA) jurisdiction. The data is being reported to and published by the European Commission as part of the EU Monitoring, Reporting & Verification (MRV) regulation to record and assess the shipping industry’s CO₂ emissions. The reports include information on the fuel consumed, distance traveled and time underway for the year for each of our ships sailing in the EU.

Similar to the EU MRV, we are also required to report fuel consumption and emissions through the IMO Data Collection System (DCS). Beginning in 2020, reports and emissions were verified and reported to the IMO database by the ship’s flag state for 2019. Each ship receives a Statement of Compliance for fuel oil consumption reporting that is valid for one year, to provide evidence that the vessel’s data was reported according to IMO requirements.



MTCO ₂ e ¹	2019	2020	2021
Scope 1	2,687,980	1,442,306	1,431,917
Scope 2 (Location-Based)	4,537	3,601	4,069
Scope 2 (Market-Based)	4,971	3,931	4,219
Scope 3			676,165
Purchased goods & services ²			194,662
Capital goods ²			58,062
Fuel- & energy-related activities			320,367
Waste generated in operations ²			14,772
Business travel			86,420
Employee commuting	4,465	1,287	1,883

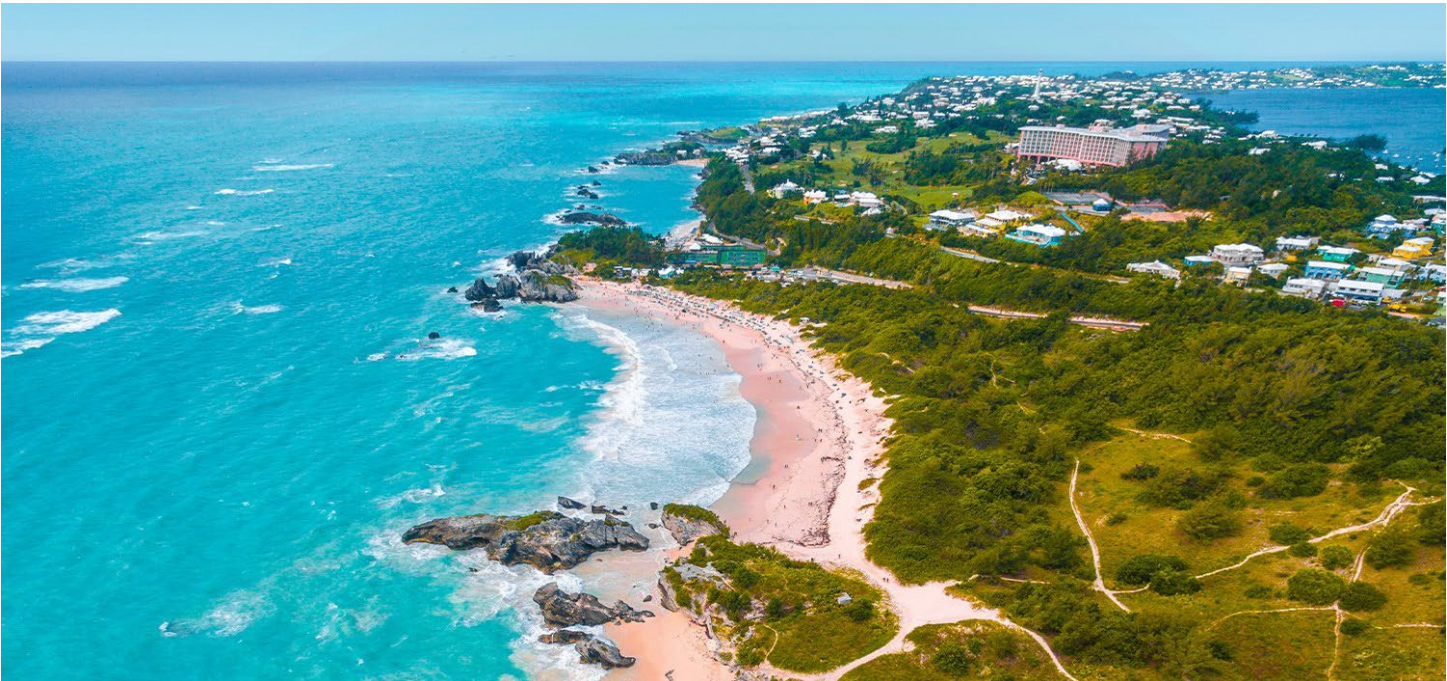
¹ The reported emissions represent an estimate based on available data at the time of publication.
² Emissions were estimated using supplier spend data and emission factors from the U.S. EPA Supply Chain Emission Factors dataset.

New and Emerging GHG Emissions Regulations

As part of a worldwide effort to manage climate change, governments and regulatory bodies around the world have enacted or are considering new environmental regulations and policies.

In 2021, the IMO adopted two new requirements going into effect in 2023, the Carbon Intensity Indicator (CII) and Energy Efficiency Ship Index (EEXI) which each regulate carbon emissions for ships. The CII is an operational metric designed to measure how efficiently a ship transports goods or passengers by looking at carbon dioxide emissions per nautical mile. Ships are given an annual rating from A to E with a C or better required for compliance. For ships that receive a D rating for three consecutive years, or an E rating for one year, a corrective action plan will need to be developed and approved. In 2023, ships will be required to reduce carbon intensity by 5% from a 2019 baseline with 2% incremental improvements each year thereafter until 2030. The EEXI is a design recertification requirement that updates energy efficiency requirements for existing ships and regulates carbon dioxide emissions related to installed engine power, transport capacity and ship speed. We are currently working through the implications of CII and EEXI as the requirements are still evolving and have engaged third-party advisors to assist us in this process.

In addition, in July 2021, the E.U. published proposed legislation that would extend its carbon dioxide Emissions Trading System to the maritime transport sector. Under the proposal, ships over 5,000 Gross Tons that transport passengers or cargo to or from E.U. member state ports would be required to purchase and surrender emissions allowances equivalent to emissions for all or a half of a covered voyage, depending on whether the voyage was between two E.U. ports or an E.U. and a non-E.U. port. The requirements are proposed to be phased in from 2023 to 2026. Beginning in 2023, covered entities would be required to surrender allowances equivalent to 20% of their verified emissions, with the amount increasing to 45% in 2024, 70% in 2026, and 100% in 2026.



Climate Risks and Scenario Planning

In late 2021, we began climate risks and scenario planning which resulted in the publication of our first disclosure aligned with the Task Force on Climate-related Financial Disclosures (TCFD) framework in April 2022. To read more, please see our summary starting on [page 76](#).

Poseidon Principles



We also support the Poseidon Principles, a framework for assessing and disclosing the climate alignment of ship finance portfolios. This initiative aims to support financial institutions in integrating climate considerations into lending decisions in line with the climate-related goals of the IMO. The ultimate goal is to help promote responsible environmental behavior and incentivize international shipping's decarbonization.

The Poseidon Principles was developed in an effort spearheaded by global shipping banks — Citi, Societe Generale and DNB – in collaboration with leading industry players — A.P. Møller Mærsk, Cargill, Euronav, Gram Car Carriers, Lloyd's Register and Watson Farley & Williams — with expert support provided by the Global Maritime Forum, Rocky Mountain Institute and University College London Energy Institute/UMAS. To date, 28 financial institutions have joined the initiative, representing approximately \$185 billion in loans to international shipping or over 50% of the global shipping finance portfolio.

As of the date of issuance of this report, we have already provided data to seven signatory banks as part of their alignment with the Poseidon Principles.



Cold Ironing

Our ships continue to generate their own power while in port, providing heat, air conditioning, lighting and hot water for guests and crew. Certain ports we visit have installed infrastructure for cruise ships to connect to onshore electrical power grids to supply much of the power needed while docked — a process known as cold ironing and frequently referred to as shore power.

We are supportive of the directional vision that all of our ships calling at shoreside electricity capable ports will be equipped to either use shoreside electricity by 2035 or be able to use alternative low carbon technologies in port, as available. A total of 10 ships in our fleet are currently equipped with cold ironing capabilities, including 6 Norwegian Cruise Line vessels, two Regent Seven Seas Cruises’ vessels and two Oceania Cruises’ vessels. We retrofitted 3 ships in 2021 and 2022, including Oceania Cruises’ Regatta and Insignia and Regent’s Seven Seas Mariner. In addition, all nine newbuilds currently on order, beginning with Norwegian Prima in 2022, will also be equipped with cold ironing capability. By 2025, we expect ~70% of our fleet will be equipped with this capability.

While still limited, the number of ports with this infrastructure is increasing, and we are supportive of the expansion of this capability. In August 2021, as part of an initiative to bring shore power to PortMiami, we announced a partnership with Miami-Dade County to make our new Cruise Terminal B shore power ready by Fall 2023. The initiative’s goal is to make Miami the first seaport in Florida and the Southeastern United States to provide shore power connectivity. We also supported the Port of Southampton in the U.K. with the opening of its new Horizon Cruise Terminal featuring shore power as well as other environmentally friendly initiatives. In addition in April 2022, we joined together with 19 cruise lines in signing a Memorandum of Understanding, committing to use shore power available at ports in the Baltic Sea as soon as possible and no later than from January 1, 2024.



~70% of our fleet
is expected to be equipped with
cold ironing capabilities by 2025.

SO_x Emissions and Exhaust Gas Cleaning Systems

Our vessels’ emissions, like many of our operations, are subject to multiple levels of regulation. Beginning in January 2020, the IMO convention entitled Prevention of Pollution from Ships (MARPOL) set a new global limit on fuel sulfur content of 0.5%, reduced from 3.5%. MARPOL also requires stricter limitations on sulfur emissions within designated Emission Control Areas (ECA), which include the Baltic Sea, the North Sea/English Channel, North American waters and the U.S. Caribbean Sea. Ships operating in these waters are required to use fuel with a sulfur content of no more than 0.1% or use approved alternative emission reduction methods.

Our ships are using either low-sulfur marine gas oil (MGO) or heavy fuel oil (HFO) with exhaust gas cleaning systems (EGCS), which are in compliance with the regulation. In late 2021, we successfully completed our nearly \$200 million, multi-year investment to install EGCS on many of our ships. This innovative technology reduces the levels of sulfur oxide (SO_x) and particulate matter emitted from the ship by cleaning or scrubbing the emissions before they are released from the stack. Ships equipped with this technology can reduce SO_x emissions by up to 98%. On occasion, a white plume may be visible from the funnel of the vessel when an EGCS is in use, which is a result of vapor/steam mixing with the regulatory compliant emissions.

We took the opportunity during the COVID-19 pandemic related voyage suspension to accelerate installations on existing ships and complete this project nearly two years ahead of schedule. ~70% of operational capacity, or 13 ships, are now equipped with EGCS. 92% of systems installed on our ships can operate in open or closed loop, which is known as a hybrid system. This allows the ships to operate the systems within compliance in expanded areas of the world.

NO_x Emissions

MARPOL Annex VI also sets limits for nitrogen oxide (NO_x) emissions. Unlike SO_x emissions, which relate to the fuel burned, the NO_x emissions are related to the engines onboard the vessel. As a result, these global NO_x requirements are based on the keel lay date of the vessel. All of our newbuilds on order, beginning with Norwegian Prima, will be equipped with selective catalytic reduction systems (SCR) which reduce up to 90% of NO_x emissions by transforming it into water and nitrogen.



EGCS retrofitting began in early 2014 and each ship required approximately **280,000 man hours to complete**



ENERGY CONSERVATION

Shipboard Energy Efficiency Management Plan

Each ship in our fleet has a Shipboard Energy Efficiency Management Plan (SEEMP). The primary objective is to improve the overall operating efficiency of the ship by implementing optimized methods for energy and fuel savings. Those initiatives include improving voyage planning, optimizing ship’s speed, operating the main engines at their most economical loads, optimizing HVAC systems and improving our ships’ hydrodynamic capabilities by upgrading propulsion systems with more efficient propellers. Onboard energy management meetings are also held quarterly to discuss energy conservation projects, track energy efficiency initiatives and identify future projects. During our voyage suspension period, we worked with Eniram (Wärtsilä), which offers marine energy management technology, to improve the accuracy of our data and expand our key performance indicators.

With less demand for steam during the voyage suspension beginning March 2020, boiler consumption in 2020 and 2021 was below 2019 levels by approximately 53% and 46%, respectively.

Propulsion Power

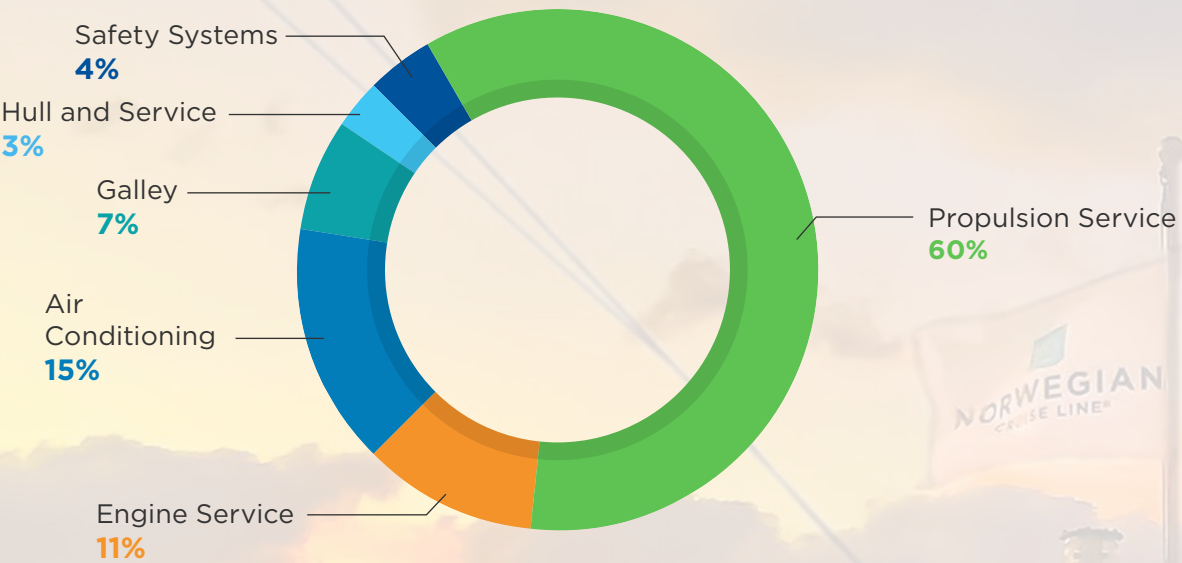
A key area of focus in our energy saving initiatives is propulsion power, which represents approximately 60% of the total energy usage on a ship. To help increase propulsion efficiencies, we have applied low friction silicone hull coating to 100% of our fleet and have completed hydrodynamic upgrades. In 2021, the Norwegian Pearl was the first in our fleet to have the entire flat bottom applied with low friction silicone paint, which provides a gain of approximately 10% efficiency on propulsion power.



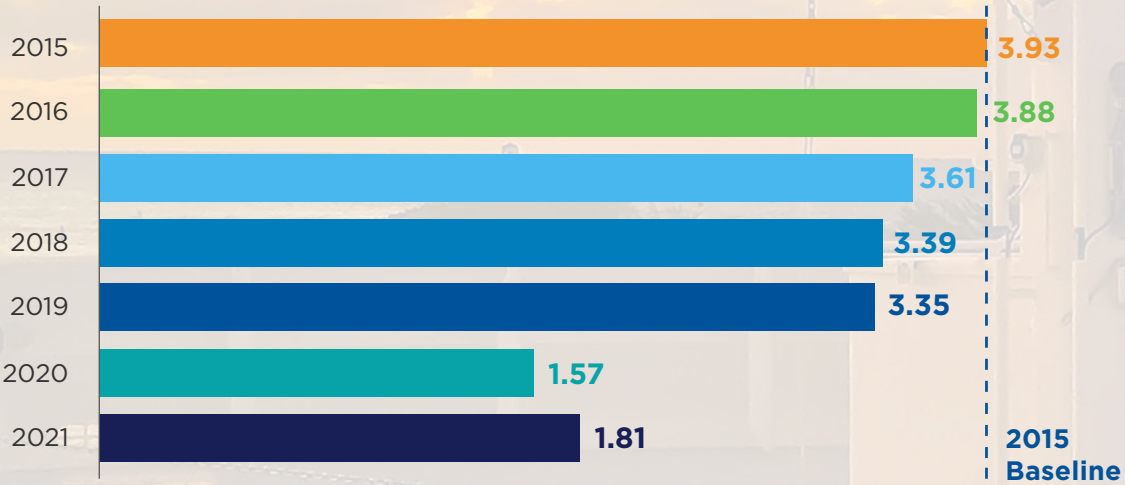
Voyage Planning and Optimization

While smart itinerary and voyage planning makes good business sense, it also helps reduce energy utilization. As we add more exciting destinations around the world for our guests to enjoy, we constantly work behind the scenes to find the most fuel-efficient routes when planning each new voyage. Itineraries are optimized by looking for options where our vessels can travel at lower speeds, analyzing currents, time at sea and efficient port selection. We also achieve fuel savings each cruise by taking weather forecasts and wave conditions into account to optimize the ship’s route, speed profile and engine loads.

Electrical Load Breakdown for a Typical Ship (KW)



Fleet Average Boiler Fuel Consumption Per MT/Day



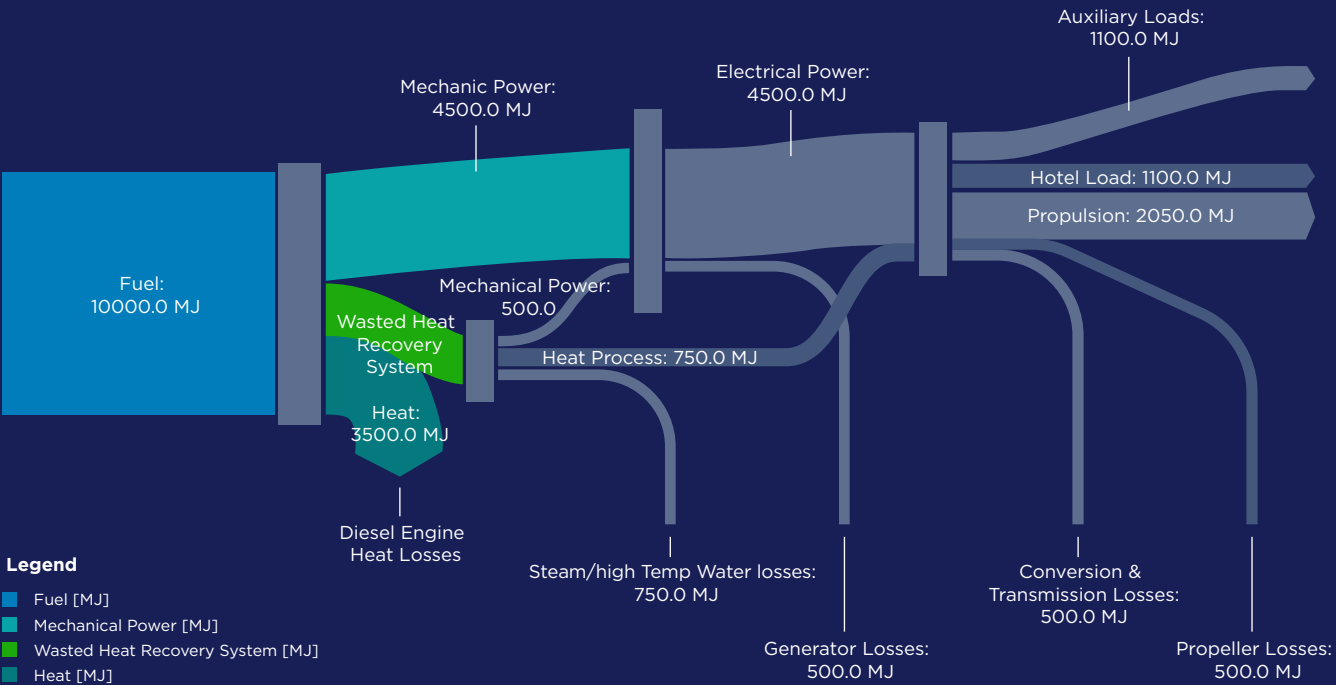
LED Lighting Upgrades

We have upgraded lighting on many ships to energy-efficient LED lights which helps reduce our energy consumption. Over the next five years, we will be retrofitting LED lighting in a combined effort between public areas refurbishment and general lighting upgrades.

Waste Heat Recovery

One of the most successful programs implemented on our ships to-date is Waste Heat Recovery (WHR). This process works by recovering heat from the engine cooling and exploiting the thermal content within the water and transferring it to other users, thus avoiding the use of external heating media. The typical return on investment for our WHR installation projects is less than one year. In 2021, the first phase of the WHR installation on Norwegian Jade commenced, and Norwegian Spirit is scheduled for 2022. Once both projects are completed, we estimate an annual avoidance of 5,000 MTCO₂e. To date, 13 ships, or nearly half of our fleet, are equipped with WHR. We plan to have our entire fleet equipped with WHR by 2027, including plans for 8 WHR upgrades in 2022.

SHIP COMMON ENERGY BALANCE



100% of the fleet will have Waste Heat Recovery by 2027.

NEWBUILDS AND INNOVATION

We continuously seek and invest in new technologies and innovations that will allow us to improve our environmental performance, both for our existing fleet and the new ships we have on order.

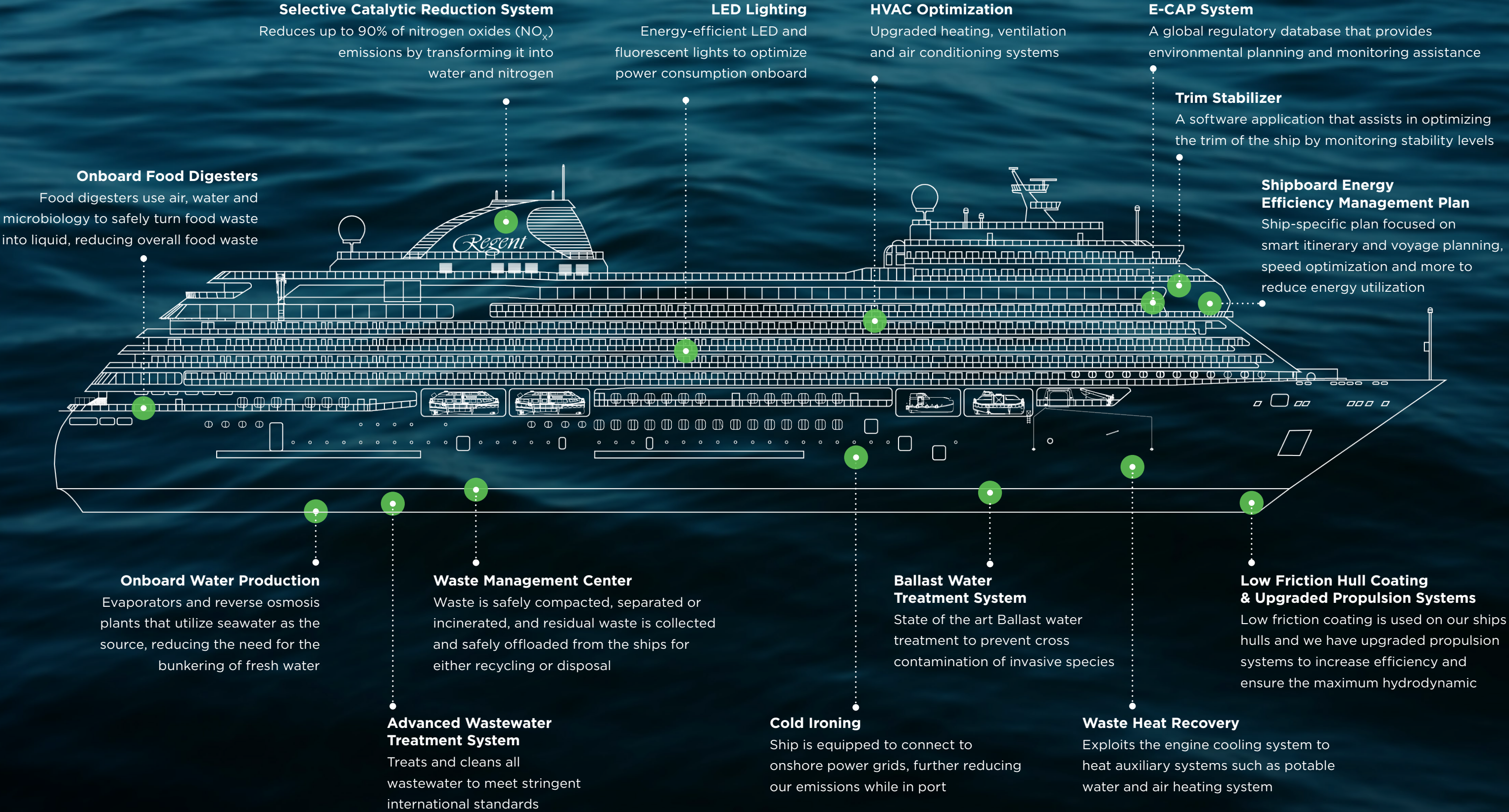
Environmental impact is a key priority when we design new ships. We make significant investments to equip our newbuilds with new and enhanced technology to reduce emissions, optimize fuel consumption and maximize energy efficiencies. Broadly speaking, when a new Norwegian Cruise Line vessel is introduced to the fleet, its energy efficiency investments result in an approximately 1% decrease in annualized fuel consumption per capacity day for the entire 28-ship fleet.

All of our newbuilds on order are equipped with selective catalytic reduction systems (SCR) which reduce up to 90% of NO_x emissions by transforming it into water and nitrogen. In addition, our Prima Class vessels are designed with an X-bow inverted bow design. The X-bow is curved backwards, which helps to reduce the impact loads on heavy seas and improves overall stability and fuel efficiency therefore reducing emissions.

A key driver to achieve our net zero ambition is the development of alternative fuels along with the associated critical infrastructure at destinations globally to support the usage of these fuels. As such, we are committed to partnering, researching and driving discussions to identify an appropriate alternative fuel source that can also be sufficiently scaled. For example, we are currently actively engaging with partners including engine manufacturers and classification societies in planning for a safe and effective methanol engine retrofit.



SEVEN SEAS GRANDEUR™ SUSTAINABILITY FEATURES



ENVIRONMENTAL MANAGEMENT AND REGULATION

The backbone of our environmental programs is our ISO 14001-certified Environmental Management System (EMS). Our EMS helps us systematically identify, manage and control activities related to our environmental performance, manage progress toward our environmental goals and comply with all applicable regulations. Our EMS is certified through an independent third-party audit and verification.

Environmental Regulation

Cruise operations comply with strict regulations, including those established by international maritime conventions, as well as a multitude of national and local regulations. We view compliance with laws and regulations as the bare minimum requirement for our operations. Whenever possible, we work to reduce our environmental impact beyond these requirements. Where regulations do not exist or are less stringent, we strive to follow best practices for our operations. In the event of an incident, our protocols are to immediately respond to address the problem at hand, mitigate the impact, work with any applicable regulators and implement procedures to prevent any future recurrence. To report potential incidents or violations, environmental hotlines are available to the public including passengers, team members and suppliers: environmentalhotline@norwegiancruiseline.com, environmentalhotline@oceaniacruises.com and environmentalhotline@rssc.com

Adopting New Systems for Compliance

One of the ways that we continue to facilitate our vessels' environmental compliance is by researching and investing in systems that support our team members in staying informed on local environmental regulations. This allows for efficient voyage planning operations and helps further reduce the occurrence of incidents.



Prior to the voyage suspension in 2020, we were able to install one such system, called E-CAP, onboard Norwegian Encore, and a second system was installed on Seven Seas Explorer in 2021. The E-CAP software works by interfacing with the vessel's navigation system to provide environmental planning and monitoring assistance for a vessel's voyage. The system contains a global regulatory database that includes international and local requirements, as well as our Company's environmental operation policies. Utilizing the system allows for environmental voyage plans to be created and for the officers on watch to be alerted when to start and stop different operations. By June 2022, all existing ships will be equipped with the E-CAP system and going forward all newbuilds will have the system installed.

MULTIPLE LAYERS OF GLOBAL ENVIRONMENTAL REGULATIONS



International Maritime Organization (IMO) — The IMO is the United Nations' dedicated agency tasked with ensuring the safety and security of shipping, in addition to the prevention of marine and atmospheric pollution by ships. The most important conventions include: The International Convention for the Safety of Life at Sea (SOLAS), the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW) and the International Convention for the Prevention of Pollution from Ships (MARPOL).

International Labor Organization (ILO) — The ILO is the United Nations' dedicated agency tasked with promoting safe working conditions and advancing social justice in the workplace. The Maritime Labor Convention under the ILO, commonly referred to as the “seafarers’ bill of rights”, was adopted in 2006 to lay out international standards and rules for the uniquely global maritime industry.

Classification Societies — Marine confirming that societies such as DNV and Lloyd’s Register play a pivotal role in ensuring we adhere to both class and statutory regulations on behalf of Flag States, in addition to verifying our compliance to voluntary certifications.

National and Local Government — In addition to global regulations set out by the IMO and ILO, national and local governments frequently implement more stringent regulations.

Flag States — Regional authorities require regularly scheduled document verification, Port State inspections and other methods to prove compliance.

Voluntary Certification — We voluntarily implement the ISO 14001 Environmental Management standard to facilitate compliance that is above and beyond regulatory requirements.

Company Policies — We view regulatory compliance as the minimum requirement for our operations. Whenever possible, we work to reduce our environmental impact beyond these requirements.

ENVIRONMENTAL TRAINING

Environmental Officers

Every ship in our fleet is required to sail with an Environmental Officer (EO) whose job includes the implementation, training, oversight and verification of shipboard environmental compliance, in addition to providing shoreside assistance for developing environmental policies and procedures. The EO is also available onboard to answer guests’ environmental questions and provide hands-on crew trainings.

EOs receive two weeks of on-the-job training before beginning their first contract, and they are required to attend a week-long Environmental Summit at the Company’s headquarters. Every quarter the ship’s EO coordinates with onboard senior management to conduct an in-depth self-assessment of all onboard environmental programs. During this assessment, all systems, logs, documents, records and procedures are evaluated in each department for compliance with Company procedures. These assessments are then submitted to the Corporate Marine Operations Department for review.



Alyssa Adams
Environmental Officer

Alyssa attended Texas A&M at Galveston where she received a Bachelor’s Degree in Ocean and Coastal Resources and a Master’s in Maritime Administration and Logistics. After studying cruise line logistics as well as environmental impacts, Alyssa considers it rewarding to hold a position that can truly influence sustainability within cruise operations.

As a little girl, Alyssa was always fascinated by marine documentaries and knew she would one day work near the ocean. Today, she trains Norwegian Getaway’s newly joining crew members and works with each shipboard department to support regulatory compliance. Along the way, she has received many positive comments from crew who are happy to see a woman holding the Environmental Officer position, and Alyssa is grateful to have so much support from her team on the Getaway.



Crew and Shoreside Training

Prior to assuming their shipboard duties, all crew members learn the basic requirements for verifying environmental compliance onboard through our Environmental Familiarization Training. Each crew member also receives further specialized training that is appropriate to their individual job and responsibilities.

In addition, every shoreside employee must complete the Company’s online Environmental Familiarization Training course annually. This training includes information about our environmental strategy and our global sustainability program, Sail & Sustain, and the policies, objectives and targets related to wildlife protection, water conservation and more.

Environmental Internships

We also offer competitive internships for students interested in a career in the marine environmental protection sector. Our interns come from both maritime colleges and graduate universities, and many have gone on to work for us, both on our ships and shoreside.

WATER STEWARDSHIP

We have a responsibility to respect and protect our valuable shared water resources, which are becoming increasingly scarce. This is critical to the long-term success of our Company, our oceans and the health of our communities and destinations we visit. Through a combination of onboard initiatives and progressive technologies, our ships are consistently improving their water production rates while simultaneously working to decrease consumption. Across our fleet in 2021, approximately 80% of fresh water used onboard was self-produced. We have a target to reduce bunkering by 4%, compared to 2019, by 2025.

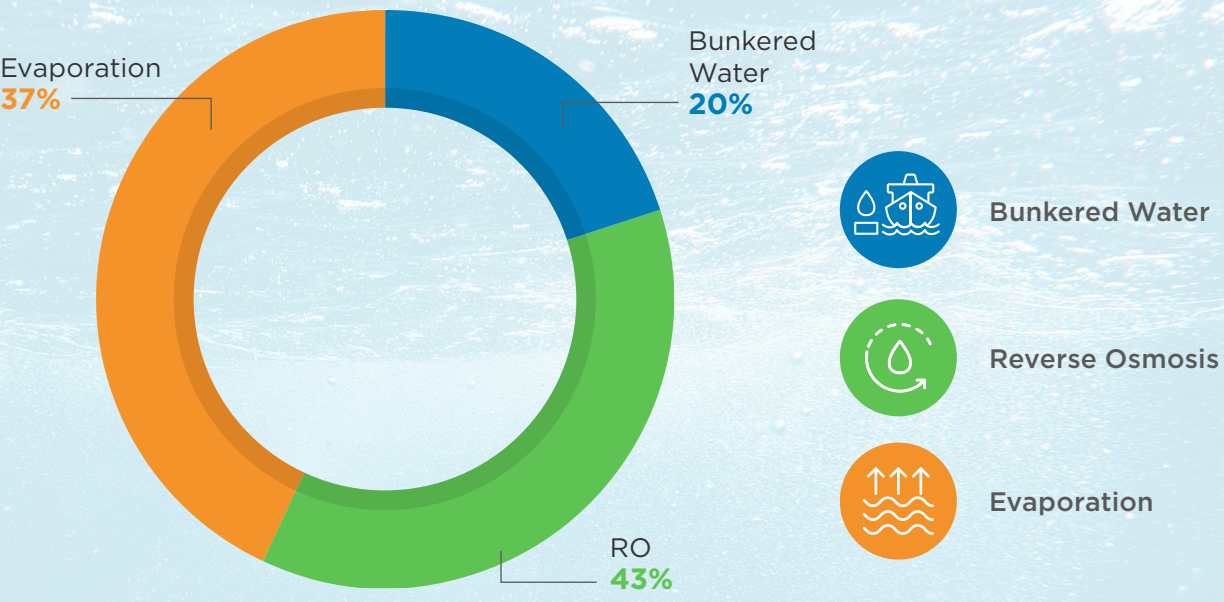
Onboard Production

On board a ship, water is primarily used in staterooms for showers, bathtubs and sinks, as well as utilized in galleys, laundry, pools, whirlpools, spas and for cleaning public spaces. Our Company has increased onboard water production with evaporators and reverse osmosis (RO) plants that use seawater as the source, which reduces the need for the bunkering of fresh water. This is particularly important in countries where fresh water is limited and best reserved for local populations.

In 2021, we used approximately 1.9 million m³ of fresh water for all onboard operations, down approximately 23% from 2020 due to the continued voyage suspension.



2021 Fleet Water Production



WATER SOURCING

Reverse Osmosis

RO produces fresh and technical water from seawater using high-pressure pumps and sophisticated water filters and treatment components. RO plant production can range from 250 cubic meters (m³) to 825 m³ per day, based on the size and capacity of the plant. We currently have 54 RO plants across our fleet and are continually evaluating further installations on existing ships and newbuilds.

Steam Evaporators

Evaporators produce fresh water from seawater utilizing heat sources such as exhaust gas boilers, oil-fired boilers or wasted heat recovered from the main engine high-temperature cooling system.

Bunkered Water

Bunkered water is potable water acquired in port for use on board. We seek to minimize or avoid bunkering water in ports where water is scarce or will cause additional stress to the local community.

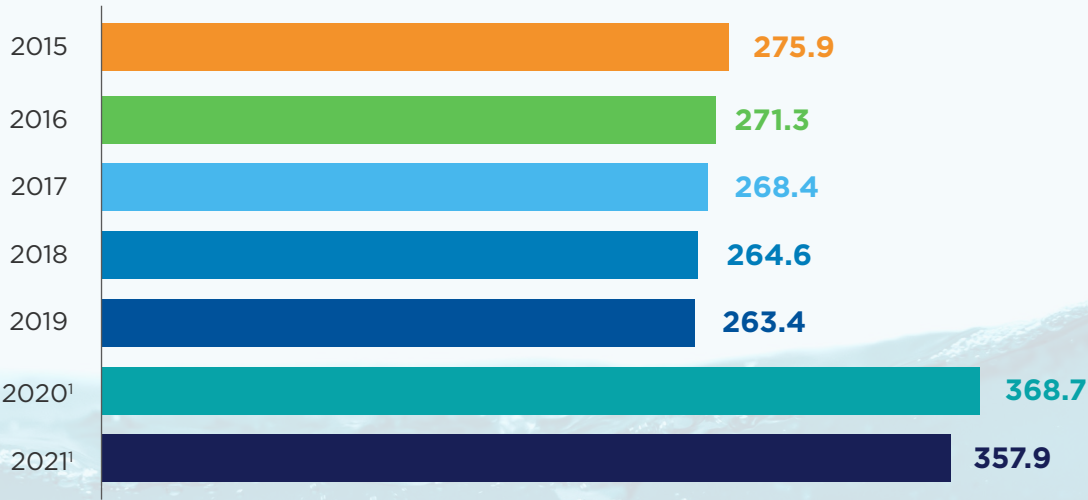
Water Conservation

We employ numerous initiatives on board to conserve water and reduce our overall consumption. Due to the voyage suspension in 2020 and 2021, total water consumption decreased 73% in 2021 when compared to 2018, while water consumption per person per day optically increased since less people were onboard.

Prior to voyage suspension, the fleet average water consumption per person per day had decreased approximately 4.5% from 2015 to 2019 due to our water conservation efforts.

Our crew is trained in measures to save water, and we continuously look for further opportunities to drive water efficiency. Some of our onboard water conservation efforts include installing water flow reducers on all sink taps and shower heads. Our ships also repurpose and use AC condensate when possible as technical water for machinery systems, laundry, deck washing and more. We have increased or upgraded onboard RO plants, and we plan to install additional water meters to measure consumption in more locations in order to better craft our water conservation plans moving forward. In 2020, we installed additional meters on some ships to track consumption in areas like laundry and galleys which typically have higher consumption rates.

Fleet Average Water Consumption (In Liters/Day/Person)



¹ 2020 and 2021 figures are impacted by COVID-19 related voyage suspension which resulted in less people onboard. Overall water consumption decreased significantly in 2020 and 2021.

UNDERWATER
SOUND EMISSIONS

In partnership with DNV, we completed underwater sound surveys for three ships in service: Norwegian Jewel, Norwegian Joy and Norwegian Bliss, as well as Norwegian Encore during sea trials. By conducting these surveys, we were provided the opportunity to demonstrate our low noise pollution. Monitoring our underwater sound emissions is just another way in which we are working to minimize our environmental impact.

The Company qualified for and received SILENT-E (Environmental) class notation, which applies to vessels demonstrating a controlled environmental noise emission and ensures that vessels do not exceed typical average-to-moderate underwater noise levels. Vessels with this notation are able to document noise performance for authorities or others requiring proof of noise emission for transit through vulnerable areas.



WASTE MITIGATION

Our Company is committed to reducing onboard waste through innovative technologies, staff training and stringent recycling programs. We are embracing the principles of a circular economy and working to adopt and apply these principles in our waste mitigation strategy.

Our progressive waste mitigation program lessens the environmental impact of our operations, reduces pollution, promotes diversion of material from landfills, conserves natural resources and saves energy. We reduce waste through reusing and recycling, with clear benchmarks serving as the measurement of progress. In 2022, we updated our waste mitigation target, which is to decrease the total volume of sludge offloaded fleet-wide by 5%, compared to 2018, by 2023.

There are many important factors in creating a successful waste mitigation operation, including proper training. Our Environmental Familiarization Training emphasizes the importance of separating waste at the source and helps identify which materials can be recycled and how to properly handle those items. For its environmental efforts, Norwegian Cruise Line was awarded the USCG William M. Benkert Marine Environmental Award- Gold in 2018, 2014 and 2012.

WORKING WITH WASTE MANAGEMENT

In 2021, we recycled 233 tons of aluminum, cardboard/paper, scrap metals, plastics, wood pallets, and glass. These recycling efforts conserved the following resources:



1,092

MATURE TREES

Represents enough saved timber resources to produce 18,564,000 sheets of printing and copy paper



637,000

GALLONS OF WATER

Represents enough saved water to meet the daily fresh water needs of 8,493 people



AVOIDED

646

METRIC TONS (MTCO₂e) OF GHG EMISSIONS

The recycling of these materials prevented these GHG emissions



954,323

KW-HRS OF ELECTRICITY

Enough power to fulfill the annual electricity needs of 91 homes



738

CUBIC YARDS OF LANDFILL AIRSPACE

Enough airspace to fulfill the annual municipal waste disposal needs for 947 people

Sources: U.S. Environmental Protection Agency, International Aluminum Institute, National Association for PET Container Resources, Institute of Scrap Recycling Industries, Earth Works Group Recycler's Handbook, One Earth Recycle, Bring Recycling.org, National Recycling Coalition, US Forest Products Laboratory, and Waste Management. ©Waste Management 2017

Reduce, Reuse and Recycle

Our crew adheres to a rigorous recycling program, ensuring our ships take advantage of every opportunity to recycle and reduce waste to landfill. We also encourage guests to contribute to recycling efforts by using the recycling bins around the vessel for plastic, paper and aluminum. Over the past decade, the availability of recycling programs has increased, and we continue to focus on working with suppliers who are committed to this as well.

SOLID WASTE

Solid waste materials are collected, processed, palletized and landed for recycling and disposal shoreside or are incinerated on board our ships. Solid waste consists of aluminum and tin cans, glass bottles, cardboard, office paper, food preparation and table scraps, plastic bottles and containers, packaging, expired light bulbs, paints and chemicals, refurbishment debris and medical waste. All recyclable materials are hand- sorted in our waste management rooms which are equipped with bailers, shredders, compactors and crushers.

FOOD WASTE

We seek to minimize food waste through a comprehensive inventory management plan. In addition, we utilize food digesters to reduce the amount of food waste discharged to sea or landed. Food digesters use air, water and microbiology to safely turn food waste into liquid. Our crew receives training on how to use them and what types of food waste are better digested. More than 30% of our ships have onboard food waste digesters.

HAZARDOUS WASTE

Our vessels produce small quantities of hazardous waste, known as special waste in parts of the world. In the United States, hazardous waste is defined by the U.S. Resource Conservation and Recovery Act (RCRA), which gives the U.S. Environmental Protection Agency (EPA) the authority to control hazardous waste from cradle to grave. This includes the generation, transportation, treatment, storage and disposal of hazardous waste. The management of hazardous waste is one of our highest priorities. Hazardous waste products are segregated into leak-proof containers and landed to an approved shoreside disposal facility, or for some types of medical waste, incinerated on board.

Refurbishments and Donations

Our ships routinely go into dry-dock every few years for technical maintenance and enhancements, which can produce a large amount of waste. Before initiating a new ship refurbishment, we aim to maximize recycling and donation and look for ways to minimize the amount of waste sent to landfills.

Donated items from ships can help support communities while also mitigating waste. In previous years, our ships donated goods to the American Red Cross, Salvation Army, Habitat for Humanity, Women Helping Women Shelter and to local organizations in various international ports.



Wastewater Treatment

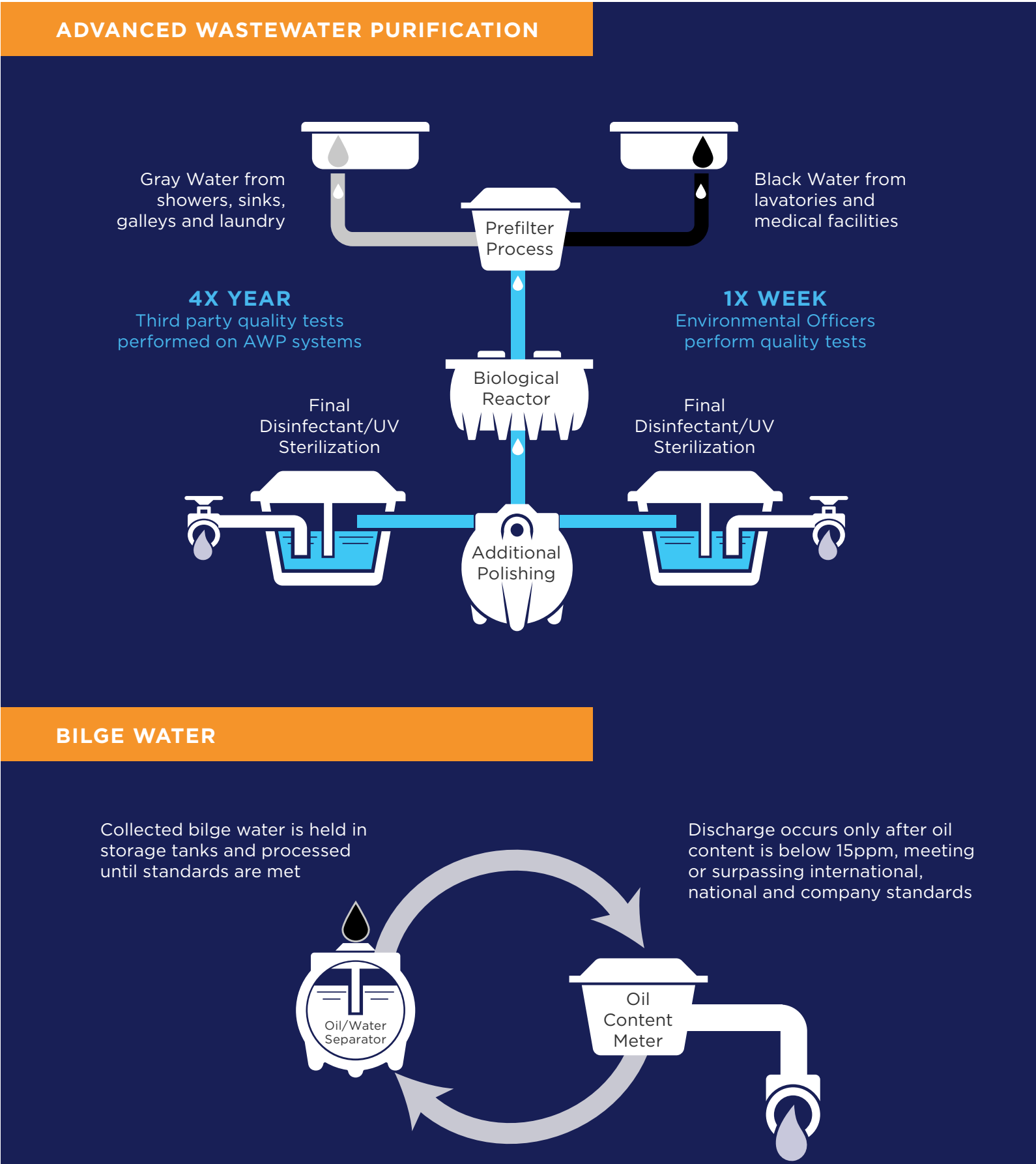
Our company has strict discharge standards and policies for all wastewater generated on board. We have installed the latest technologies which are designed to produce a higher effluent quality. This is primarily done during the newbuild process; however, we continually look for opportunities to upgrade systems on our legacy ships. In 2022, we introduced a target to increase the percentage of treated wastewater compared to untreated sewage discharged by 2024. We report related information in the SASB table, which can be found on [page 73](#).

GRAY AND BLACK WATER

To treat wastewater on board, all ships are equipped with internationally compliant wastewater treatment systems. This produces effluent that meets or exceeds international sewage regulations and many municipal wastewater facility standards. One hundred percent of our ships have Advanced Wastewater Purification (AWP) systems installed. Weekly internal testing by the vessel’s Environmental Officer and routine external sampling help verify that we continue to meet compliance.

BILGE WATER

Wastewater collected in machinery and engine spaces is known as bilge water. The bilge water goes through a treatment process that separates the oil in the bilge water, which will be landed ashore as sludge, from the clean bilge water. The clean bilge water goes through an oil content meter, which analyzes and records the oil content of the clean bilge water. All ships are equipped with an automatic stopping device so that if the clean bilge water does not meet requirements, discharging is automatically stopped, and the bilge water is reprocessed until the standards are met. Bilge water that cannot be discharged is collected and landed ashore as sludge to an approved supplier.



ENVIRONMENTAL PARTNERSHIPS

Through our environmental partnerships, our Company is able to diversify our conservation efforts into areas that we would not otherwise be able to. We work with a variety of groups that have deep ties to the communities they operate in.

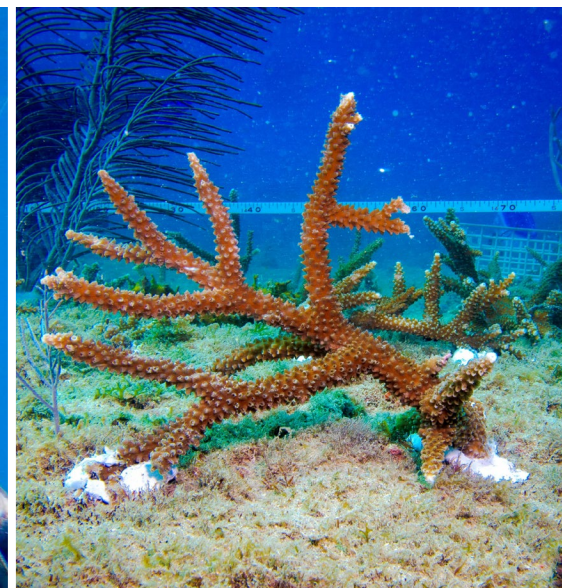
Coral Reef Restoration

Our private island in the Bahamas, Great Stirrup Cay (GSC), is bordered by a coral reef. This is a critical marine ecosystem that is among the most diverse and productive ecosystems on the planet. Unfortunately, a 2017 habitat assessment by the Bahamas National Trust found coral reefs in this area were severely degraded due to a combination of natural and anthropogenic stressors. Since 2018, we have partnered with the Perry Institute of Marine Science and Nova Southeastern University (NSU) to assess the coral reefs surrounding GSC. Over the past few years, we have donated nearly \$500,000 to support the researchers from Dr. David Gilliam's Coral Reef Restoration, Assessment and Monitoring Lab at NSU's Oceanographic Center that are studying the health of these reefs and ways to improve coral restoration techniques for the endangered Acropora coral species. Caribbean acroporids were once highly prevalent ecosystem

engineers throughout the region, but their populations have declined by up to 98%. Underwater coral nurseries were established at GSC using fragments of two Acropora coral species (staghorn and elkhorn) and their hybrid (fused staghorn) collected from wild colonies throughout the Berry Islands and Nassau area.

Scientific divers monitored the growth and health of these corals monthly for 13 months and found that the hybrid significantly outperformed the parental species.

While additional studies will continue, the results observed offer a promising avenue for acropora coral restoration. In August, this work was published in the "Frontiers in Marine Science", a leading, peer-reviewed academic journal with an editorial board of over 100,000 top researchers. The work was further disseminated when presented to the American Fisheries Society in Oregon and the International Coral Reef Symposium in March and July respectively. The NSU team is also pleased to share that due to a high degree of growth in nursery corals without maintenance, the first propagation of nursery-grown corals has taken place. Additionally, most of the previously out planted corals doubled in size in the two years since, with some even quadrupling. In 2022, the NSU team's primary objective is to continue improving and expanding the nurseries at GSC by continuing coral fragmentation/propagation and creating additional nursery locations.



Alaska Raptor Center

The Alaska Raptor Center (ARC), located in Sitka, Alaska, is an avian hospital and rehabilitation center that during 2021 cared for over 200 injured birds of prey. We first partnered with ARC in 2017 to help reduce the center's energy consumption and waste production by installing recycling bins and high efficiency dryers at the facility.

We continued our efforts to help the center inspire visitors to protect the environment by funding an interpretive nature trail on ARC's 17-acre conservation property. Our funds were utilized for trail building and signage development and installation detailing vegetation and animal habitats to guests. This trail officially opened to the public in 2019, further enhancing the guest experience at ARC. For 2022, we plan to support ARC in installing occupancy sensors and switching to improve ARC's energy efficiency.



Over 200 injured birds of prey
are in the care of the Alaska Raptor Center.

Guy Harvey Ocean Foundation



We have a strong partnership with the Guy Harvey Ocean Foundation (GHOF) and NSU's Guy Harvey Research Institute to bring awareness to the importance of protecting marine wildlife and the benefits of a naturally balanced ocean ecosystem through various initiatives. In the past, we have hosted an annual ocean conservation-themed cruise aboard

Norwegian Escape, Cruising for Conservation with Dr. Guy Harvey. During these voyages, guests have the opportunity to interact with Guy Harvey through curated events and panel discussions led by himself and the leading experts and scientists from Nova Southeastern University's Guy Harvey Research Institute. The next annual conservation cruise will take place in early 2023.

In 2021, we donated \$25,000 to GHOF and announced that Dr. Guy Harvey would create a custom masterpiece that will wrap the Lighthouse on Great Stirrup Cay. The donation, which is part of a continued partnership to raise awareness about the importance of ocean conservation, will further benefit the foundation's scientific research, including first-of-its-kind shark tracking programs which have revealed discovery insights into the lives of these species and therefore encouraged increased protection efforts. The donation will also assist in the development and availability of the GHOF Educational Program, designed to provide state-standardized curriculum that introduces students K-12 to the beauty of the world's oceans and its delicate ecosystem.



RESPONSIBLE SOURCING

We are committed to working with diverse partners across the supply chain to source safe, high quality, ethically responsible and sustainable products for our guests. In 2021, we spent nearly \$2 billion representing a wide variety of goods and services, and partnered with nearly 20,000 suppliers globally. We recognize the economic, environmental and social impact of this large global network of suppliers and believe we can work with our business partners and other stakeholders to drive progress toward our responsible sourcing goals.

We expect our business partners to share our values and support the Company’s commitment to drive a positive environmental and societal impact. In coordination with our business partners, we pursue a variety of short-, medium- and long-term goals to advance our aspirations in alignment to our global sustainability program, Sail & Sustain, including through supplier diversity, animal welfare and environmental impact. Through these initiatives, we are able to deeply root our Company’s commitment and vision throughout our responsible sourcing practices.

We have formal policies and clearly defined expectations in place for our suppliers regarding environmental management, health and safety, ethics, anti-bribery, human rights and labor practices. In 2022, we updated our Supplier Code of Conduct and introduced a Responsible Sourcing Mission Statement to outline these expectations, available on our [website](#).


In addition to our internal team, we utilize an external ESG Supply Chain consultancy to assist with developing strategies and areas of focus that are relevant to the cruise industry and consumers.




~\$2B
spend


~20,000
number of global suppliers


100%
target for total worldwide seafood purchases certified by a recognized certification authority by 2025



100%
target for chicken purchased from suppliers in the U.S. and Canada who meet GAP standards by 2024


100%
target for pork purchases from suppliers that do not use gestation crates by 2025


100%
target for cage-free eggs from U.S. suppliers by end of 2025


~14M
single-use plastic water bottles eliminated since 2019


~51M
plastic straws estimated to be eliminated since 2018


~39%
of total U.S. supply spending with small businesses or businesses with minority, veteran or economically disadvantaged qualifications

Sourcing During COVID-19

2021 spend across our supply chain was significantly impacted by our global voyage suspension, which began in March 2020 with the onset of the COVID-19 pandemic and continued well into 2021 when we began a phased resumption of cruising starting in July. In response to the pandemic, our team worked quickly to partner with suppliers and minimize disruptions to our supply chain. This included re-directing product ordered for our guests and crew pre-pandemic to our ships for crew and staff onboard to utilize. Some of the steps taken were consolidating orders to leverage freight efficiencies and reviewing open orders with business owners to determine what could be paused or canceled. In addition, we worked with suppliers to renegotiate key terms on contracts and pricing to improve our cost basis.

We conducted a comprehensive project to return goods not needed during the suspension period. We partnered with our suppliers to understand their inventory levels and did everything in our power to assist in depleting as much product as we could for crew use onboard. We made several large donations of food and beverage items, many in partnership with JUST® water, to our local community as well as other nationwide certification authority and global organizations, to assist families in need during this

challenging time, providing over \$2 million of humanitarian relief. We also closely monitored the financial health of our key suppliers, most of which are heavily reliant on the marine and cruise industry, including utilizing both direct reviews and a third-party.

To prepare for our Great Cruise Comeback, we worked closely with our suppliers to ensure their financial health and ability to ramp up operations. We also worked diligently to onboard new suppliers to expand upon our sources.

Climate-Related Supplier Engagement Strategy

We are in the process of formalizing a climate-related supplier engagement strategy and in 2020 began to reach out to our top suppliers to collect climate and carbon information. We initially targeted our top 20 suppliers, representing approximately 40% of 2020 procurement spend, to gather information that can be used to further our partnership on this important issue, and continued this effort in 2021. We are currently exploring ways to expand this engagement and capture additional information when on boarding suppliers.



Eliminating Single-Use Plastics

We have a strong focus on reducing and eventually eliminating single-use plastics across our organization. We joined several of the world’s leading corporations and organizations in Ocean Conservancy’s Trash Free Seas Alliance® to support our shared vision of a world with waterways, beaches and oceans free of plastic waste. As part of this vision, the various initiatives in place have resulted in the elimination of over 14 million single-use plastic water bottles and 51 million plastic straws to-date.



In 2020, Norwegian Cruise Line became the first major global cruise company to be plastic water bottle-free. This initiative is estimated to eliminate the use of approximately six million plastic water bottles from our ships annually.

In January 2019, Oceania Cruises and Regent Seven Seas Cruises pioneered a groundbreaking sustainability initiative to eliminate millions of plastic water bottles per year through a new partnership with Vero Water®. Vero is the gold-standard for on premise water purification systems in luxury hotels, resorts and Michelin starred restaurants worldwide. Vero uses a proprietary five-stage Nano-Filtration process to reduce impurities, chemicals and imperfections — resulting in a perfectly refreshing and smooth taste. Vero’s onboard purification and filling process will enable the cruise lines to purify, chill and serve in Vero luxury glass bottles, still and sparkling water across their fleets. During the first phase of the initiative to remove single-use plastics, all plastic water bottles from staterooms and restaurants were eliminated.

During phase two, which has been completed in 2022, we removed small single-use plastic water bottles and provided guests with sustainable metal water bottles for use during their cruise and after returning home. Vero Water® is a sustainable alternative to traditional bottled water, and our partnership is expected to eliminate approximately five million single-use plastic water bottles across the Oceania Cruises and Regent Seven Seas Cruises fleets.

As a member of Ocean Conservancy’s Trash Free Seas Alliance®, we launched an initiative in 2018 to eliminate single-use plastic straws from our two private island destinations and our fleet of 28 ships. It is estimated that this has eliminated more than 51 million straws from the fleet since 2018.

LOOKING AHEAD

We are continuously searching for new ways to reduce waste and further minimize our environmental impact. Some of the initiatives we have on the horizon include:

- **Garbage Bags** — Upon our return to service, we have replaced the garbage bags used on board our ships with more efficient sizing that will result in the elimination of over 600,000 pounds of plastic and 30,000 boxes consumed annually.
- **Single-Use Plastic Cups** — In 2020, our fleet began to transition away from traditional single-use plastic cups by introducing bio-based cups made from a plant-based resin derived from renewable resources such as corn starch or sugar cane. Some onboard restaurants have already replaced plastic cups with reusable glass cups and dishes. This transition has continued as our ships return to service.
- **Foodservice Container** — Upon our return to service, we are replacing plastic foodservice containers and accessories with an unbleached wheat straw fiber option. This is the plant material that remains after wheat grain and chaff have been extracted — a byproduct waste that was once discarded is now used to substitute plastic resins.

- **Plastic Cutlery** — We are replacing plastic cutlery with other biodegradable substitutes or stainless steel.

Plant-Based Menus

More than 200 new, healthy plant-based dishes were rolled out on Oceania Cruises in 2019 and on Regent Seven Seas Cruises in 2021, offering the most extensive and creative plant-based menus at sea. The talented culinary team is providing these healthy and lower environmental impact menu selections at breakfast, lunch and dinner, in addition to the already expansive gourmet offerings.





Animal Welfare

As outlined in our [Animal Welfare Commitment](#), we are committed to the legal, ethical and humane treatment of animals across our supply chain. Animal health and welfare is important to us, and we require suppliers to implement procedures to prevent the mistreatment of animals.

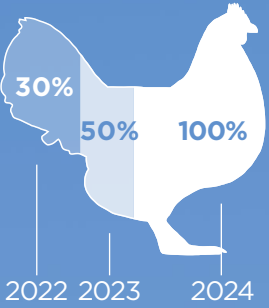
We collaborate with suppliers to establish our expectations of ethical, legal, and humane treatment of animals. We require our suppliers to follow all regulations and laws governing the safe and humane treatment of animals. We expect our suppliers to pursue and adopt methods and technologies to improve welfare for animals.

To help guide our approach, we engage with animal welfare experts, researchers, industry organizations, and others to integrate new learning, updated standards, and technological advancements into our understanding of the humane treatment of animals.

We are actively engaged with our suppliers, raising our standards for animal welfare through the purchase of cage-free eggs and improving standards that affect the welfare of chickens and pigs. We also partner with ocean welfare organizations to support and sustain ocean life and are committed to purchasing seafood from certified sustainable sources.

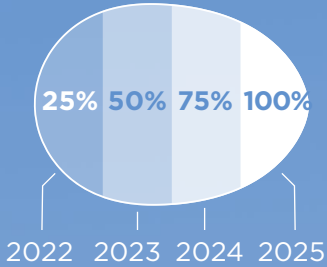
CERTIFIED CHICKEN

100% target for chicken purchased from suppliers in the U.S. and Canada who meet GAP standards by 2024: The Company is currently phasing in updated purchasing policies for chicken using standards from the Global Animal Partnership (GAP). These standards define humane treatment for chicken housing and processing. By 2024, we plan to have all chicken purchased in the U.S. and Canada sourced from suppliers who meet GAP standards.



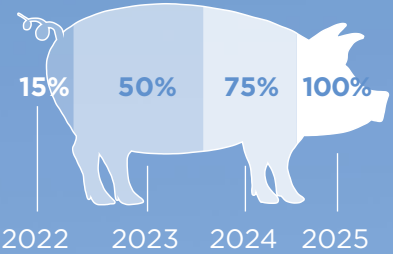
CAGE-FREE EGGS

100% target for cage-free eggs from U.S. suppliers by end of 2025: For laying hens, cage-free confinement systems are considered to be more humane as they allow greater freedom of movement and space to express more natural behaviors than conventional methods. That's why the Company continues to identify and encourage U.S.-based suppliers to use cage-free environments for their hens.



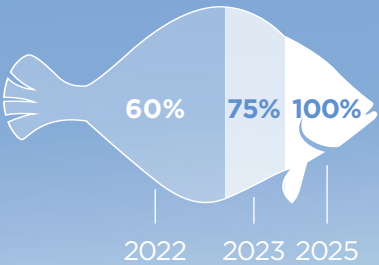
GESTATION CRATE-FREE PORK

100% target for gestation crate-free pork by 2025: The Company is actively engaging with its suppliers to source only pork products that have been raised without the use of gestation crates.



SUSTAINABLE SEAFOOD

100% target for certified sustainable seafood by 2025: The Company has made strong progress to purchase all seafood from certified sustainable sources. More than half of our worldwide seafood purchases was certified by a recognized certification authority, such as the Marine Stewardship Council (MSC), the Aquaculture Stewardship Council (ASC), the Best Aquaculture Practices (BAP), or the Global Aquaculture Alliance (GAA), in 2019.



Sustainable Initiatives



Norwegian Cruise Line sources its coffee from Tostao, which is entirely grown by small cooperatives using environmentally friendly roasting techniques. These techniques are certified from several organizations including the Rainforest Alliance and USDA Organic.



In partnership with Gerard Bertrand, Norwegian Cruise Line features his organic, award-winning Naturae wines. These wines are cultivated according to the standards of organic agriculture. We furthered our partnership with Gerard through the development of an educational seminar surrounding his Bio-Dynamic Wines.



In 2021 we began a pilot program with ReCORK™ to recycle natural wine corks aboard certain Norwegian Cruise Line ships. ReCORK™ uses these corks to create natural, sustainable alternatives to petroleum-based foams and plastics. The first shipment of corks were delivered in November 2021 from Norwegian Encore.



We've partnered with BarLab to develop eco-friendly cocktails. Our guests can enjoy drinks made with surplus ingredients such as pineapple rinds, orange peels, spent coffee grounds and more. Pulp, skins, seeds, pits, leaves, stems and roots are all ingredients that may normally find themselves in the landfill but instead could be used to create these unique, delicious and nutritious cocktails.



ECOLAB INITIATIVES

Ecolab has been a trusted business partner since 2015, providing public health and food safety expertise and a range of cleaning and disinfectant products for shipboard use. In 2021, we kicked off a joint effort to reduce the environmental impact of these products.



The Ecolab program will be phased through 2023 across our entire fleet and have a lasting and powerful impact in many ways. For example, our current floor cleaner requires a second mopping with water to remove any cleanser residue. By using a no-rinse, more highly concentrated formulation of floor cleaner, we will completely eliminate the rinse stage of floor mopping. This eliminates the use of clean water and the disposal of used rinse water. Additionally, the concentrated formulation will reduce the number of plastic jugs used by 44% and avoid sending used jugs for disposal.

Another initiative with Ecolab will eliminate five separate cleaning products used on different surfaces and replace them with a concentrated, multi-surface cleaner and disinfectant that also kills SARS-CoV-2, the virus that causes COVID-19. This cleaner comes in a 2-liter poly bag and replaces much heavier 2.5-gallon plastic jugs.

When fully implemented, this program will reduce the amount of plastic containers used for cleaning and disinfecting on board by more than 45% (approximately 20,000 pounds) and the amount of corrugated cardboard used to carry those products by more than 60% (approximately 24,000 pounds) each year.

REDUCING PAPER IMPACT

In 2017, we implemented a strategy to reduce our impact of mailing printed information to customers through a partnership with Sappi North America (SNA) for the purchase of paper in the U.S. SNA is a diversified global wood fiber producer, and 100% of SNA's wood fiber inputs are sourced from well-managed forests and are third-party verified as originating from controlled and non-controversial sources. SNA is certified by or has partnerships with the Forest Stewardship Council, the Sustainable Forestry Initiative (SFI), the Programme for the Endorsement of Forest Certification and others. All wood and chips procured for SNA's U.S. mills meet the requirements of the SFI Fiber Sourcing Standard, which requires the use of trained loggers, biodiversity conservation, investment in forest research, adherence to best management practices and landowner outreach. Further, SNA is committed to expanding its use of renewable energy and in 2021 reported that approximately 52% of its total North American energy needs were derived from renewable resources.

Supplier Diversity

Supplier diversity is extremely important to us, and our supplier diversity efforts are directly linked to our corporate mission statement and align with our dedication to family and community. We recognize the value and importance of a diverse supplier base and are committed to facilitate, promote and encourage the growth of small businesses and businesses owned by diverse and/or economically disadvantaged populations. Our supply chain team includes a Certified Professional in Supplier Diversity (CPSD) to help us take advantage of the many opportunities of a diverse supply chain.

Global voyage suspensions significantly impacted our 2021 spending. Despite this, approximately 39% of our total U.S. supply chain spending, or \$193 million, was with small businesses and businesses with minority, veteran or economically disadvantaged qualifications.¹ We are currently working on creating a system to collect Tier 2 diversity spending by 2022 with a target to begin reporting this by 2024.

Local Sourcing

We aim to source locally when possible and procure various supplies in port at the destinations we visit around the world. This includes food and beverages, hotel supplies, bunker fuel and utilities, all of which help support local communities. We are committed to further developing relationships with local suppliers which will allow us to continue expanding our local sourcing efforts. In 2021, approximately 30% of our food and beverage sourcing for international destinations was done locally.



¹ The reported spend represents an estimate based on available data at the time of publication.

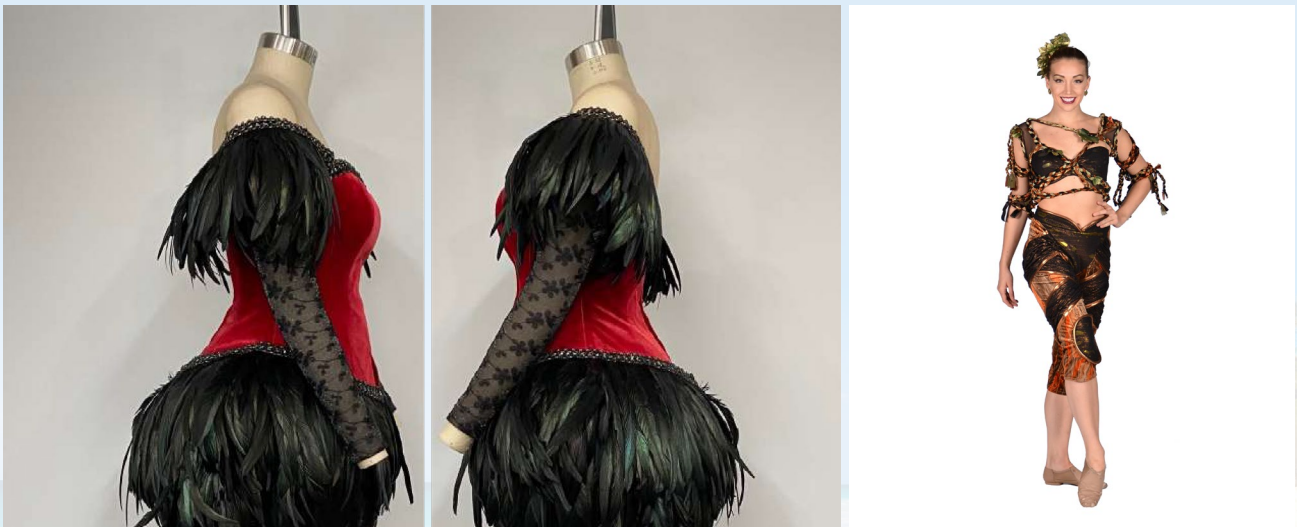
DIVERSE SUPPLIER SPOTLIGHT



Limelight, based in Hong Kong, is a global leading costuming services provider that specializes in offering full range of costuming services and solutions. Limelight provides a one-stop convenience from costuming consultancy, costume design and production and performance installation.

Passionate about costume and creativity, Virginia Chu, an award-winning costume artist, established Limelight in 2006. As a woman-owned small business, she gathered a group of like-minded multicultural costume professionals. Limelight is committed to fostering a diversified workforce, where matured and minority talents are also empowered to generate innovative ideas to tell stories through hand-crafted costumes.

Limelight has a proven track record in delivering exemplary costumes to hundreds of world class performance in theatres, cruise lines, theme parks and attractions across the world, including for Norwegian Cruise Line. As one of the global pioneers in developing luminous costumes, Limelight's night parade production won the 22nd and the 24th Annual TEA Thea Awards. Additionally, as the sole costuming professional representing Asia, Virginia was a keynote speaker in the 2018 SATE Conference, organized by the Themed Entertainment Association. She shared with thousands of entertainment professionals and global leaders her valuable experience and the strategic advances of Hong Kong in costuming industry.



Supplier Code of Conduct

We set forth clear expectations for our suppliers through our [Supplier Code of Conduct](#), which was launched in 2018 and provided to existing partners. The Supplier Code of Conduct formalizes our expectations in areas including legal and regulatory compliance, ethics, employment and labor practices and environmental responsibility. All of our suppliers are expected to know and comply with all relevant regulations including employment laws and operate in a manner that supports human rights. Major suppliers are also asked to share our expectations with their own supply chains. New and existing suppliers are required to sign the Supplier Code of Conduct and complete an annual attestation of compliance.

When we become aware of any violations to our Supplier Code of Conduct, we are committed to quickly addressing the situation and responding appropriately, including up to potential termination of the partnership.

Supplier Oversight & Compliance

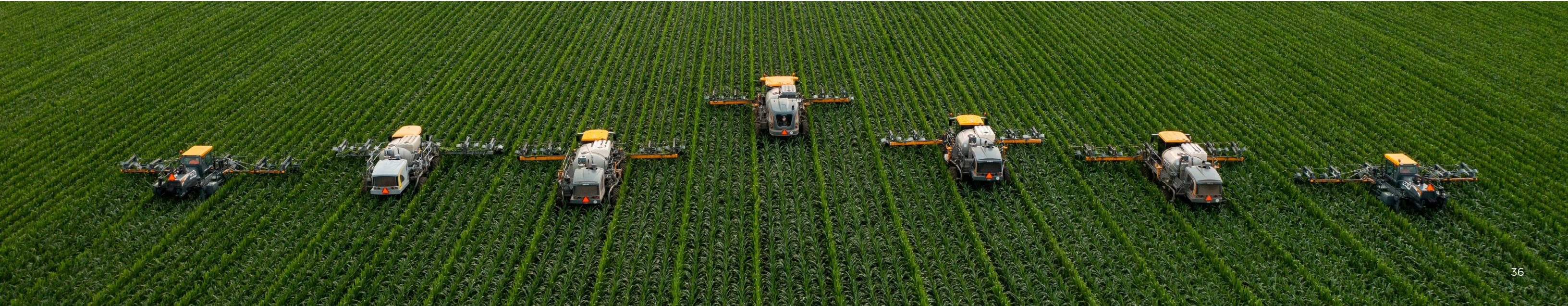
Our Supply Chain Management has rigorous oversight protocols in place to promote quality and compliance, including regular audits, reviews and scorecards. Our team conducts on-site and in-person reviews of key supplier operations typically once per year, which are now expanding to include more ESG focused topics. We are continuously exploring channels to integrate ESG due diligence and performance measures throughout the supplier selection, onboarding and review process.

We use a supplier scorecard to conduct quarterly business reviews with key suppliers. Our scorecard measures performance against key focus areas including delivery, customer service, business intelligence and partnership, quality and inventory. We recently expanded our scorecard to include ESG as a specific area of focus. Due to the ongoing pandemic, quarterly business reviews were limited in 2020 and into 2021, but we conducted 67 quarterly business reviews with various suppliers in 2019.

For our food and beverage products, we established a team in 2016 solely focused on quality assurance and food safety. All food and beverage distributors are audited annually by approved third-party firms, in addition to our supply chain reviews. We closely monitor products to ensure no deviation from established specifications, which is done by random sampling and feedback from the vessels on orders received. Over the past 12 months, we have conducted 55 third-party food safety audits, and this will increase once our cruise voyages resume. All suppliers and distributors are required to sign off and acknowledge our Expectations Manuals/Guidelines that are solely developed for suppliers and distributors, and clearly states our policies with all food, beverage, and non-food items delivered to our vessels.

To avoid potential future issues, we have adjusted our sourcing to pivot away from certain regions due to quality and manufacturing concerns. We also receive daily updates from the Food and Drug Administration, U.S. Department of Agriculture and Centers for Disease Control and Prevention on any known foodborne illnesses and outbreaks. If products are identified that could, or have entered our supply chain, immediate communication is sent to our vessels to hold or destroy product. On the marine and technical side, we only source from original equipment manufacturers (OEM) and fully-vetted suppliers within the marine and cruise industry.

We are also in the process of designing a Supplier Risk Management Process, coupled with an industry leading third-party Supplier Risk Management Platform, that focuses on monitoring defined risks, governance, compliance, reporting, organization, policy and processes. This will enable us to manage risk throughout the Supplier Life Cycle by continuously monitoring suppliers' risk profiles and having a complete view of each supplier for timely informed business decisions to mitigate supply and ESG risks. This effort is being supported by a cross functional team made up of IT, Legal, Accounting, Audit, ESG and Supply Chain that will identify the best methods to validate potential supplier risks, develop and implement strategies when dealing with high risk suppliers, establish protocols for onboarding suppliers and ensure a comprehensive oversight process to monitor on an ongoing basis to reduce risk to the company.



DESTINATION STEWARDSHIP

As a global cruise operator, we visit nearly 500 destinations worldwide each year. We work closely with ports and governments at the destinations we visit to comply with applicable laws and regulations and promote responsible and sustainable tourism. We seek to maximize social, economic and environmental benefits at the destinations we visit, while delivering exceptional vacation experiences to our guests. We also implement responsible and environmentally-friendly practices at our two incredible private destinations and throughout all of our destination development and construction projects.

Supporting Communities

We provide support for local communities and significantly contribute to local economies at the destinations we visit. The broader cruise ecosystem extends well beyond the cruise lines themselves, to ports, tour operators, local suppliers and many more. We invest heavily in our destinations, support infrastructure development through our port commitments and fees, sustain the environment and the livelihoods in areas we visit and boost local employment. We procure various local supplies in port including food and beverages, hotel supplies, bunker fuel and utilities, all of which help stimulate the local economy. Our guests and crew enhance the financial contribution during visits by purchasing shore excursions, tours, meals and other retail goods. According to CLIA research, the cruise industry generated \$154 billion in global economic impact in 2019 prior to the pandemic, including supporting nearly 1.2 million jobs worldwide.



2019 CRUISE INDUSTRY ECONOMIC IMPACT



1,166,213
Jobs



\$72.02
Billion direct purchases



\$100
Average spending by
passengers while visiting ports
during a cruise



\$385
Average spending in port
before boarding a cruise



\$50.53
Billion wages & salaries



29.7
Million passenger embarkations

Source: Cruise Line International Association (CLIA)



COMMUNITY SPOTLIGHT: ALASKA

The natural beauty of Alaska makes it one of the most popular destinations to visit, and we have made significant investments in the region to provide our guests with a best-in-class experience as they explore the wonders of the Last Frontier, while also supporting the local economy and community and keeping sustainability top of mind. Recent investments in Alaska included the completion of the Associated General Contractors (AGC) environmental enhancement and award-winning construction of a double ship pier in Ward Cove, Ketchikan, Alaska; the purchase of a waterfront parcel for development in greater Juneau, Alaska; and a partnership with Alaska Native-owned Huna Totem Corporation that brought the completion of a second cruise pier in Icy Strait Point, the winner of the 2020 Seatrade Port of the Year award.

In 2021, we provided \$10 million of cash support to Alaska port communities who were severely impacted by the loss of cruise tourism during the pandemic. Cruise travel is vital to Alaska's extensive tourism economy and the suspension of cruising had a devastating ripple effect across the state. In addition to the \$10 million cash contribution, we also joined the 'Shop Local Alaska' program by encouraging people to help support Alaska small businesses severely impacted by the halt in cruising. BuyAlaska and Voyij.com launched the Voyij.com Shop Local Alaska program with the goal to directly drive online sales revenue to local Alaskan retailers to help them survive during the pandemic. The program was created as a direct response to the uncertainty of the 2021 cruise season as Alaskan retailers look beyond their brick-and-mortar stores for online sales following a devastating summer in 2020 without cruise ships and very few visitors. Through our partnership, we were able to reach over 2 million cruisers in our network during the suspensions to encourage support for these vital small businesses in Alaska.

**CANNES CRUISE CHARTER**

In 2019, we became the first cruise line to sign a Cruise Charter created by the Municipality of Cannes together with the CCI Nice Côte d'Azur to promote sustainable cruise operations in the port of Cannes. The Cruise Charter is based on four criteria designed to promote sustainable cruise operations: reduction of air emissions, reduction of pollution at sea, protection of biodiversity and the implementation of a global environmental approach.

SHORE EXCURSIONS

Shore excursions are a key component of our cruise experience and often a highlight of a guest's vacation. We seek to deliver safe, sustainable and responsible tours. All tours are operated by local tour operators with multi-year agreements, further supporting local employment. Many of our tours also include meals at local restaurants or shopping at local retail markets.

GO LOCAL TOURS

In 2019, we unveiled our new Go Local series of immersive destination tours offered by all three of our brands. These small-batch tours embed our guests in the fabric of local communities allowing them to experience the culture of a destination. Instead of focusing on tourist sites, guests are welcomed into local homes and businesses and immersed in the local way of life. The tours offer a variety of experiences for guests including spending a day at a family-owned goat farm in the countryside of Andalusia to learn the generations-old way of making cheese, fishing with the residents of Portofino or observing skilled local artists in their personal studios on Palma de Mallorca.

ECO-CONNECT TOURS

Regent Seven Seas Cruises unveiled over 150 Eco-Connect tours to choose from around the globe in 2022. Guests can engage with local groups and businesses to learn about how they are working to conserve and sustain their surrounding environment. The tours, many of which provide an educational element, offer guests the opportunity to take part in a variety of experiences including sampling organic wine at a sustainable vineyard in Bordeaux, France; helping to create a paradise for sloths to roam in Puntarenas, Costa Rica; or gaining a new appreciation for the diverse flora and fauna around Hue, Vietnam on a hike through the beautiful Bach Ma National Park. Eco-Connect tours span the globe including a wide variety of destinations such as Africa, Alaska, Asia, Australia & New Zealand, the Caribbean, the Mediterranean, the Middle East, Northern Europe and South America.



ACCESSIBLE EXCURSIONS

Across all three brands, we offer accessible excursions to enable people with limited mobility to enjoy a variety of safe experiences ashore. We partner with Accessible Travel Solutions and have developed specially designed tours in many destinations across the world. We currently offer over 100 accessible tours in total across our three brands. These tours provide step-free routes, accessible vehicles when needed and a variety of other features to help these guests to enjoy a safe, fun and immersive experience at the destinations we visit.

MANAGING OVER-TOURISM

Global tourism volumes have surged over the past decade, resulting in challenges regarding crowding for many destinations. While cruise travel is a small part of the overall global tourism market, we work to partner with local governments and ports to support efforts to manage over-tourism. Some of the measures we employ include staggering arrivals, diversifying excursions beyond city centers and providing recommendations for traffic flow and relief of congested areas.

In 2019, CLIA signed a Memorandum of Understanding with the city of Dubrovnik to work together to create a model for sustainable tourism. As part of this agreement, CLIA funded a destination assessment conducted by the Global Sustainable Tourism Council (GSTC) on the sustainability of the city. Following the release of the Dubrovnik Sustainability Assessment, GSTC and CLIA teamed up again to announce a new cooperation with city leaders in the Greek destinations of Corfu and Heraklion. CLIA will co-fund the assessment which began in December 2020.

We will continue to support and contribute to responsible tourism initiatives which are setting an example for how cities, our industry and local communities can work together with a common purpose.

Private Destinations

GREAT STIRRUP CAY

At Great Stirrup Cay (GSC), our luxurious 270-acre private island destination in the Bahamas, we strive to protect the local ecosystem and employ sustainable principles in our operations and development projects. The island has a remarkable natural setting and rich topography which we aim to conserve to ensure our guests are immersed in the true, natural island experience.

As we continue to develop this exclusive destination, we are focused on supporting the local economy and minimizing our environmental footprint. Currently around 57% of the staff at GSC are local Bahamians.

We also partner with Nova Southeastern University to conserve, re-establish and protect the rich biodiversity of the GSC marine environment, including through our coral reef restoration projects. Our coral reef project also creates a platform for educational experiences for guests visiting GSC, by providing hands-on activities and interactive presentations.



57% of the staff at Great Stirrup Cay
are local Bahamians.



HARVEST CAYE

Located off the coast of southern Belize, Harvest Caye is considered the Caribbean’s premier resort-style destination. The island is a strong contributor to the local economy as a result of its hiring and sourcing processes. 98% of the team members employed to support island operations are Belizean, and these team members are employed throughout the year, regardless of the season.

While developing the island, we worked closely with the government in Belize to protect the area’s natural habitats, and we remain committed to having a positive impact on the local communities and ecosystems.

The Harvest Caye Conservation Foundation (HCCF) was established in 2016 in partnership with Belize Island Holdings Ltd. and Norwegian Cruise Line Holdings Ltd. as a non-governmental organization whose primary goal is to promote wildlife conservation. The HCCF is dedicated to working with other NGOs in Belize and overseeing advocacy and outreach work with schools and communities to promote conservation and awareness of threatened species.

Harvest Caye is also home to a wildlife sanctuary under the care of Tony Garel, an esteemed Belizean naturalist and wildlife expert. The island hosts a reptile terrarium, a butterfly garden and several aviaries featuring rescued birds. All exhibits are operated by the HCCF to promote wildlife preservation and education.



**98% of the team
members employed
to support island operations
are Belizean.**

Scarlet Macaw Protection

Over the past few years, HCCF has been supporting conservation projects. In 2020, HCCF was pleased to support a project proposed by Friends for Conservation and Development which funded the launch of an Anti-Poaching Unit in the Chiquibul National Park. The main objective was to safeguard the Scarlet Macaw population which was under direct threat from illegal poaching. Scarlet Macaws are listed as an endangered species by the U.S. Fish and Wildlife Service, with less than 350 estimated to live in the jungles of Belize. This project was very successful in intercepting and detaining poachers. A total of seven baby Scarlet Macaws were rescued, recovered and reintroduced back into the wild.

HCCF committed to invest in the rescue of scarlet macaws that were confiscated by the El Salvador Government from the illegal pet trade. Because of limited forests in El Salvador, it is not possible to release the Macaws back into the wild. After final reviews are completed with authorities, they will be safely transported to Harvest Caye where they will be placed in HCCF’s care for breeding and conservation programs.

HCCF matched passenger donations dollar-for-dollar from 2021 to provide further support in detecting and mitigating threats to the iconic species. The donations were provided to the Friends for Conservation and Development and the Belize Wildlife Referral Clinic to provide the needed care and rehabilitation for scarlet macaws.

Hawksbill Turtles

Harvest Caye is one of the few nesting sites for endangered hawksbill turtles, and staff participate in protecting and monitoring nesting grounds each year to help baby turtles get a good start on survival. In 2020, Harvest Caye had a large female hawksbill turtle that laid her clutch of eggs on the beach next to the boardwalk. For the next 60 days, the team guarded and monitored the nest until the hatching started and baby turtles headed for the sea and lagoon. Staff assisted some of them on their journey to ensure their safety.

Keel-billed Toucans

In 2020, HCCF was able to breed keel-billed toucans, the national bird of Belize, for the very first time in captivity. The Harvest Caye facility is one of the few in the country that currently houses keel-billed toucans.



Sustainable Destination Development

Sustainability is at the forefront of all of our construction and development projects. One of our focus areas is “source reduction” which appears at the top of our Leadership in Energy and Environmental Design (LEED) hierarchy goals, as it avoids environmental harm throughout a material’s life cycle, from supply chain to recycling and waste disposal. Other construction strategies such as prefabrication and minimizing material cutoffs and inefficiencies are also implemented.

With our projects, we also implement public education to show how sustainable principles are applied to our construction developments, which is necessary to encourage green building practices in public programs, private developments and communities.

LEED GOLD CERTIFIED PORTMIAMI TERMINAL

In 2021, we welcomed guests for the first time to our new state-of-the-art Norwegian Cruise Line flagship terminal at PortMiami, dubbed the “Pearl” of Miami. At nearly 190,000 square feet, the new terminal, designed by Miami-based global architecture firm Bermello, Ajamil & Partners Inc., accommodates ships of up to 5,000 passengers. The modern terminal draws its inspired design from the Fibonacci nautilus, with its spiraled and multi-level façade, providing vast grand water views.

The terminal is the first LEED Gold New Construction V4.0 Cruise ship terminal in Florida, the U.S. and the world. With a focus on innovation and sustainability, the team created a platform that optimizes the terminal’s energy performance, indoor air quality, water efficiencies, utilization of local materials and resources and much more. With high levels of energy performance in mind, the project was designed to perform at least 38% better than the average building. In addition to significant water quality permits and protections, the project includes manatee protections and pollution discharge protections. The terminal is equipped with a number of health and safety features, including advanced air filtration including MERV 13 filters, automatic doors at all entrances and exits, hands-free toilets, soap and water in the bathrooms and plexiglass barriers in guest areas. In addition, approximately 90% of all subcontractors, suppliers and suppliers were local to the region, reducing the carbon footprint of the project and encouraging local economic growth. In 2021, we also committed to partnering with Miami-Dade County to make the new terminal shore-power ready by Fall 2023.

The terminal has already won numerous awards, including the 2020 IIDASFC Bragg Award for “Best Hospitality Commissioned” interior, the 2018 American Institute of Architects Honor Award in the Unbuilt Category, the 2021 AIA Miami Interiors Merit Award, the 2021 ENR Award for Best Project in Airport/Transit in the SE USA, and the ENR “Best of the Best” Award 2021 Nationwide.



SAILING SAFELY



The health, safety and well-being of our guests and crew is our highest priority, not only on board our ships, but also in every destination we visit. We take great effort to maintain a healthy, safe and clean environment and have a stringent 24/7/365 public health and safety program in place.

In this evolving global public health environment, we have taken swift action to meet the challenges of the COVID-19 pandemic and are committed to continuously evolving and modifying our comprehensive science-backed SailSAFE™ health and safety program as technology and scientific knowledge advances.

Our Company works very closely with public health agencies and government officials around the world, including the U.S. Centers for Disease Control and Prevention (CDC) and the World Health Organization (WHO), to not only meet strict guidelines, but aim to exceed them to protect our guests, crew and communities we visit. Our program is also validated through numerous unannounced public health inspections carried out on board our ships by multiple government agencies.



WE ASPIRE TO



Protect health
and safety



Provide a safe and
clean environment

AT A GLANCE

24/7/365

stringent public health
compliance culture

ALL

voyages sail with SailSAFE™
health and safety program

100%

of ships sail with
dedicated Public
Health Officer onboard

11

globally recognized experts
assembled to form the Healthy
Sail Panel in response to COVID-19

4

expert advisors comprise
the SailSAFE™ Global Health
and Wellness Council

100%

of crew are required
to be fully vaccinated¹

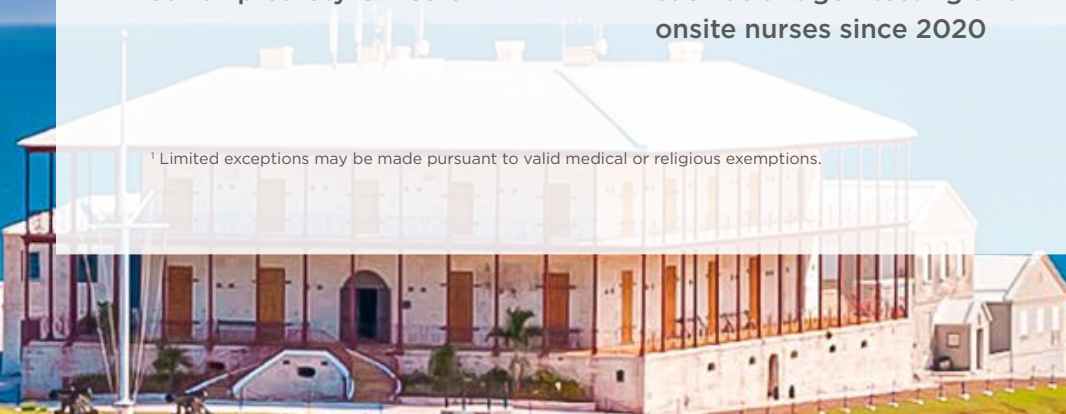
10+ years

average experience of
our ship Safety Officers

~\$1.5 million

invested in office protocols
such as antigen testing and
onsite nurses since 2020

¹ Limited exceptions may be made pursuant to valid medical or religious exemptions.



COVID-19 RESPONSE

We have enhanced our existing robust commitment to health and safety in response to COVID-19 with our comprehensive SailSAFE™ health and safety program. The robust SailSAFE™ program consists of new and enhanced protocols to create multiple layers of protection against COVID-19. Our science-backed plan for safe and healthy cruising was developed in conjunction with a diverse group of experts and will be continuously improved and modified using the latest science and technology.

Our SailSAFE™ program is centered around three key pillars 1) Safety for our Guests and Crew 2) Safety Aboard Our Ships and 3) Safety Ashore. Underscoring these pillars are thorough and effective mobilization and response plans. Upon our return to cruising beginning in July 2021, all voyages operated with fully vaccinated guests and crew, combined with preventative protocols including universal pre-embarkation testing at the terminal, which we believe has provided a uniquely safe and healthy vacation experience. While it is impossible to have zero cases, our protocols have worked as designed to mitigate the risk of introduction and spread of the virus on our ships. Even despite the emergence of new and more contagious COVID-19 variants, the rate of positive cases we have experienced onboard our ships has been well below the prevalence on land due to these strict protocols and the controlled environment of a cruise ship.

In July 2020, we announced the formation of the Healthy Sail Panel (HSP), a team of 11 globally recognized experts assembled in collaboration with Royal Caribbean Group to inform the industry on a safer and healthier resumption of cruising. The HSP was chaired by Governor Mike Leavitt, former U.S. Secretary of Health and Human Services, and Dr. Scott Gottlieb, former commissioner of the U.S. Food and Drug Administration, and its panel members are globally-recognized experts from various disciplines, including public health, infectious disease, biosecurity, hospitality and maritime operations. The HSP provided a robust set of recommendations with protocols that span the entire cruise journey, starting from the time of booking and continuing post cruise. These protocols served as a guide for our SailSAFE™ program.



Furthermore, in 2021 we formed the SailSAFE™ Global Health and Wellness Council, chaired by Dr. Scott Gottlieb, to provide expert advice on the implementation, compliance with and continuous improvement of the SailSAFE™ program. The Council was created to complement the work of the HSP to prepare for the safe resumption of cruise voyages and will continuously evaluate and identify ways to evolve health and safety standards utilizing the best technologies and information available.

During the pandemic, our Infectious Disease Management System (IDMS) was audited by DNV to verify our infection prevention and control measures. The IDMS allows us to carefully manage infection risks with a structured and robust approach to managing challenges and changes. DNV Healthcare's Certification in Infection Prevention helps us proactively manage and reduce risk associated with infections and fuses management science with medical science to create organizational vigilance against infection.



ONBOARD PUBLIC HEALTH AND SANITATION

We have a comprehensive public health program onboard and a 24/7/365 compliance culture. Crew are trained in best practices and to comply with applicable regulations. Each ship has a dedicated Public Health Officer (PHO) on board. The PHO was a new position established in 2020 and is responsible for the oversight of all outbreak prevention initiatives, including overseeing the day-to-day sanitation and cleanliness of all public areas and accommodations and enforcing compliance with the rigorous public health regulations adopted worldwide, including the CDC’s Vessel Sanitation Program.

We work closely with health authorities around the world to create and implement our policies and procedures that meet and, in many cases, exceed the variety of regulations. We utilize several external and internal public health professionals who visit every ship to verify that our compliance culture is strong and sustainable fleetwide. External public health inspections on board our ships are carried out by multiple government agencies – such as the CDC Vessel Sanitation Program, Public Health Agency of Canada, Brazil’s National Health Surveillance Agency, ANVISA and the European Commission Directorate General for Health and Food Safety, SHIPSAN.

We strive for continuous improvement in our public health program and conduct internal public health seminars to review, assess and improve our approach. In addition, many of our officers attend a United States Public Health Seminar where, through discussions and training, they receive new insight into what to look for when conducting public health inspections. In the U.S., we must meet the U.S. Public Health Service’s requirements, which include vessel ratings by inspectors from the CDC and Food and Drug Administration (FDA) Vessel Sanitation Program.

Guests and crew also do their part to protect public health on board. We are enhancing our stringent hand-washing initiatives by increasing signage around the ships and making daily announcements about the importance of hand-washing. Hand sanitizer stations are also strategically placed throughout our ships and terminals to help maintain the highest sanitation standards on board. We also collect health questionnaires prior to embarkation to identify any guests who have symptoms of certain illnesses. In addition, detailed health information fact sheets are placed in each stateroom to identify potential symptoms of concern and instruct guests on what to do if they experience those symptoms.



Continual Public Health Training

Our continual public health training includes summits, which feature representatives from various government agencies and suppliers. We have created an interactive public health training platform that will teach crew members what to look for in order to maintain a strong public health culture. We implemented a stringent water safety program and are constantly evaluating our programs through outside independent laboratories. We conduct legionella testing and mandate monthly Recreational Water Facility testing and quarterly testing of 50 potable water samples throughout the ship, along with technical water sampling.

Outbreak Prevention and Response

Our Outbreak Prevention and Response Plan (OPRP) is designed to mitigate and help prevent the spread of communicable diseases such as coronavirus, norovirus and influenza-like illness (ILI) while maintaining the ability to adjust and respond to new and emerging health issues on our ships and at our private destinations. We continually seek the most advanced technologies based on scientific methods and applications, to enhance our OPRP program. Our crew members are highly trained in this program, and we are continually updating our staff on the latest company innovations and methods, including health screening, surveillance measures, isolation of guests and crew who are ill and more.

As the global public health environment is in constant flux, we are continually updating our OPRP procedures so that we can successfully meet new challenges and stay ahead of the ever-changing landscape when it comes to pathogenic organisms and their potential to cause disease. Our proactive strategies and surveillance measures are designed to keep communicable diseases from entering the cruise ship environment and to prevent an outbreak.



Onboard Medical Services

Each of our ships has a state-of-the-art onboard medical center staffed with highly qualified doctors and nurses, to provide care for both guests and crew while at sea. We follow guidelines for our medical facilities provided by CLIA in conjunction with the American College of Emergency Physicians (ACEP). All ships have defibrillators, cardiac monitors, X-ray machines and lab equipment. Our onboard medical teams work closely with our shoreside team including our Chief Medical Officer.

As part of our COVID-19 response, we have improved our onboard medical capabilities with additional staffing and enhanced facilities. This includes an increase in intensive care unit capacity, new and upgraded equipment, onshore medical institution partnerships, telemedicine capabilities and additional robust consultation and treatment options. Additionally, we introduced a new role, an Infectious Disease Prevention Officer, which is responsible for diagnoses, laboratory confirmation, treatment, control, and description of natural history and transmission kinetics of infectious diseases.

ONBOARD CLEANING AND DISINFECTION

We have comprehensive cleaning and disinfection protocols ship-wide which are based on CDC recommendations. Our 24/7 prevention schedule features continual disinfection of public areas and high-traffic touch points using U.S. Environmental Protection Agency (EPA) approved disinfectants.

Starting in 2018, we partnered with EcoloxTech, a Miami-based company, to provide our ships with onboard equipment to generate Electrolyzed Oxidizing Water, hypochlorous acid (HOCl), a powerful oxidant that kills bacteria, bacterial spores and viruses including enveloped virus such as SARS-CoV-2. The system develops a disinfectant made from salt, water and electricity that is all-natural, pH neutral, non-toxic and non-hazardous. This product is used aboard ships for general daily sanitation, sanitizing fruits and vegetables and for other aspects of the OPRP. This is an all-natural, eco-friendly and FDA and USDA Organic safe alternative which further reduces our reliance on purchasing and storing large amounts of standard toxic chemicals onboard.

ONBOARD PUBLIC HEALTH AND MEDICAL TEAM SPOTLIGHT

The health and safety of our guests and crew are our top priority. Every ship in our fleet has a dedicated Public Health Officer as well as a skilled onboard medical team.



Karen Barron
Infectious Disease Prevention Officer

Karen Barron’s nursing career started approximately 15 years ago. She graduated with her Registered Nursing degree from a community college in Malta, IL, and then obtained her BSN and MSN in nursing education shortly after. Once the Covid-19 pandemic hit, she was deployed with the Veteran’s Health Care System on their Disaster Emergency Medical Personnel System and FEMA teams. Karen helped to decrease the spread of the virus by setting up isolation and quarantine units, mass swabbing and vaccination clinics and caring for the critically ill. It was at this time that she developed a new passion for infection control and prevention.

Her extensive experience easily translates to her role as an Infectious Disease Prevention Officer (IDPO) for Norwegian Cruise Line. She is honored to have such a title and states that her daily focus is to keep her crew, which she considers family and the passengers on board the Pride of America healthy and safe.



Danijela Slavnic
Public Health Officer

Danijela has been with the Company since 2018 serving in her current role and previously as a Vessel Security Officer. Danijela has a degree in Radiology from the University in Belgrade, where she is also working on a master’s in Environmental Health and Sanitation.

Danijela states, “My experience as a Public Health Officer exceeds expectations. The meaning of public health goes far beyond daily vessel operational concepts. Although we are primarily focused on developing and improving the public health system on our ships, at the same time we are looking at a far broader concept. Public health risks not only directly affects the sustainability and development of cruise companies, but have an impact on the entire global economy and worldwide corporate operations.”

Chemical Management

Through our Chemical Management program, we have worked to identify hazardous chemicals that can be replaced by environmentally friendly alternatives with the same or better operational performance. For example, in recent years we completed the installation of HOCl generators on all of our ships. These generators enable us to produce hydrochlorous acid on board, which is a cleaner, more sustainable disinfectant. This allows us to further reduce single-use plastic packaging since production is handled onboard.

Additionally, across the fleet, we utilize Byoplanet electro-static sprayers to effectively apply the disinfectant throughout our ship. Their patented “wrap-around” application technology saves time, chemicals and results in a better overall surface coverage. When coupled together, studies have shown this pairing can eliminate 99.999% of airborne bacteriophage MS2 (a surrogate for SARS-COV-2 testing) from enclosed spaces after 60 seconds of spray.

APPROVED CHEMICAL LIST

Our Company maintains an Approved Chemical List, which catalogs products approved for onboard use and helps identify toxic or hazardous materials for removal from our ships. Every Safety Data Sheet (SDS) for approved chemicals is available on a shared site that is accessible to all ships. The SDS provides necessary information for handling, labeling and storing chemicals and required personal protective equipment.



SAFETY AND SECURITY AT SEA

We place the utmost importance on the safety and security of our guests and crew. We operate all of our ships to meet and exceed the requirements of Safety of Life at Sea (SOLAS) and International Safety Management (ISM) Code for the Safe Operation of Ships – the international safety standards which govern the cruise industry.

Our ships are audited by a recognized organization to verify compliance. Our ships are flagged/registered in the Marshall Islands, United States and The Bahamas, so each ship also has a respective flag state inspection. Our internal marine compliance team conducts yearly audits on all ships as well. Our fleet has continuously been upgraded to equip our ships with modern navigational control and fire prevention and control systems.

Every ship has a resident Safety Officer, with experience ranging between 10 and 15 years in various roles at sea. Ship crews participate in regular safety trainings, exercises and drills on board and shoreside, including basic first aid, firefighting and security awareness. Some training programs were limited in 2021 due to pandemic-related travel restrictions and health and safety protocols.

These Safety Officers undergo additional yearly training above the IMO and Standards of Training, Certification and Watchkeeping (STCW) requirements. Prior to every cruise setting sail or upon departure, we hold a mandatory safety drill for guests and show a safety video, which runs continuously on the stateroom televisions.

We also place a high degree of importance on the security of our guests and crew. Our security operations are led by our Chief Security Officer and a team of security professionals who work closely with law enforcement, government agencies, coast guards and other relevant authorities to guard against the risk of criminal activity. Our ships are subject to the International Ship and Port Facility Security (ISPS) Code, a set of regulations and guidelines created and approved by the International Maritime Organization (IMO). We operate our ships to meet or exceed the requirements of the ISPS Code. The code defines security standards, requirements, arrangements and procedures for ships, ports, and governments. It also prescribes the responsibilities for governments, shipping companies, shipboard personnel, and port/facility personnel, among others, to develop security plans, detect security threats and take preventative measures against potential security incidents affecting ships or port facilities. Compliance is verified by inspections and surveys conducted by the Flag State, or by its delegated representative (usually a classification society), and certificates are issued that confirm compliance. Cruise ships are also subject to security standards and conformity in the countries they visit. We operate our ships to meet or exceed the requirements of the U.S. Cruise Vessel Security and Safety Act (CVSSA) and domestic regulations in the other countries we visit.



EMPOWERING PEOPLE



Our culture is defined by our corporate values of flawless execution, dedication to family and community, spirit of entrepreneurship, financial excellence and environmental stewardship. These values define success in our culture and establish the foundation upon which it is built. We believe our commitment to empowering people allows us to attract and retain top talent, while simultaneously providing robust career development opportunities that ultimately result in significant value to our Company. We were pleased to be named by Forbes to the 2021 list of World’s Best Employers and the 2021 America’s Best Large Employers, ranking among the top 75 companies in the overall Large Employer category and among the top 10 companies in the Travel & Leisure sector. These recognitions highlighted our ongoing commitment to maintain a safe, diverse and inclusive culture which supports and empowers our team members, while delivering on our vision to be the vacation of choice for everyone around the world.

As of December 31, 2021, we employed ~3,500 full-time employees worldwide in our shoreside operations and ~31,200 shipboard employees. Regent Seven Seas Cruises and Oceania Cruises’ ships also use a third party to provide additional hotel and restaurant staffing onboard.

WE ASPIRE TO



Promote diversity, equity & inclusion



Engage team members



Recruit, retain and develop talent



Support employee well-being

AT A GLANCE

3,500+
full-time shoreside employees

31,000+
shipboard employees

59%
female shoreside workforce

48%
female shoreside managers and above

~64%
U.S. shoreside employees that are under-represented minorities¹

4/1
flexible work schedule for nearly all global shoreside team members²

~80%
voluntary retention rate for global shoreside team in 2021

~120
countries represented by team members

620,000+
hours of training and development in 2021³

\$15/hr
minimum wage for all U.S. shoreside employees⁴

¹ Based on team members who have self-identified.
² 4/1 flexible model allows most employees to work in-office Monday through Thursday and remotely on Friday.
³ Excludes operational training conducted by third-party that provides additional hotel and restaurant staffing onboard.
⁴ Certain positions have a lower base wage but have a combined higher incentive.

HUMAN CAPITAL OVERSIGHT

Oversight of our global human capital management strategy is the responsibility of our Chief Talent Officer and Human Resources department. At the Board of Director level, the TESS Committee reviews culture statistics quarterly including retention, diversity and hotline reports. The Compensation Committee also meets regularly with senior management including our Chief Talent Officer and reviews compensation, retention and human capital more broadly. The Nominating and Governance Committee oversees our Talent and Succession Planning Program.

TALENT ACQUISITION, TRAINING AND DEVELOPMENT

Talent Acquisition and Retention

We believe people are our most important resource. As such, identifying, recruiting and retaining top talent and incentivizing existing and future team members is critical to our long-term success.

RECRUITING

Our talent acquisition teams are dedicated to sourcing and attracting qualified and diverse talent to join our family. We leverage our culture as one of our defining competitive advantages in the employer market, and we are focused on messaging this to prospective candidates.

We partner with Maritime Academies around the world, providing onboard cadetship opportunities. In addition to the cadetship opportunities, we partner with the Seafarers Harry Lundeborg School of Seamanship to place unlicensed apprentices onboard the Pride of America.

COMPENSATION AND BENEFITS

We attract and retain talented team members by offering competitive compensation and benefits. Our pay-for-performance compensation philosophy for our shoreside team is based on rewarding each team member’s individual contributions. We use a combination of fixed and variable pay components including base salary, bonus, equity, commissions and merit increases. We maintain a long-term incentive plan for our manager-level team members and above, that allows us to provide share-based compensation to enhance our pay-for-performance culture and to support our attraction, retention and motivational goals. Since May 2019, our U.S. shoreside team has earned a minimum hourly wage of \$15/hr, except for certain teams that have a lower hourly wage combined with a higher incentive.



Our compensation programs for our shipboard team are similarly competitive and for nearly 90% of this team, negotiated with various unions and documented in collective bargaining agreements. In fact, the median salary of our crew in 2021 was nearly 6x higher than the local GDP per capita of the Philippines¹ where the largest concentration of our crew is from.

We also offer a competitive benefits package including physical, financial and emotional well- being benefits. Due to maritime requirements and the practical implications of employment on ships with worldwide operations, our shipboard team members receive certain accommodations that are not typically provided to shoreside employees including housing and meals while on the ship and medical care for any injuries or illnesses that occur while in the service of the ship. These accommodations are free of cost to each shipboard team member. We offer our full-time U.S. shoreside team members a choice of Company-subsidized medical and dental programs to meet their needs and those of their families. In addition, we offer health savings and flexible spending accounts, vision coverage, paid time off, employee assistance programs, short term disability and voluntary long-term disability insurance, term life and business travel insurance. Additionally, we offer a 401(k) retirement savings plan, education assistance including tuition reimbursement and student loan repayment. Our benefits vary by location and are designed to meet or exceed local requirements and be competitive in the marketplace.

“We are committed to reinforcing our culture that supports our team members’ wellbeing, cultivates a growth mindset, and enables all team members to perform their best work.”

 LYNN WHITE
EXECUTIVE VICE PRESIDENT, CHIEF TALENT OFFICER



NEW FLEXIBLE WORK POLICY

To demonstrate our commitment to be an employer of choice, in 2021 we announced a 4/1 flexible work model for shoreside team members globally. The new flexible model will allow most employees to work in-office Monday through Thursday and remotely on Friday. As we reimaged our post-pandemic workplace, we wanted to provide more flexibility for our employees on where and how to work. We initially implemented the 4/1 flexible work arrangement pilot program upon our return to office in summer 2021 which we found was successful in supporting our business goals, maintaining productivity and providing our valued team members additional flexibility. As a result, in October, we made the decision to extend this popular flexible work program indefinitely.

RETENTION

We have a history of strong retention rates across our shoreside and shipboard teams, which we attribute to our culture that allows our team members to thrive and achieve their career goals. Our voluntary retention rate throughout 2020 and 2021 remained at historical levels despite the impact that the COVID-19 pandemic has had on our Company and industry. We implemented a Standby Pay program in 2020 to retain our key shipboard officers who were displaced from their normal contract rotation, which helped us facilitate our return to service with our experienced team. As of year-end 2021, the average tenure for all global shoreside team members as well as shipboard team members was approximately 6 years.



¹ Philippines 2020 GDP per capita (current US\$) per The World Bank.

BENEFIT PROGRAMS

We considered the following objectives when designing our U.S. shoreside benefits program:

- Strive to offer benefits that are competitive with other employers in our industry.
- Responsive to team members' needs – we offer flexibility and choice.
- Offer plans that provide team members and their dependents with access to quality health care.
- Fiscally responsible by offering plans based on our financial capabilities.

401(K) RETIREMENT SAVINGS PLAN

Our Company has historically provided a generous 401(k) Retirement Savings Plan match for all benefit eligible team members and is committed to helping our team members save toward retirement. Due to COVID-19, the match was temporarily suspended but was reinstated beginning October 1, 2021. In addition, the Company retroactively matched all contributions made by team members in 2021. Our 401(k) Retirement Savings Plan includes matching contributions equal to 100% of the first 3% and 50% of amounts greater than 3% to and including 10% of each participant's eligible contributions subject to certain limitations.

EMPLOYEE STOCK PURCHASE PLAN (ESPP)

The ESPP provides the opportunity for 100% of our full-time shoreside team members and eligible¹ shipboard team members to invest in the company by purchasing shares of Norwegian Cruise Line Holdings (NCLH) stock at a significant discount off of the Fair Market Value. Team members are eligible to participate in the Company's ESPP beginning in any open offering period that is in effect on or after their hire date.

GROUP HEALTH PLAN

Our Company provides health plans that include medical, dental and vision to cover team members, their spouse, domestic partner and/or dependents.

FLEXIBLE SPENDING ACCOUNTS & HEALTH SAVINGS ACCOUNTS

Team members can set aside a portion of their pay, tax-free, to pay for qualified expenses, such as out-of-pocket expenses, copayments, deductibles, day care/ after school care and more.

BASIC & SUPPLEMENTAL LIFE INSURANCE

Team members receive basic Term Life and Accidental Death and Dismemberment (AD&D) coverage at no cost to the team member. Basic coverage is 1X a team member's annual salary. Team members may also purchase additional Supplemental Life and AD&D coverage at 1X, 2X or 3X their annual base salary (up to a specific plan maximum) through payroll deductions.

SHORT-TERM AND LONG-TERM DISABILITY

Provides income protection if a team member becomes ill or injured and is unable to work. Short-term disability is offered to team members at no cost after 6 months of employment. Long-term disability is a voluntary option.

EMPLOYEE ASSISTANCE PROGRAM

Confidential counseling and referral services for work/ life issues are provided to team members. The Company pays for this benefit and team members are immediately eligible on the first day of employment.

SECURE TRAVEL SERVICES

Team members are offered secure travel services when traveling on business more than 100 miles away from home, such as pre-trip planning and emergency evacuation services.

GROUP LEGAL PLAN

Team members may elect affordable pre-paid legal advice and office consultations for themselves and their dependents.

EDUCATIONAL ASSISTANCE

After one year of continuous service, team members are eligible to receive up to \$5,250 total in reimbursement for eligible expenses associated with the successful completion of courses within an approved degree and/or professional certification program and student loan repayment assistance.

STUDENT LOAN REPAYMENT PROGRAM

After one year of continuous service, U.S. shoreside team members, who have obtained a degree from an accredited institution, have outstanding student loans, and meet the Company's program requirements, may be eligible to receive repayment assistance up to \$2,000 per year based on years of service.

TIME AWAY FROM WORK

Along with time away to observe select holidays, each team member is provided with eight paid personal days (prorated based on the actual hire date) and accrues paid vacation time of up to 10 to 25 days based on years of service. Additionally, each team member receives one paid volunteer day per year to support organizations and communities of their choice.

CRUISE BENEFITS

Team members and their immediate family are eligible to cruise at special team member discounted rates. Fares and itineraries are subject to availability. Family and Friends are also eligible to receive reduced rates, known as "Special Fares", on select sailing dates.

DISCOUNT PROGRAMS

Team members are eligible to receive discounts from a variety of suppliers.

¹ "Eligible Employee" means any employee of the Corporation, or of any Subsidiary which has been designated in writing by the Committee as a "Participating Subsidiary." Notwithstanding the foregoing, "Eligible Employee" shall not include any employee: (a) whose customary employment is for five (5) months or less in a calendar year; or (b) whose customary employment is for twenty (20) hours or less per week.

Training and Development

We empower our team members to do exceptional work, and we support them on their career journey. The opportunity to grow and develop skills and experience, regardless of job role, division or geographic location, is critical to our success. We actively foster a culture of learning and offer a variety of developmental courses for our team members. In fact, during 2021 team members, both shoreside and shipboard, completed approximately 620,000 training and development hours. Team members are also supported with reimbursement for eligible educational courses or professional certification programs as well as with student loan repayment assistance.

Continuous feedback is integral for team member personal development and alignment with business objectives. At a minimum, all shoreside team members engage in a required annual performance appraisal or talent profile discussions. Shipboard team members receive formal performance reviews at the end of each contract assignment, and front-line team members also receive monthly reviews.

We provide a mentorship program where even our most senior leaders actively participate. Mentees receive guidance on career development, leadership and other important topics. Our 2021 program has over 80 mentor/mentee pairs including participation from the entire senior leadership team.

Succession planning and internal mobility is also part of our culture. We have a year-round focus on providing team members with opportunities to develop their leadership skills and add to our bench of talent through various training initiatives. Succession planning and talent review programs allow us to continuously calibrate and evaluate high potential talent, offering talent rotations and investing in development for long-term success. Shipboard team members also have the opportunity to learn the skills and responsibilities of another position in a different department, either to increase their effectiveness in the Company, or to give them the opportunity to shift their career path.



SHORESIDE

- In early 2021, we established a new Rising Stars program to identify high potential leaders at the Director and Senior Director level. The 6-month program was conducted with a human resources strategy firm and is focused on developing a growth mindset to refine leadership strengths, champion change and encourage innovation through assessment tools, one-on-one coaching and group learning.
- In early 2022, we began introducing resiliency trainings which aims to support team members' mental health and wellbeing. The training will be expanded for shoreside team members globally this year.
- We rolled out an internally designed Management Training program in 2020, which has reached over 150 leaders to date.
- In 2020, we launched an online training for all shoreside team members on unconscious bias training.

SHIPBOARD

- We empower team members to set them up for success from the moment they join the vessels and throughout their career on board. Learning is promoted on board by offering a variety of developmental courses focused on three main categories: Maritime and industry compliance, human resources and operational training specific to each department.
- In 2020, we launched a language app to provide team members on board the opportunity to improve their English language skills or to learn a new language to excel at guest services.
- We provide team members professional certifications in partnership with global professional associations such as the Court of Master Sommelier, American Culinary Federation and the American Hotel & Lodging Educational Institute.
- We create career path models for various departments to function as a guide for individual professional career development.
- Middle managers receive an intensive management training program, including a personalized action plan to partner with their immediate supervisors and Human Resources to grow professionally.
- Senior leadership receives development opportunities by partnering with specialized maritime and leadership schools across the world to sharpen their skills through experiential opportunities, assessment tools and one-on-one coaching.
- In 2021, we launched a Learning Management System to host a series of online learning courses for shipboard team members to prepare for a return to service. Moving forward, it will be a platform to host online learning initiatives for various departments like beverage and restaurant certifications, culinary specialties, virtual reality training and other department-specific operational and leadership training.



We supported our employees through our student loan repayment and tuition reimbursement programs, paying over \$375,000 in 2021.

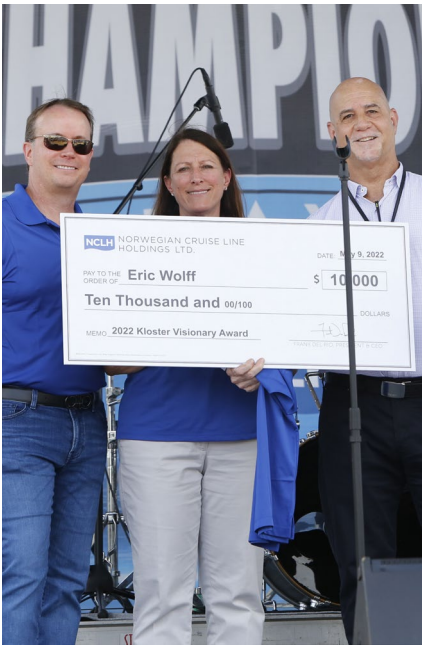
Team Member Engagement and Recognition

At Norwegian, we know an engaged workforce leads to better productivity, commitment and innovation. We encourage team members to voice their opinions and regularly seek feedback on how to improve the workplace environment.

On each of our ships, we have Human Resources Directors or Managers to maintain an open culture. Captain’s meetings are held monthly for a two-way exchange of information and each ship has a Crew Welfare committee. The Crew Welfare committee provides a clear layout of responsibilities and processes to ensure proper preparation of crew activities and participation. We also periodically conduct crew surveys to gauge employee engagement and satisfaction, including amid the pandemic. In March 2021, a crew survey conducted indicated that approximately 99% of crew would be available and interested to return when the Company was prepared to return to service. In addition, the vast majority said they felt that the Company communicated well and kept team members informed of operational delays and other matters.

Through our ENGAGE platform, we consistently communicate with team members globally to celebrate important milestones, recognize employee accomplishments and offer networking and development opportunities. We have typically hosted an annual team member celebration for shoreside employees, including our 2019 event aboard our newest vessel at the time, Norwegian Encore. The celebration has been paused for the past two years due to the COVID-19 pandemic, but we plan to reinstate this once health and safety protocols allow.

We also celebrate our team members through our recognition programs including:



- **Award of Excellence:** Exceptional team members are recognized by a robust annual Award of Excellence recognition program which acknowledges and rewards individual shoreside team members and teams for their demonstration of Company values.
- **Kloster Visionary Award:** We recently developed the Kloster Visionary Award which honors the Company’s founder, Knut Kloster, by recognizing a shipboard or shoreside team member whose spirit of innovation follows in the footsteps of this visionary.
- **Vacation Hero Awards:** Through the shipboard Vacation Hero Awards program, shipboard supervisors and management recognize select shipboard team members that have proven to be outstanding in selected categories. This award program is designed to provide recognition and promote total guest satisfaction by encouraging and rewarding team members for demonstrating excellence in service, teamwork, attitude and leadership.

DIVERSITY, EQUITY AND INCLUSION

Our Company is committed to fostering an inclusive workforce, where diverse backgrounds are represented, engaged and empowered to generate and execute on innovative ideas. Our commitment to seeking female and minority candidates as well as candidates with diverse backgrounds is formalized in our Corporate Governance Guidelines.

We operate globally, with team members representing approximately 120 countries. To foster a diverse and inclusive culture, we seek to leverage the talents of all team members, commit to equal employment opportunity (EEO) as detailed in our Company’s EEO policy, and deliver training on unconscious bias, microaggressions and diversity and inclusion.

DIVERSITY AND INCLUSION

CEO **ACT!ON** FOR DIVERSITY & INCLUSION

To further demonstrate our commitment to advancing DE&I in the workplace, our President and CEO Frank Del Rio signed the CEO Action pledge for Diversity & Inclusion in March 2022. Key components of this pledge include:



Cultivating environments that support open dialogue on complex — and often difficult — conversations around diversity, equity and inclusion



Sharing best-known diversity, equity and inclusion programs and initiatives — as well as those that have been unsuccessful



Implementing and expanding unconscious bias education and training



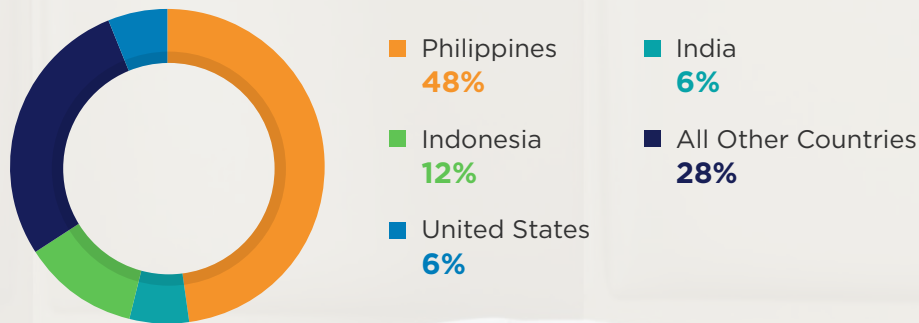
Engaging boards of directors when developing and evaluating diversity, equity, and inclusion strategies



53

SNAPSHOT OF OUR WORKFORCE

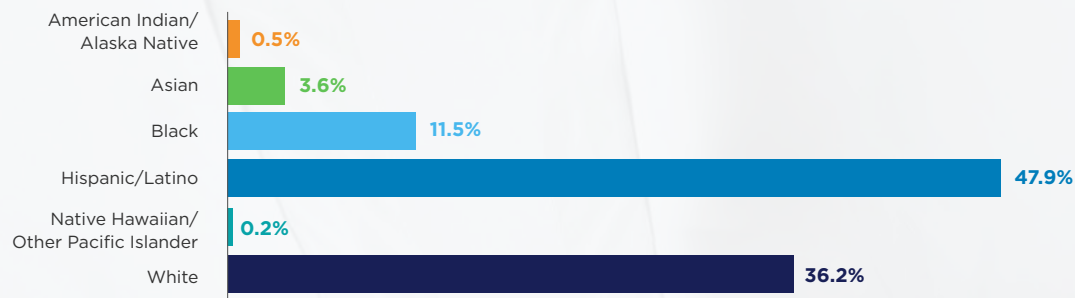
Shipboard Team Members by Nationality



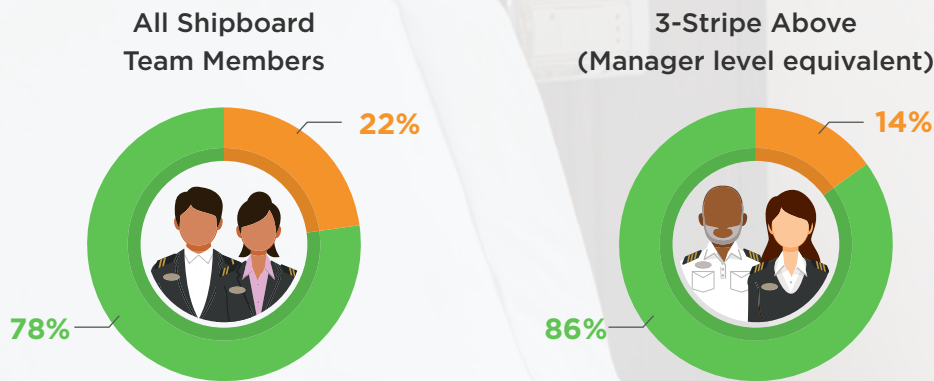
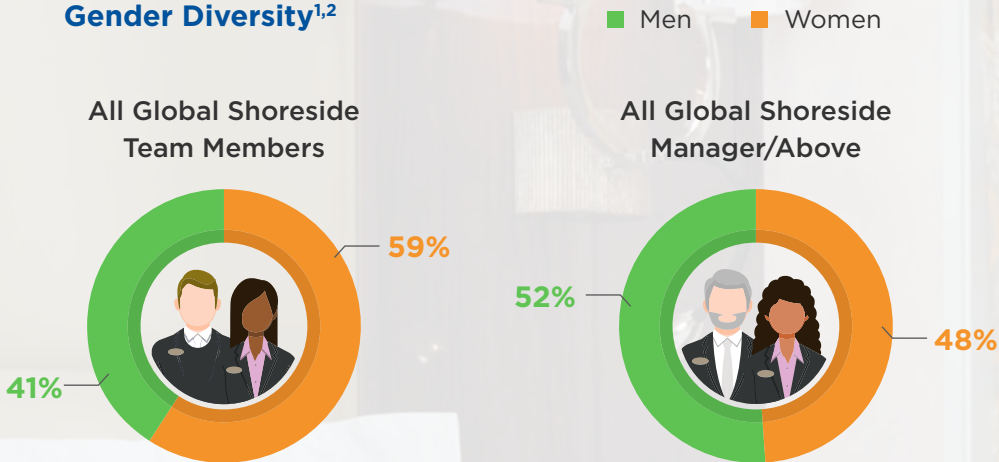
U.S. Shoreside Ethnic Diversity^{1,3}

	Non-URMs %	URMs %
All U.S. Shoreside Team Members ⁴	36%	64%
U.S. Shoreside Managers/above	51%	49%

U.S. Shoreside Ethnic Diversity Breakdown^{1,4,5}



Gender Diversity^{1,2}



Total Global Workforce	25,730	8,977
Total Global Workforce (Manager/Above)	1,523	602

¹ As of December 31, 2021, this was the composition of our workforce.
² While we present male and female, we acknowledge this is not fully encompassing of all gender identities.
³ Under-represented minority (URM) is used to describe diverse populations, including Native American, Asian, Black, Hispanic/Latino and Native Hawaiian team members in the U.S. who have self-identified. Except for Pride of America, we do not track ethnicity/race for our shipboard team members as the majority are URMs from a U.S. perspective.
⁴ As of December 31, 2021, there were 3,520 U.S. shoreside team members.
⁵ Based on those who have self-identified.

Talent Acquisition

We are increasingly focused on presenting a diverse slate of candidates to all hiring managers. We use various forms of outreach to target prospective diverse candidates, including posting job openings on diversity organization websites and participating in diverse career fairs. We have also previously participated in the Year Up internship program which provides internships for students in underrepresented and underprivileged communities. Looking forward, we have partnered with local universities and continue to seek opportunities to enhance our diversity hiring.

Training

In 2020, we launched an online training for all shoreside team members as one of our essential steps to increase awareness and to foster a workplace that is aligned with our core values of Family and Community. The training focused on 1) Diversity, Inclusion and Sensitivity in the Workplace, 2) Unconscious Bias and 3) Micro-Aggressions in the Workplace. All shoreside team members were required to complete training regarding 1) Diversity, Inclusion and Sensitivity in the Workplace, 2) Unconscious Bias and 3) Micro-Aggressions in the Workplace. In 2022, an additional module, Cultural Competency and Humility, will be available. All new hires are offered this training. In addition, shipboard team members receive Cultural Awareness training with an emphasis on learning, appreciating and celebrating differences.



TEAM MEMBER RESOURCE GROUPS

Our Team Member Resource Groups (TMRGs) are another way for employees to connect, share, discuss important issues and give back to the community. We currently offer three TMRGs and are in the process of exploring the addition of more groups to provide our team members more opportunities to connect and further their development.



ELEVATE
Elevate is comprised of our Senior Directors and above women leaders based out of the corporate headquarters. The Elevate group meets at least quarterly and met more frequently during a remote environment, for support, engagement and personal development. Sessions will vary from networking within this group to self-development offerings focused on topics such as negotiation, personal brand and self-care.



VETERAN'S TASK FORCE
The Veteran's Task Force is a TMRG comprised of our military veterans. The Task Force has previously been committed to community outreach, support for fellow members and awareness of veteran community needs.



EMBRACE
In 2022, we launched a new TMRG called EMBRACE which focuses on diversity in leadership for managers and above. The groups initial objectives include promoting diversity of thought, journeys and perspectives within our management teams, serving as a feedback channel between front line team members and leadership and establishing a road map for future team member resource groups.





Partnerships and Commitments

We have long-term partnerships with the National Diversity Council, sponsoring the Florida Diversity Council and its South Florida local chapter. We continually seek additional organizations and partnerships to further expand our DE&I efforts.

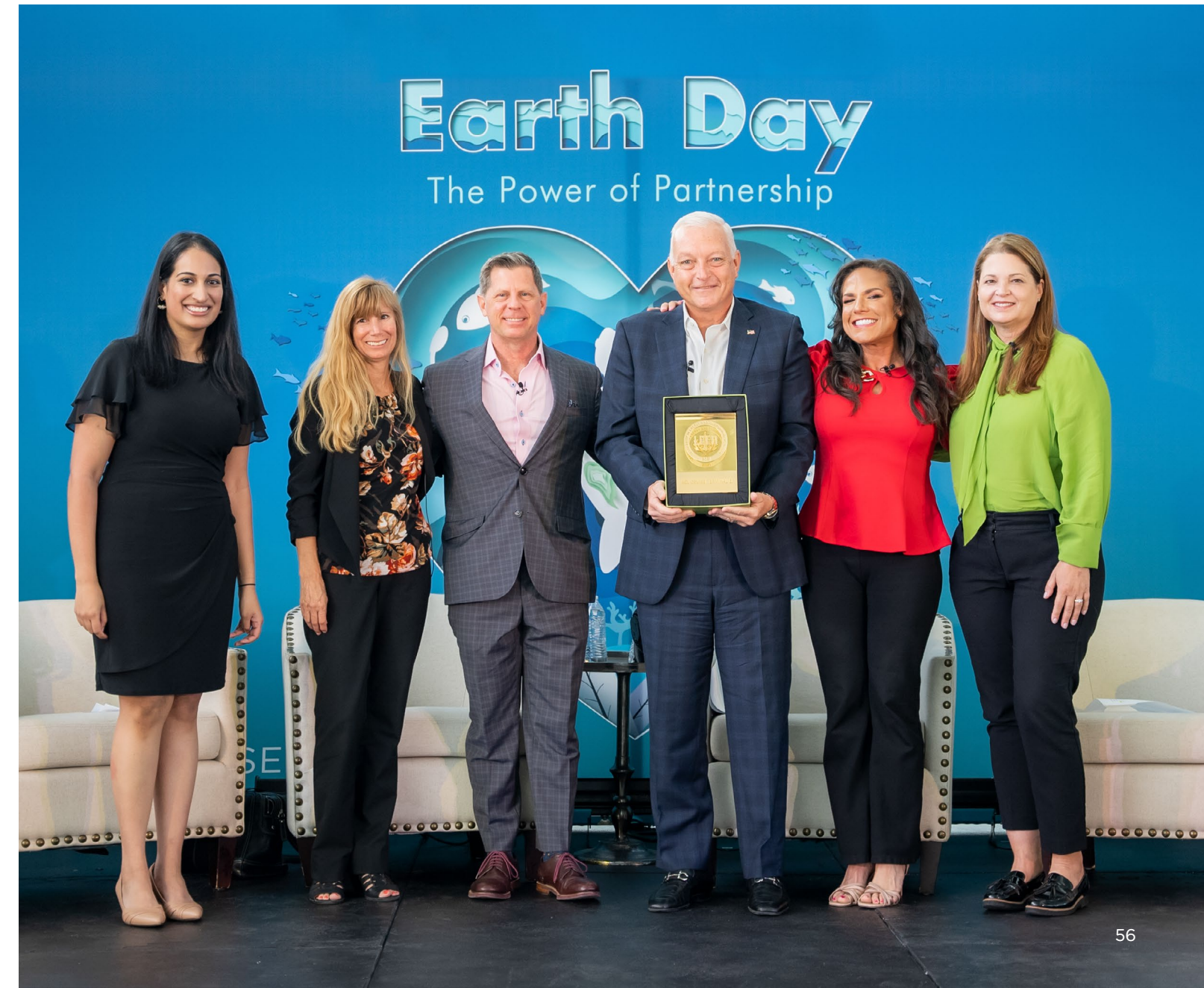
In 2021, Sixthman, our subsidiary company based in Atlanta, Georgia, specializing in developing and delivering music-oriented charters, joined the ATL Action for Racial Equity. This new initiative seeks to accelerate racial equity by leveraging the size and scale of the business community and the power of collective impact. Businesses who sign on to the initiative will focus on measurable actions across corporate policies, inclusive economic development, education and workforce development to help in addressing the region's immobility and inequity challenges.

In late 2021, we began exploring a partnership with the [Miami Lighthouse for the Blind and Visually Impaired, Inc.](#) to take the first step in a commitment to providing employment opportunities to the organization's vocational rehabilitation clients. The Miami Lighthouse for the Blind is Florida's oldest and largest nonprofit serving the needs of the blind and visually impaired and is led by Virginia Jacko. The organization aims to create more work opportunities and increase public awareness of the abilities and competence of individuals who are blind or visually impaired.



Engagement

We also recognize, celebrate and share the stories of our diverse and dynamic team members throughout the year corresponding with national and global observance holidays. In 2022, we continued to feature team members through internal and external communications and highlighting their contributions. For International Women's Day, we highlighted our women leaders in sustainability-related roles, held a clothing recycling drive, and participated in regional panels. For Earth Day in 2022, we engaged team members by participating in a beach cleanup on Harvest Caye, one of our destination islands. We also hosted a special plaque presentation and panel discussion to commemorate the first cruise terminal in the world to receive the prestigious LEED® Gold v4 accreditation. This achievement was celebrated alongside our team members as well as our local South Florida community members, partners and suppliers who made this recognition possible.



EMPLOYEE HEALTH, SAFETY AND WELL-BEING

Protecting the health, safety and well-being of our team members when they show up for work every day has always been our top priority. We take a holistic approach to health, including focusing on physical, financial, mental and emotional well-being.

COVID-19 Response

Our commitment to health, safety and well-being was even more critical beginning in 2020 as we have had to manage through the challenges brought on by the COVID-19 global pandemic. Our shoreside offices monitor and follow government legislation and guidance and began returning to office environments in summer 2021. When returning to the office and while on board our ships, we are taking all measures necessary to protect our team members. Our health and safety protocols were developed as part of the comprehensive and multi-faceted strategy developed by our team of experts, including the Healthy Sail Panel and SailSAFE™ Global Health and Wellness Council. All global team members, both shoreside and shipboard, were required to be fully vaccinated in order to initially return to the office. In addition, all team members have been provided routine COVID-19 testing, free of charge, to mitigate the introduction or spread of the virus both at our offices and on our ships.

- **Crew:** At the onset of the pandemic, our crew repatriation was carried out as quickly as possible given complex constraints presented by travel restrictions, regulatory requirements and other challenges. We utilized air charters and commercial flights as well as some of our own vessels to transport over 24,000+ crew home to 120 different countries around the globe. During this time, our crew were compensated according to their respective collective bargaining agreements and were provided WiFi, medical care, accommodations and a daily onboard stipend when in stand down status after the conclusion of their contract. They had continual access to medical professionals to support their physical and mental well-being. The Company also funded housing expenses if quarantine was required upon

arrival to their home country. As we began preparing our ships to return to service, we offered vaccination, including boosters, to our crew through providers and “vaccine ships” where feasible. We continued to offer medical care, contact tracing and more key health and safety protocols.

- **Shoreside Actions:** To prepare for a return to office beginning in Summer 2021, we required vaccination of all team members returning to office locations. Team members were provided paid time off to facilitate the vaccination process and we worked to provide as many vaccination opportunities as possible for team members and their families, including partnering with local hospitals to hold vaccination events. We also followed and often exceeded relevant CDC, EPA, OSHA, city, state and federal guidelines to develop infectious control plans in our buildings. Improvements were made in areas like our HVAC systems, elevators, building envelope, sanitizing machines, dust control and more. Numerous additional protocols were implemented to protect team members, including routine testing and contact tracing.
- **Frequent Communications:** To further assist our team members during this challenging time, our Human Resources team develops regular communications on topics related to health, safety and well-being to provide additional tips and resources. Topics have varied from vaccines, COVID-19 testing, holiday travel best practices, home office decluttering, how to deal with Zoom fatigue and coping with stress among others. In addition, the Company maintains regular contact with our crew members at home and provides business updates on our Company as well as the state of the industry to keep them informed.



~100%
U.S. shoreside/shipboard team
members vaccinated¹



Nearly \$1.5 million
invested in office protocols such
as antigen testing office safety
enhancements, and onsite nurses
since 2020

¹ Limited exceptions may be made pursuant to valid medical or religious exemptions or remote work environments.



All global team members, both shoreside and shipboard, were required to be fully vaccinated in order to initially return to the office.



Crew Well-Being

We operate in full compliance with the Maritime Labor Convention (MLC), an international labor convention adopted by the International Labor Organization (ILO) that sets out seafarers' rights to minimum working and living conditions. The MLC sets minimum requirements for nearly every aspect of working and living conditions for seafarers including recruitment and placement practices, conditions of employment, hours of work and rest, repatriation, annual leave, payment of wages, accommodation, recreational facilities, food and catering, health protection, occupational safety and health, medical care, onshore welfare services and social protection. We always seek to meet or exceed these requirements to foster a safe and happy environment that motivates our crew members.

Average crew contracts last for nine months at sea, followed by two months of leave while contracts for senior staff are generally four months. When contracts are complete, we provide airfare to repatriate crew back to their home countries for leave. While at sea, hours can vary but are subject to the MLC's maximum allowable hours of 14 hours in a day and 77 hours over a 7-day period. Crew are also provided compensation for overtime.

Crew members are also provided resources to maintain good physical health. All crew receive mandatory pre-employment medical examinations and undergo a comprehensive vaccination program before boarding. While onboard, crew have access to our well-resourced onboard medical centers and can see physicians and nurses for treatment of any medical problems.

We provide a variety of services to enhance crew's living conditions and well-being while onboard. Crew areas are equipped with recreational facilities such as a gym, basketball court, crew lounge, gaming room, crew bar and crew internet café. Each ship organizes a calendar of activities including music events, special lunches/dinners for crew recognition, holiday events, sports tournaments, shore excursions, bicycle rentals and movie nights. The crew has internet benefits to keep in touch with their friends and family back home on their own devices and are also provided with computers with internet access in a designated area on board.

Additional motivational initiatives are conducted by Senior Management on board, including daily motivational messages, regular meetings to introduce themselves and their teams and lectures on opportunities on board and best practices.

In 2023, a wellness initiative will be launched focusing on healthy habits living on board, including a 30-day challenge and a series of additional workshops for self-development and well-being.

Care Team

Our Care Team consists of trained specialists who support our guests and crew members across our three brands during unprecedented or unplanned situations. We understand that inclement weather, mechanical issues, illness or other circumstances may arise at any time so our Care Team is available round-the-clock to support our guests and crew with personalized support. Norwegian Cruise Line's Care Team alone includes 4 specialists and nearly 200 trained shoreside and shipboard team members globally. During 2021, our Care Team supported over 950 guests, protecting their health, safety and well-being.



STRENGTHENING OUR COMMUNITIES



Dedication to Family and Community is one of our core values, and we are committed to strengthening our local communities, the communities we visit and the local ecosystems through which we cruise. We believe it is our responsibility and privilege to give back to the communities around the world where we live, work, visit and serve. In 2021, we reinforced our commitment by announcing a Paid Volunteer Day for all U.S. shoreside team members to support our community involvement efforts. Team members will be able to give back by choosing a cause or organization that they are passionate about.

In addition to our employee volunteer efforts, we strengthen communities through charitable giving and philanthropy initiatives, partnerships, community outreach and disaster relief.

WE ASPIRE TO



Support and invest
in local communities



Provide
Disaster Relief



AT A GLANCE

\$12M+

in total cash and in-kind
donations to organizations
around the world in 2021

~\$10M

provided to Alaska port
communities for COVID-19
related relief and recovery

\$2M+

in-kind humanitarian relief to
support various community
organizations worldwide
throughout 2020 and 2021

\$60K

awarded to schools across
the U.S. as part of 2021
Giving Campaign

~400

cruise longshoremen provided
with gift cards totaling \$100K

170

families provided with
traditional Thanksgiving meals
in partnership with Quirch /
Colorado Boxed Beef Company

600+

toys and ~\$2,500 in gift cards
provided in Camillus House
holiday toy drive

~3,000

U.S. shoreside team members
offered a Paid Volunteer Day
beginning in 2021



PHILANTHROPY AND VOLUNTEERISM

Our Company and our team members around the globe are committed to doing good and making a lasting impact in our communities.



Team members actively engage in our communities by volunteering and have historically participated in various events including beach clean ups, toy drives and food service. In 2019, team members donated over 1,000 hours giving back to the community and collected nearly 500 pounds of garbage through beach clean ups. While in-person volunteer opportunities were limited in 2020 and 2021 due to the pandemic, our team adjusted in various ways to continue giving back. In 2021, we introduced a Paid Volunteer Day for all U.S. shoreside team members to provide them with an opportunity to give back to the causes they hold dear.

We also give back significantly through our charitable giving programs. While corporate donations were reduced in 2020 and 2021 due to the significant financial impact of COVID-19 on our business, we still donated approximately \$12 million in cash, cruise and other in-kind donations in 2021 to various important causes. In Miami Dade County alone, where our corporate headquarters is located, we donate to more than 30 organizations, including Live Like Bella Childhood Cancer Foundation, Habitat for Humanity of Greater Miami, National Diversity Council and Teach for America Miami Dade.

WorkPlace Giving Program

Team members are also given the opportunity to support important organizations through our WorkPlace Giving program. Team members can make automatic recurring or one-time payments through payroll deduction, and the Company will match 50% of employee’s contribution up to \$1,000 per year. The four organizations to currently choose from are 1) American Cancer Society, 2) Guy Harvey Ocean Foundation, 3) Kids in Distress or 4) Virlanie Foundation. The Guy Harvey Ocean Foundation was added to this list of eligible organizations in 2022 to reflect our Company’s commitment to support our team members’ drive to protect and preserve the environment.



COVID-19 Relief and Recovery

ALASKA SUPPORT

In May 2021, we provided \$10 million of cash support to Alaska port communities and organizations severely impacted by the ongoing cruise voyage suspension. Sixty percent of all tourism in Alaska is generated through cruise, which had been halted for more than a year, significantly impacting small businesses reliant on cruise tourism. In addition, as part of the BuyAlaska and Voyij.com initiative, we joined the 'Shop Local Alaska' program and are encouraging over 2 million people to help support Alaska small businesses.

CRUISE LONGSHOREMEN

In April 2021, we donated \$100,000 in Visa gift cards to help support the cruise members of the International Longshoremen's Association Local 1416 which saw 60% of their business wiped out nearly overnight due to the pandemic. The International Longshoremen's Association Local 1416 has provided Long Shore Labor (also known as Longshoremen) for the Miami-Dade County PortMiami for over 85 years. Longshoremen load and unload trains and ships from all over the world, including freighters and cruise ships. Local 1416 is a pillar of the local community, providing middle-class jobs and holding a historic position as the oldest Black union in Florida.

CARIBBEAN RELIEF EFFORTS

In 2021, we provided \$1 million of support to Jamaica to assist in COVID-19 recovery efforts. Jamaica was heavily reliant on tourism and has seen a significant economic impact from the COVID-19 pandemic, especially due to the lack of cruise tourism for more than a year.



HUMANITARIAN RELIEF

Since the global suspension of cruising began in March 2020, the Company has also continued to work with organizations around the world to provide much needed humanitarian relief, including over \$2 million of in-kind donations in 2020 and 2021. Some of the Company's various initiatives during this period included:

- Approximately \$1.2 million in nonperishable food and water donations were provided to Feeding America's local Miami food bank, Feeding South Florida, by the end of 2021.
- Provided nearly \$275,000 of in-kind donations in the form of JUST® Water and non-perishable and canned goods, to support two community organizations and assist ongoing relief efforts in the Archipelago of San Andrés in Colombia after the devastating impact of Category 5 Hurricane Iota.
- More than \$225,000 in dry goods and foods to benefit communities in Belize impacted by the COVID-19 pandemic.
- Provided 16 truckloads of JUST® Water to benefit 17 Feeding America member food banks and other nonprofit organizations in the U.S. located in areas devastated by severe winter storms in partnership with JUST® Goods, Inc. and The Will & Jada Smith Family Foundation.
- Over \$30,000 of in-kind donations including 10 pallets of responsibly packaged, plant-based cartons of JUST® Water to benefit the Southeast Alaska Food ABank.
- More than a dozen pallets of dry and frozen foods to the Dutch food bank Voedselbanken Nederland and the Italian nonprofit Pane Quotidiano in Milan, Italy.
- Five pallets of JUST® Water cartons and more than 6,350 cases of yogurt to the Urban Renewal Commission in Freeport, Bahamas.
- 790 kosher meals to the Greater Miami Jewish Federation.
- 1,000 bottles of JUST® Water to help frontline National Health Service (NHS) staff in the UK at University Hospital Southampton through Southampton Hospitals Charity in partnership with JUST® Goods, Inc.



CVS SWEEPSTAKES

To support global COVID-19 vaccination efforts, we partnered with CVS Health in their One Step Closer sweepstakes to encourage vaccination. As part of the sweepstakes, Norwegian Cruise Line gave away free cruises to individuals who received a COVID-19 vaccination through CVS Health.



Virланіe Foundation

The Virланіe Foundation was established by Dominique Lemay in 1992 in Manila, Philippines, with the goal to assist the city’s street children through the creation of the Manila Youth Reception Center and the Reception and Action Center. Since its founding, Virланіe has helped more than 17,000 children in need of special protection through the foundation’s various programs and services.

Norwegian Cruise Line first connected with this important foundation in 1999 with the purchase of Orient Lines and the MS Marco because the previous owner had sponsored the Virланіe Foundation’s Herrod Home, the Marco Polo Home and the Marco Polo Care Center (MPCC).

From 1999 to 2011, Norwegian Cruise Line collected donations for the foundation through various events, and in 2012, formalized the foundation partnership with the creation of Project Tulong and the official signing of an MOA with Virланіe. Approximately 3,000 of our crew members donate to Project Tulong.

The Virланіe Foundation’s Marco Polo Care Center is the first home for children aged 4-6 years old when they are admitted to Virланіe. During the children’s stay, Virланіe’s social workers handle their cases and assess whether they can be reunified with their families. If it is not possible, they will either be put up for adoption or stay in other Virланіe homes for long-term care.

NORWEGIAN'S GIVING JOY™

In Spring 2019, Norwegian Cruise Line celebrated hardworking teachers through the launch of its Giving Joy campaign. The public nominated and voted for teachers in the U.S. and Canada who inspire joy in the classroom.

While paused in 2020 due to the pandemic, we re-launched this initiative in 2021 to continue recognizing and honoring hardworking teachers who have been on the frontlines, challenged more than ever before during this crisis. The month-long campaign, which launched

during National Teacher Appreciation Week (May 3 – 7, 2021), recognized deserving educators for their unwavering commitment to bringing joy to the classroom. 100 teachers across the U.S. and Canada were awarded a free week-long cruises for two, which is valued at over \$750,000 in total. In addition, the top three winners were awarded \$10,000, \$15,000 or \$25,000 for their schools from the cruise line. The Grand Prize winner was also surprised with an additional \$10,000 from PepsiCo Beverages North America and two roundtrip air tickets from Pleasant Holidays, both of which were partners who were inspired by our Giving Joy campaign. Costco Travel also donated gift cards to all 100 award recipients. The 100 winners and their heart-warming stories are featured [here](#).



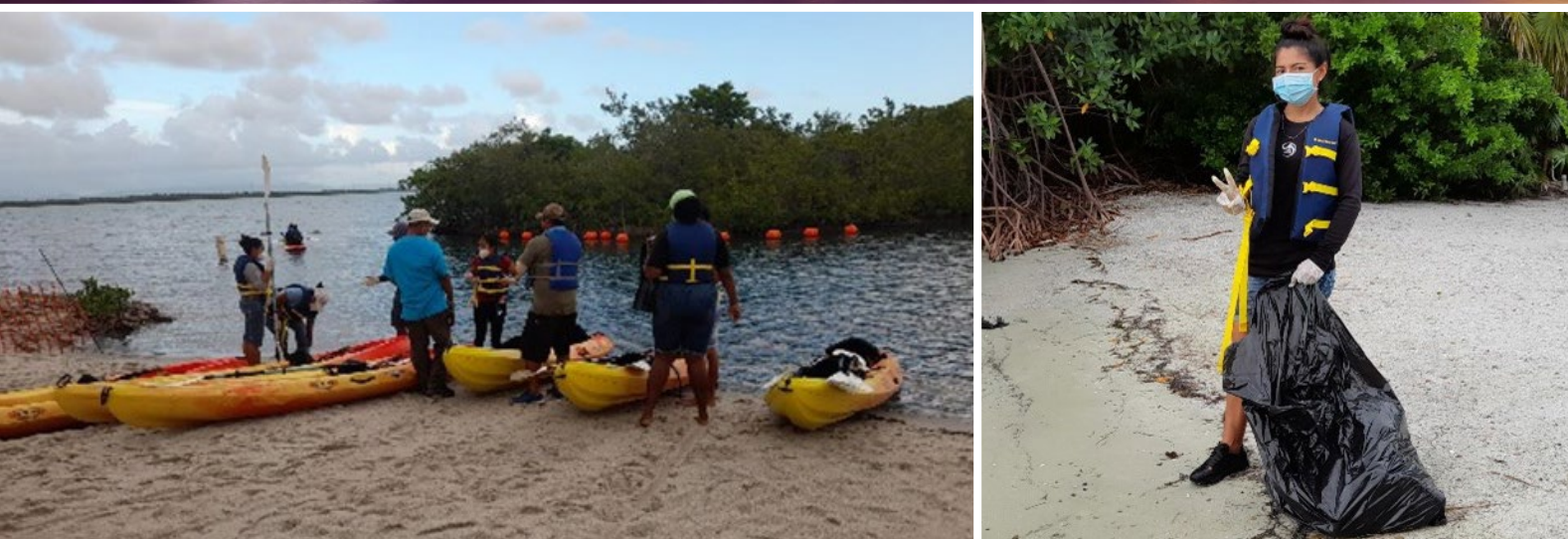
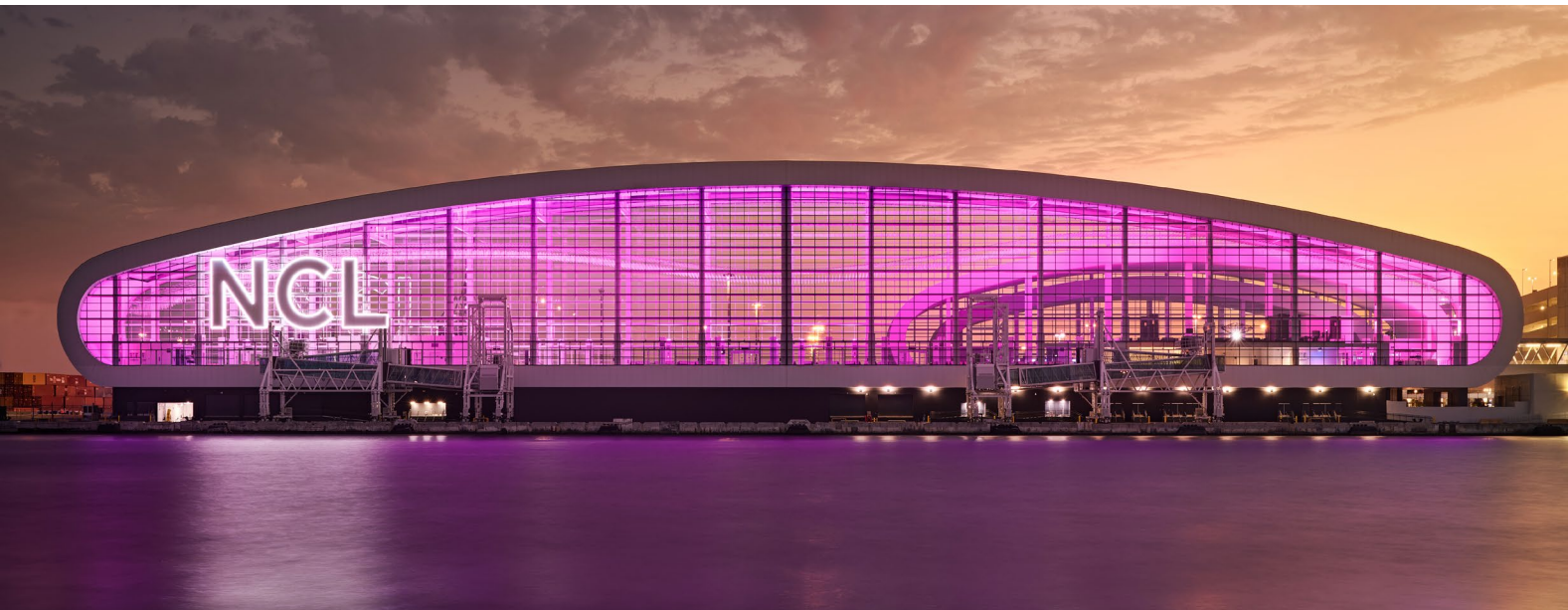
Cancer Awareness and Support

In honor of Breast Cancer Awareness Month, throughout October our new PortMiami terminal lit up the Miami skyline pink in honor of survivors and those who have lost their lives to breast cancer. We were also extremely proud to support team “Save our Sisters”, a special group of all breast cancer survivors, by donating a cruise to auction at the Miami Dragon Boat Festival in November 2021.

Additionally in 2021, the Regent and Oceania teams conducted a market research study which included a donation to the American Cancer Society for every survey completed. The team raised \$2,500 which was donated in October 2021.

St. Thomas Beach Cleanup

Over 100 members of the global Norwegian Cruise Line team participated in a beach clean-up on Vessup Beach, in partnership with the Virgin Islands Conservation Society. The team also donated \$10,000 to this cause.



DISASTER RELIEF

When disaster strikes, we aim to support local communities by quickly providing much-needed aid for relief and recovery efforts.

Hope Starts Here

In 2017, Norwegian Cruise Line was one of the first cruise lines to provide aid to the Caribbean after Hurricanes Irma and Maria devastated the region, raising approximately \$2.5 million through our Hope Starts Here hurricane relief program. We partnered with All Hands and Hearts, a leading disaster relief organization, to help provide immediate relief in Key West and reconstruct schools and critical infrastructure on affected islands in the Caribbean, including St. Thomas, St. Maarten and Tortola. The second school to benefit from these efforts, Morne Prosper Pre and Primary Schools in Morne Prosper Village, Dominica, opened in January 2019. For the primary school, two classrooms that were completely destroyed were rebuilt while new, much-needed kitchen and water, sanitation and hygiene facilities were also constructed for the school. The entire preschool was also rebuilt with the addition of a new playground.



In 2019, we relaunched the Hope Starts Here campaign in partnership with All Hands and Hearts to provide immediate short-term relief for those affected by Hurricane Dorian. In less than one month, the program received donations from our valued team members, loyal guests and travel and business partners, which we matched with a \$2 million cash contribution as well as nearly \$1 million of in-kind donations. All Hands and Hearts used the donations for emergency response efforts across The Bahamas, including debris cleanup and removal, and the rebuilding of community infrastructure such as housing and schools. In addition, we coordinated with local Bahamian authorities to bring needed provisions to the affected areas, and Norwegian Breakaway departed Miami with hurricane relief supplies donated by our employees, as well as items collected by the City of Miami and other local organizations.

U.S. Winter Storm Relief

After the devastating impact of the severe winter storms in Texas and the Gulf States in early 2021, Norwegian Cruise Line partnered with JUST® Goods, Inc. and The Will & Jada Smith Family Foundation (WJSFF) to launch a multi-city joint donation effort to provide JUST® Water to 16 Feeding America member food banks and other nonprofit organizations.

Together, we provided 16 truckloads of more than 532,000 responsibly packaged, plant-based cartons of JUST® Water to benefit people affected by the extreme weather.

PARTNERSHIPS

We have formed important partnerships with governments and non-profit organizations to foster positive change both within the U.S. and abroad. We also have several environmental partnerships which can be found starting on [page 27](#).



In 2011, our Company made a \$5 million commitment to Camillus House, an organization that provides humanitarian services to the poor and homeless of Miami-Dade County, Florida. In recognition of our pledge — the largest corporate contribution in Camillus House’s history — the charity named its 340-bed facility “Norwegian Cruise Line Campus of Camillus House.” The campus services more than 3,000 people in employment training, social services and clinical treatment programs. Today, team members continue to conduct supply and holiday gift drives, serve dinner at the campus kitchen and assist with various shelter and housing beautification projects.



We have a long-term partnership with the National Diversity Council-affiliated Florida Diversity Council (FLDC) and its South Florida local chapter. FLDC is committed to fostering a learning environment for organizations to grow and leverage their knowledge of diversity and is a resource for diversity best practices and leadership development.



In March 2022, we sponsored a Women in Leadership Symposium Paragon of Womanhood: Restoration, Reintegration & Reemergence” hosted by FLDC. The Symposium featured five influential female leaders as panelists including one of the Company’s exceptional leaders, Ying-Wei Huang, Vice President, Corporate Talent Management.



SUPPORT FOR UKRAINE

We continue to closely monitor the devastating events taking place in Ukraine. As the conflict continues, our thoughts and support remain with our officers, staff, crew and team members who are experiencing this devastating event first hand.

NCLH employs over 600 Ukrainian nationals across our organization. They are Engineers and Musicians and Deck Officers. They are Entertainers, Casino Dealers, Doctors and more. But most importantly, they are part of our NCLH family.

As our first priority, we are actively involved in a myriad of efforts to support and assist our Ukrainian team members at this critical time. Some of these initiatives include:

- Ongoing outreach to all Ukrainian crew members at home, checking safety, location and access to communication.
- We are providing logistical support and counseling to Ukrainian and other team members across our fleet and shoreside offices and have activated our Crew Relief Fund to provide financial assistance to Ukrainian team members experiencing extreme hardship.
- Open and free communication channels from our vessels, including internet, free calls via ship administration lines, WhatsApp & Facebook.
- Early leave and/or contract extensions are granted as needed.
- Flight deviations arranged to other countries or safe-haven regions.
- Cash payments instead of wire transfers.
- Virtual grief counseling, e-mail and 24/7 phone support available.



We also pledged \$100,000 to Save the Children’s Ukraine Crisis Relief Fund to support their efforts in Ukraine. The fund provides children and families with immediate aid, such as food, water, hygiene kits, psychological support and cash assistance.

OPERATING WITH INTEGRITY AND ACCOUNTABILITY



We believe in the importance of operating our business ethically and with integrity, in order to build a culture of trust and confidence with all of our key stakeholders including team members, suppliers, guests, investors and more. We have a strong corporate governance system in place to provide high standards of transparency and accountability and strive to be a leader in ethics and responsible business practices. Our Board of Directors (Board) and Executive Management team are committed to practicing good governance and continuously seeking ways to improve business practices. Our ESG commitment also extends to the Board level with our Technology, Environmental, Safety and Security (TESS) Committee of the Board responsible for overseeing, among other things, sustainability, human capital, and technology.

WE ASPIRE TO



Practice Good
Governance



Get Results
the Right Way



Respect
Human Rights



Protect Personal Data
and Respect Privacy

AT A GLANCE

Tied ESG to compensation

ESG metric added as a component of our 2022 short-term incentive program

TESS

committee created in 2019
to oversee corporate social
responsibility and sustainability

100%

code of ethical business
conduct certification annually

7

size of Norwegian board

~14%

under-represented
minority board

6.6

years of average board tenure¹

~29%

female board

~43%

Board directors with ESG
skills and experience

24x7x365

internal Security Operations
Center launched

¹ As of April 28, 2022

BOARD OF DIRECTORS

We are governed by our Board of Directors, elected by our shareholders, that meets throughout the year to oversee and guide our operations. Our Board helps develop and oversee the implementation of our strategic vision and is committed to fostering an appropriate culture of risk management through the creation of appropriate policies and procedures to encourage ethical and responsible operations.

Composition

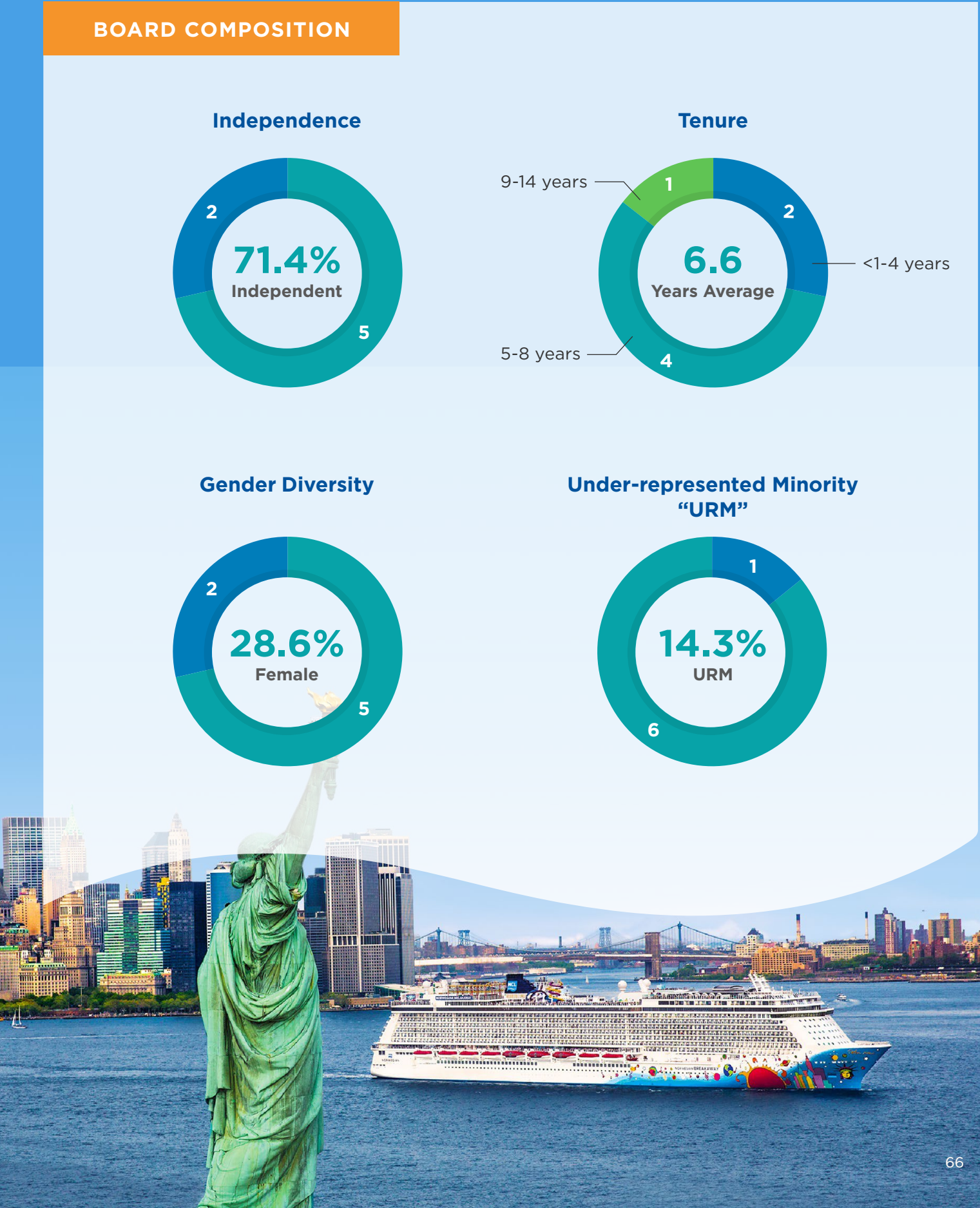
Our Board is composed of 7 directors, 5 of whom are independent, all of whom are highly accomplished individuals who bring extensive expertise, experience and leadership to our Company. We seek directors who 1) understand elements relevant to the success of a publicly traded company, 2) understand our business and 3) have a strong educational and professional background. We also consider the individual’s independence, character, ability to exercise sound judgment and demonstrated leadership skills.

Our commitment to diversity, equity & inclusion starts with our Board which is currently ~29% female and ~14% under-represented minorities. Our commitment to seeking out female and minority candidates as well as candidates with diverse backgrounds, experiences and skills as part of each Board search, is formalized in our Corporate Governance Guidelines.

At the beginning of 2021, our Board members were 1/3rd female and 1/3rd under-represented minority. During 2021, one female director who identified as an under-represented minority¹ and an additional director who identified as an under-represented minority resigned from our Board. Our Nominating and Governance Committee is currently working with a third-party search firm to identify additional well-qualified female and diverse candidates for consideration as potential Board candidates.



¹ Under-represented minority (“URM”) refers to individuals who identify as racially or ethnically diverse and at the beginning of 2021 included one individual who identified as LGBT.



Structure

Our Board believes its current leadership structure best serves the objectives of our Board’s oversight of management, our Board’s ability to carry out its roles and responsibilities on behalf of our shareholders and our overall corporate governance. Our Board and each of its committees are currently led by independent directors, with our President and Chief Executive Officer separately serving as a member of our Board. Our Board believes that participation of our President and Chief Executive Officer as a director, while keeping the roles of President and Chief Executive Officer and Chairperson of the Board separate, provides the proper balance between independence and management participation at this time. By having a separate Chairperson of the Board, we maintain an independent perspective on our business affairs, and at the same time, through the President and Chief Executive Officer’s participation as a director, our Board maintains a strong link between management and our Board. We believe this leadership structure promotes clear communication, enhances strategic planning and improves implementation of corporate strategies.

The standing committees of our Board include the Audit Committee, Compensation Committee, Nominating and Governance Committee and TESS Committee. Each committee has adopted a written charter approved by the Board. In order to best represent the interests of our shareholders, our Board has a number of policies and practices in place including, but not limited to:

- Independent Board chairperson
 - Fully independent Board committees
 - Focus on Board refreshment, with 1 new director appointed in 2021 and 3 out of 7 directors appointed since January 2017
 - Majority voting for directors
 - Annual Board and committee self-evaluations
 - Annual vote on named executive officer compensation
- Share ownership policy for directors and executive officers
 - Shareholder ability to call special meetings and act by written consent
 - No “poison pill”
 - Regular meetings of independent directors in executive session
 - Comprehensive clawback policy
 - Board and Committee oversight of our Talent and Succession Plan

Please refer to our [2022 Proxy Statement](#) for additional background on our Board’s governance structures.

Risk Oversight

Our Board recognizes that effective risk oversight is critical to our long-term success and the fulfillment of its fiduciary duties to our shareholders. While our management team is responsible for the day-to-day management of our risks and implementing appropriate risk management strategies, our Board is responsible for setting the correct tone at the top, fostering an appropriate culture of risk management, understanding our enumerated top risks and monitoring how management mitigates such risks. Our Board uses its committees to assist in their risk oversight function as shown in the diagram on [page 69](#).

DIRECTOR SKILLS AND EXPERIENCE



5/7
Travel, leisure and
entertainment industries



3/7
Public company



5/7
Executive leadership



3/7
Maritime



3/7
Global operations & strategy



3/7
Sales & marketing



3/7
Financial



3/7
ESG



MEET THE TESS COMMITTEE

Our TESS Committee is responsible for overseeing:

- 1 Matters, initiatives, reporting and public communications related to sustainability, environmental and climate-related matters
- 2 Matters, initiatives, reporting and public communications related to human capital matters (including our culture, talent development, employee retention and diversity, equity and inclusion) as well as other corporate social responsibility matters
- 3 Our programs and policies related to technology and innovation, cyber and information security, including data protection and privacy
- 4 Our policies regarding safety and security



Mary E. Landry
*Chair, Former U.S. Coast Guard
Rear Admiral*

Ms. Landry has an impressive background in maritime operations developed over the course of her 35-year career with the government, including service on the White House National Security Council and active duty in the U.S. Coast Guard. She brings expertise regarding the maritime operations of our Company and deep insight into our risk mitigation, preparedness, resilience and cybersecurity strategies to our Board. Some of her career accomplishments included being Commander of the largest Coast Guard District where she oversaw operations for a region including 26 states with over 10,000 active, reserve, civilian, and auxiliary personnel under her command. She has also helped to coordinate large-scale responses to some of the worst natural and man-made disasters including the Deepwater Horizon oil spill, the 2011 Mississippi River Valley floods and the 9/11 terrorist attacks.



Stella David
*Former Chief Executive Officer,
William Grant & Sons Limited*

Ms. David has extensive experience running multi- national corporations and has significant expertise in marketing and branding. As the leader of William Grant & Sons Limited, she was responsible for the significant growth of the business, in particular their premium and luxury brands, and for leading the company’s expansion into new markets. In addition, Ms. David also has extensive experience as a director and is able to share the knowledge she has gained regarding corporate governance and risk management with our Board.



Harry C. Curtis
*Former Managing Director,
Nomura Instinet*

Mr. Curtis has approximately 30 years in equity research covering the gaming, lodging and cruise industry. During this time, he cultivated a deep knowledge of the cruise industry, the ability to identify investor sentiment and a comprehensive understanding of key drivers of Norwegian Cruise Line Holdings Ltd.’s business model. He has been recognized by institutional investors for his financial expertise and innovation in equity research.

RISK MANAGEMENT

Our Internal Audit department (IA) facilitates the Enterprise Risk Management (ERM) process on behalf of our executive management team and the Board’s Audit Committee, to allow our major business risks to be assessed and managed appropriately. IA is structurally independent of our operating brands and is led by our Senior Vice President of IA & ERM who reports directly to the Audit Committee.

IA conducts ongoing reviews of the most significant risks to the organization throughout the year, including hosting informational sessions and encouraging risk-related feedback from risk owners and other key stakeholders. Feedback is evaluated and then presented to the Audit committee and management for improvement to risk management practices. The team also provides risk information to the Audit committee in the form of Risk Evaluations, Operational Audits, IT Audits, Sarbanes Oxley Testing, Shipboard Audits and other risk updates.

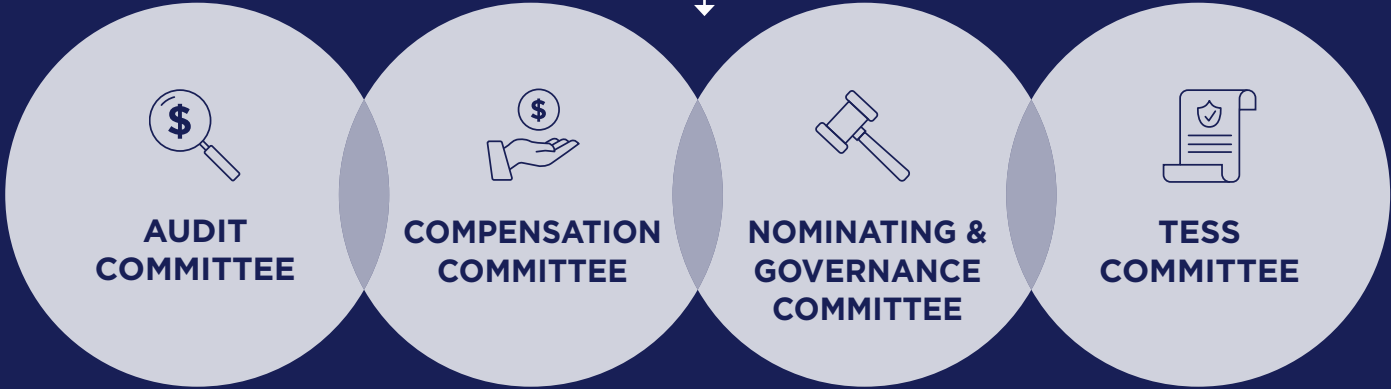
The Company also has a dedicated ERM Steering Committee consisting of Executive Vice Presidents representing all departments within the organization, which meets quarterly or more frequently as needed to evaluate areas of risk.

IA works closely with the ESG team to ensure alignment among ESG and related risks. For climate-related risks specifically, a cross-functional group, made up of ESG, IA and Finance, works with key internal stakeholders, including but not limited to vessel operations, ports and destinations development and sourcing, to continuously identify and assess climate-related risks and opportunities.



BOARD OF DIRECTORS OVERSEES MAJOR RISKS

Operational • Strategic and competitive • Financial • Brand and reputational
Legal and regulatory • Cultural • Succession planning



PRIMARY RISK OVERSIGHT

- | | | | |
|---|---|--|--|
| <ul style="list-style-type: none">• Accounting and financial controls• Legal, regulatory, ethics and compliance• Major financial, operational and other exposures• Risk management process | <ul style="list-style-type: none">• Employee and non-executive director compensation plans, policies and practices• Compliance with share ownership policy and “clawback” policy | <ul style="list-style-type: none">• Board effectiveness, composition and structure• Corporate governance matters• Shareholder concerns• Succession planning• Political spending and lobbying | <ul style="list-style-type: none">• Sustainability, environmental and climate-related matters• Human capital, including diversity, equity and inclusion• Corporate social responsibility• Technology, cybersecurity, data privacy and protection and innovation• Safety and security |
|---|---|--|--|

MANAGEMENT KEY RISK RESPONSIBILITIES

- | | |
|---|---|
| <ul style="list-style-type: none">• Identify and manage all significant risks• Communicate all significant risks and mitigation strategies to Board and committees• Design risk identification and management framework, including enterprise risk management program | <ul style="list-style-type: none">• Provide independent review of design and effectiveness of internal controls through Internal Audit function |
|---|---|

ETHICS AND COMPLIANCE

Doing the right thing and getting results the right way is embedded in our core values. We emphasize the importance of conducting business legally and ethically and all team members, executives and directors are required to adhere to our [Code of Ethical Business Conduct](#) (Code) at all times. Our Corporate Ethics Officer oversees the design and maintenance of policies and procedures to maintain our high ethical standards.

The Code defines clear expectations to guide our decision making, deter wrongdoing and promote honest and ethical conduct. The Code outlines our expectations in areas including the below and more:

- Conflicts of Interest
 - Confidentiality and Privacy
 - Insider Trading
 - Financial Integrity and Reporting Practices
 - Human Rights
- Discrimination and Harassment
 - Antitrust and Fair Competition
 - Political Contributions
 - Anticorruption and Bribery



All newly hired team members complete Code of Ethical Business Conduct training. In addition, every year, all team members are provided a refresher and required to review and certify the Code, which includes required disclosure of potential conflicts of interest. Board members are expected to comply with our Corporate Governance Guidelines as well as our Code and are required to disclose potential conflicts of interest on a rolling basis. Board members also complete detailed questionnaires regarding their compliance with corporate governance principles and standards at least once a year. Team members are also required to complete training for topics including, but not limited to, data privacy, cybersecurity, harassment, discrimination and diversity, equity and inclusion depending on their roles.

Reporting Hotline

We are committed to creating an environment where open, honest communications are the expectation, not the exception. We want all team members to feel comfortable approaching supervisors or management in instances where violations of policies or standards may have occurred.

If a team member, supplier or other stakeholder prefers to place an anonymous report, they are encouraged to use our Reporting Hotline, hosted by a third-party hotline provider, EthicsPoint. The hotline can be used to submit reports relating to violations of our Code, raise any potential concerns, ask questions, provide suggestions or ask for guidance related to policies and procedures.

Whistleblowers

To encourage the use of the Hotline and other avenues for raising ethical and legal concerns, we have a zero-tolerance policy for any discrimination, retaliation or retribution for reports or complaints regarding misconduct that were made in good faith, which is outlined in our Code. We encourage team members, suppliers and other stakeholders to reach out to supervisors, management or anonymously through our Reporting Hotline with any concerns they may have.

Respecting Human Rights

We support human rights and condemn all forms of child exploitation, forced labor and human trafficking. We prioritize human rights considerations across our organization, create and maintain policies that protect our guests and team members and clearly define expectations for our suppliers, contractors and partners. All team members are required to adhere to our Code, which includes a commitment to human rights, and to participate in relevant training.

Anyone with concerns about human rights issues related to the Company or its suppliers is encouraged to report that information through our Reporting Hotline which can be used anonymously.

For more information about the steps the Company has taken to prevent modern slavery and human trafficking from taking place in its business or supply chain, please see our Modern Slavery Statement [here](#).



DATA PRIVACY AND SECURITY

The TESS Committee of our Board oversees our programs and policies related to cybersecurity, data protection and privacy. In the normal course of operations, we collect and use information from our guests, team members, and suppliers to provide our world-class vacation experiences. We are committed to protecting this information and implement physical, technical, and organizational security measures designed to safeguard the personal data we process. These measures are aimed at providing ongoing integrity and confidentiality of personal data and we evaluate and update these measures on a regular basis. We operate worldwide and therefore comply with local and international regulations.

We have a Chief Information Security Officer who oversees and is responsible for our overall data security efforts, as well as a Chief Information Officer responsible for the overall governance and operation of technology across the organization. Our Privacy Team reviews projects and processes that involve personal data and provides guidance to our Company regarding the way we use personal data. Our Privacy Team and Data Governance Team also provide regular updates to our TESS Committee and Privacy Board, composed of senior leadership members and other team members that are responsible for overseeing our use of personal data. Team members also complete regular training to spot suspicious activity and to learn about data privacy and protection best practices.

We have also launched an internal 24x7x365 Security Operations Center (SOC), which: provides information security monitoring for both shoreside and shipboard IT systems and applications; has the ability of real-time incident response management for our IT infrastructure, which includes our websites, applications, databases, servers, network devices and components and workstations; is a team comprised of cybersecurity professionals trained and equipped to identify, contain, analyze and investigate any perceived security threats; and, has the ability to assist internal users on 24x7x365 basis with any information security questions or reported issues, such as phishing/scam emails, information security concerns and security solution related access or performance issues.

Our privacy policy, which covers all of our brands, can be found on our websites and here: [NCLH Privacy Policy](#).



POLITICAL SPENDING AND LOBBYING POLICIES AND PRACTICES

Our Board actively oversees our Company’s role in helping to shape public policy and address regulations that impact our Company, our industry, our shareholders and other stakeholders. We support public policies that drive the achievement of our long-term, sustainable growth. Our Nominating and Governance Committee oversees our political spending and lobbying policies and practices through periodic reports from management. Our Company is an active member of CLIA, which advocates on behalf of the cruise industry and its stakeholders.



“As Chief Information Officer, I’m leading teams and strategies to transform the organization’s technical capabilities to meet the demands of the future.”

 **DIMPLE JETHANI**
SVP AND CHIEF INFORMATION OFFICER

SASB Disclosure Matrix

Norwegian Cruise Line Holdings Ltd. is committed to managing and reporting material sustainability information for our investors and other key stakeholders. The table below references SASB’s Cruise Line Standard, Version 2018-10. As a result of the COVID-19 pandemic, our global cruise operations were suspended beginning in March 2020 and continuing into 2021. This voyage suspension had a material impact on certain 2021 metrics. At this time, there are certain metrics we are unable to provide details for, but we will continue to evaluate additional metrics for inclusion in future reports. We are active participants in developing, evolving and providing feedback to standard setters, such as through SASB’s Standards Advisory Group.



SASB Code	Accounting Metric	2021 Data Response	Reference
TR-CL-110a.1	Gross global Scope 1 emissions - Metric Tonnes Carbon Dioxide Equivalent (MTCO ₂ e)	1,442,306.11 MTCO ₂ e ¹	2021 Report - Addressing Climate Change, pgs. 14-15 ; CDP Climate Change Disclosure
TR-CL-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	<p>We have a long-term climate action strategy with a commitment to pursue net zero by 2050 through reducing carbon intensity, investing in technology including exploring alternative fuels and implementing a voluntary carbon offset program.</p> <p>We strive to minimize emissions through ongoing investments in systems and technologies to reduce our fuel consumption for both existing vessels and newbuilds. These investments have allowed us to reduce our fuel consumption per capacity day by approximately 17% from 2008 to 2019 for our entire fleet.</p> <p>In addition, we purchase carbon offsets to address gaps in our decarbonization efforts until new technology becomes available with a commitment to purchase at least 3 million MT in 2021-2023.</p> <p>We are committed to set short- and medium-term GHG reduction targets in the near future.</p>	2021 Report - Addressing Climate Change, pgs. 14-17 , Energy Conservation, pgs. 18-19 , Newbuilds and Innovation, pgs. 19-20 ; CDP Climate Change Disclosure
TR-CL-110a.3	(1) Total energy consumed – Gigajoules (GJ) (2) percentage heavy fuel oil ² (3) percentage onshore power supply (OPS) (4) percentage renewable	(1) 18,459,083 GJ (2) 99.47% (3) 0.01% (4) 0%	2021 Report - Energy Conservation, pgs. 18-19 ; CDP Climate Change Disclosure
TR-CL-110a.4	Average Energy Efficiency Design Index (EEDI) for new ships	<p>Two ships in our fleet have attained an EEDI rating:</p> <p>Encore: 9.301 Splendor: 13.4</p> <p>Our remaining ships were not required to have EEDI ratings when they were built. All of our ships built after 2012 have energy efficiency certificates.</p>	2021 Report - Energy Conservation, pgs. 18-19 , Newbuilds and Innovation, pgs. 19-20 ; CDP Climate Change Disclosure

¹ The reported emissions represent an estimate based on available data at the time of publication.
² The percentage of heavy fuel oil reported includes ship fuel consumption of heavy fuel oil and marine gas oil.

SASB Code	Accounting Metric	2021 Data Response	Reference
TR-CL-120a.1	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , and (3) particulate matter (PM10)	We currently do not have the capability to track this metric but are working with third parties to report air emissions in the near future.	2021 Report - Addressing Climate Change, pg. 17
TR-CL-160a.1	Total amount of ship waste discharged to the environment, percentage treated prior to discharge	Total combined: 1,741,617 m ³ Gray Water: 191,397 m ³ Treated Sewage: 1,407,015 m ³ Bio Sludge: 59,447 m ³ Untreated Sewage: 83,758 m ³ 81% of wastewater discharged is treated ¹	2021 Report - Waste Mitigation, pgs. 25-26
TR-CL-160a.2	Percentage of fleet implementing (1) ballast water exchange and (2) ballast water treatment	21 of our 28 vessels use Ballast Water Treatment Systems and seven use exchange (75% BWTS, 25% exchange). Of the vessels still operating under exchange, BWTS are being installed as required by the International Oil Pollution Prevention (IOPP) renewal date.	
TR-CL-160a.3	Cruise duration in marine protected areas and areas of protected conservation status	We currently do not have a standardized method for recording this data across our fleet. However, we are evaluating options that will allow us to report this in the coming years. The future of our business is closely intertwined with the health of our oceans and the destinations we visit and we continuously seek ways to minimize our environmental impact.	2021 Report - Environmental Management and Regulation, pg. 21
TR-CL-160a.4	Number of notices of violations received for dumping	We received one warning in 2021 which resulted in no fines. The minimally invasive event resulted in 1.25 teaspoons of hydraulic oil released into the environment.	
TR-CL-250a.1	Number of alleged crime incidents involving passengers or employees	Four alleged crime incidents.	2021 Report - Safety and Security at Sea, pg. 47
TR-CL-250a.2	Fleet average CDC Vessel Sanitation Program inspection score, percentage of inspections failed	The CDC did not conduct any inspections as part of the Vessel Sanitation Program during 2021, due to the COVID-19 pandemic.	2021 Report - Onboard Public Health and Sanitation, pg. 45
TR-CL-250a.3	Number of (1) serious injuries per million passengers and (2) voyages with a gastrointestinal illness count exceeding 2%	(1) We do not currently disclose this information at this time. (2) Zero voyages exceeded 2%.	2021 Report - Onboard Public Health and Sanitation, pg. 45 ; CDC Vessel Sanitation Program

¹ Treated wastewater includes gray water, treated sewage and bio-sludge.

SASB Code	Accounting Metric	2021 Data Response	Reference
TR-CL-310a.1	Average hourly wage for seafarers, by region	We have competitive compensation programs for our shipboard team which for the majority of the team are negotiated with various unions and documented in collective bargaining agreements. Per our 2022 Proxy Statement , the median employee was a full-time employee located on one of our ships with an annual total compensation of \$19,319 for 2021, calculated as permitted under Item 402(u) of Regulation S-K. Due to maritime requirements and the practical implications of employment on ships with worldwide operations, our shipboard employees receive certain accommodations that are not typically provided to shoreside employees including housing and meals while on the ship and medical care for any injuries or illnesses that occur while in the service of the ship.	2021 Report - Talent Acquisition, Training & Development, pgs. 49-52 , Crew Well-Being, pgs. 57-58 ; 2022 Proxy Statement
TR-CL-310a.2	Percentage of seafarers working maximum hours	We do not currently disclose this information at this time. However, we operate in compliance with the Maritime Labor Convention (MLC), an international standard which sets seafarers’ rights to minimum working and living conditions.	2021 Report - Crew Well-Being, pgs. 57-58
TR-CL-310a.3	Percentage of seafarers paid for overtime	We do not currently disclose this information at this time.	2021 Report - Crew Well-Being, pgs. 57-58
TR-CL-310a.4	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	We experienced no monetary losses as a result of legal proceedings associated with labor law violations. Our material legal proceedings are disclosed in our SEC reports.	SEC Filings
TR-CL-320a.1	Seafarer lost time incident rate (LTIR)	We do not currently disclose this information at this time.	
TR-CL-540a.1	Number of Conditions of Class or Recommendations	22 Conditions of Class or Recommendations received.	
TR-CL-540a.2	Number of port state control (1) deficiencies and (2) detentions	(1) 48 deficiencies (2) Zero detentions	
TR-CL-540a.3	Number of marine casualties, percentage classified as very serious	<p>22 Marine Casualties with 0% classified as very serious. Marine casualties are defined based on the IMO’s Code of International Standards and Recommended Practices for a Safety Investigation into a Marine Casualty or Marine Incident.</p> <p>Of the 22 Marine Casualties, there were five incidents and seventeen accidents. 2 incidents were environmental-related that occur at a rate of once every five years, and had an insignificant impact after remedying steps were taken. The other 3 incidents were either related to a malfunction of equipment or a hazardous situation. These incidents also had an insignificant impact after steps were taken to rectify the incident.</p> <p>Of the 17 accidents, ~35% involved a crew member and ~65% involved a passenger. One non-life-threatening accident involving a crew member required medical treatment at a hospital. The other 16 accidents were treated on board with minimal invasiveness.</p>	

SASB Code	Accounting Metric	2021 Data Response	Reference
TR-CL-000.A	Available lower berth kilometers (ALB-KM)	3,153,438,584 ¹	
TR-CL-000.B	Average passenger cruise days (APCD)	1,778,899 ¹	2021 Form 10-K
TR-CL-000.C	Number of shipboard employees	-31,200	2021 Form 10-K
TR-CL-000.D	Cruise passengers	232,448 ¹	2021 Form 10-K
TR-CL-000.E	Number of vessel port calls	1,415 ¹	

¹Due to COVID-19, we temporarily suspended all global cruise voyages from March 2020 until July 2021, when we resumed cruise voyages on a limited basis.

TCFD REPORT

2021 TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

At Norwegian Cruise Line Holdings Ltd. (the “Company”), we are committed to driving a positive impact on society and the environment while delivering on our vision to be the vacation of choice for everyone around the world. Because offering our guests the opportunity to explore nearly 500 destinations globally is at the heart of what we do, the preservation and protection of our planet is critical to our success.

In 2021, we worked with a third-party sustainability consultant to conduct a comprehensive materiality assessment, which identified and prioritized 14 material environmental, social and governance (“ESG”) topics, by aligning the views of both external and internal stakeholders. Greenhouse gas (“GHG”) and climate risk were identified as strategic material priorities to our Company and our stakeholders.

Our global sustainability program, Sail & Sustain, is informed by this materiality assessment, and was developed with the commitment to create value for all of our stakeholders. This commitment includes providing greater disclosures and transparency to our stakeholders. To expand and refine our climate risk disclosures, we adopted the Task Force on Climate-related Financial Disclosures (“TCFD”) recommendations, which focuses on climate as it relates to governance, strategy, risk management and metrics and targets. The findings in this report combine results from a qualitative and quantitative assessment of our Company’s transition and physical climate risks. Through this assessment, we’re able to further align our risk management and strategic planning processes with the evolving challenges of climate change, driving innovations that build our resilience and position the Company to create positive climate impact.

GOVERNANCE

Climate-related risks and resiliency are managed at multiple levels throughout the organization, starting from the Board of Directors (“Board”) who oversees all significant risks, and the CEO & President who has the ultimate responsibility of the Company’s climate action strategy.

While the full Board regularly monitors the Company’s progress on sustainability, the Technology, Environmental, Safety and Security (“TESS”) Committee is responsible for overseeing policies and programs related to sustainability, environmental and climate-related matters and for reviewing significant risks associated with these matters.

In early 2020, a dedicated ESG department was created to manage the overall ESG strategy and the global sustainability program, Sail & Sustain. The ESG team reports directly to the Chief Financial Officer. In early 2021, we also implemented two layers of ESG oversight including the Sail & Sustain Executive Leadership Council as well as the Sail & Sustain Task Force.

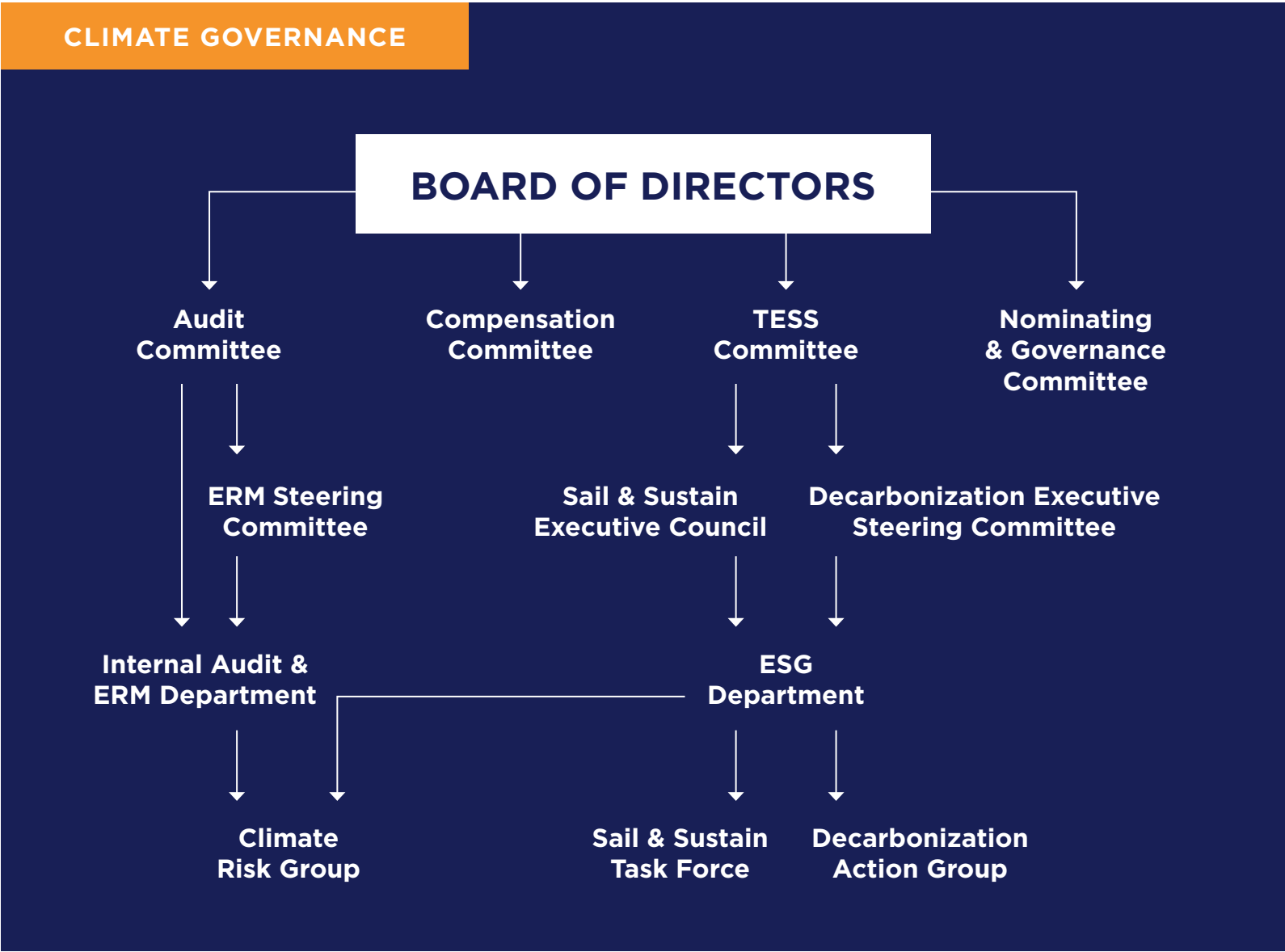
The Audit Committee of the Board oversees the Enterprise Risk Management (“ERM”) program. The SVP of Internal Audit & ERM facilitates the ERM process on behalf of the Audit Committee and management, including the ERM Steering Committee, to allow our major business risks to be assessed and managed appropriately, including those that are related to climate change. The ERM Steering Committee is comprised of all executive officers reporting up to the CEO & President.

The full Board, along with the TESS Committee and the Audit Committee, monitors management’s actions related to these risks and assesses whether the actions needed to mitigate these risks are appropriately considered in the Company’s strategies, risk management policies, business plans and annual budgets.

The management team is ultimately responsible for the climate change strategy and ensuring climate-related risks are being appropriately mitigated. In addition to our layers of oversight for ESG, we created a formal governance structure to oversee our climate action and decarbonization strategy. In early 2022, we established a Decarbonization Executive Steering Committee, which is responsible for governing and steering the Company-wide climate action and decarbonization strategy. The committee is comprised of the CEO & President and executive officers. To supplement the committee, a Decarbonization Action Group comprised of senior leaders across the organization was also created to enhance cross-collaboration and coordination in support of the Company’s climate action strategy and goals.

RISK MANAGEMENT

Our Board recognizes that effective risk oversight is critical to our long-term success and the fulfillment of its fiduciary duties to our stakeholders. While our management team is responsible for the day-to-day management of our risks and implementing appropriate risk management strategies, our Board is responsible for fostering an appropriate culture of risk management, understanding our enumerated top risks and monitoring how management mitigates such risks.



Our independent Internal Audit department (“IA”) facilitates the ERM process on behalf of our executive management team and the Board’s Audit Committee, to allow our major business risks to be assessed and managed appropriately, including those related to climate change. IA conducts ongoing reviews of the most significant risks to the organization throughout the year, including hosting informational sessions and encouraging risk-related feedback from risk owners and other key stakeholders. Feedback is evaluated and then presented to the Audit Committee and management for improvement to risk management practices.

IA works closely with the ESG team to ensure alignment among ESG and related risks. For climate-related risks specifically, a cross-functional group, made up of ESG, IA and Finance, works with key internal stakeholders, including but not limited to vessel operations, ports and destinations development, and sourcing, to continuously identify and assess climate-related risks and opportunities.

STRATEGY

Climate Screening

To supplement the ERM process, we conducted an extensive Company-wide climate risk screening process in 2021 to identify, assess, and quantify our Company’s climate-related transition and physical risks, as well as corresponding opportunities. The scope of this screening is global and includes both organization-wide impacts as well as asset-level impacts, including highly populated office locations, data centers, port locations and key suppliers. Supported by a third-party sustainability consultant, the assessment helped us gain a better understanding of our risk exposure, create a roadmap for scenario analysis and resiliency planning, and inform strategies for leveraging opportunities.

Through the climate screening process, stakeholders were engaged in workshops to rate a variety of relevant risks across short (0-1 years), medium (1-5 years), and long term (5-10 years) horizons, based on impact and vulnerability. Through the screening, we identified eight relevant physical risks and twelve relevant transition risks which were then prioritized to understand which climate risks had the greatest scope of impact, how they are currently managed, and opportunities to further strengthen resilience.

TRANSITION RISKS

1. Cost of carbon

2. Mandates & regulations related to emissions

3. Cost of the energy transition

4. Ability to attract capital due to lagging climate goals

5. Availability and/or cost of raw & synthetic materials

6. Climate-related brand value

7. Customer demand for responsible environmental practices & services

8. Cost of carbon credits

9. Litigation risk associated with ability to mitigate & accurately report climate impacts & risks

10. Climate-related reporting requirements

11. Higher cost of equity & debt

12. Ability to attract & retain employees

PHYSICAL RISKS

1. Sea level rise & coastal flooding

2. Wind & storm damage

3. Power outages from increasing frequency & severity of storms

4. Flooding from extreme weather events

5. Grid reliability

6. Drought & wildfire

7. Temperature rise

8. Team member & guest safety from changing temperatures

Scenario Analysis

We completed scenario analysis modeling against the Representative Concentration Pathways (“RCP”) 2.6, 4.5, and 8.5 to evaluate the various climate impacts in “future worlds”, initially focusing on the highest priority physical and transition risks: coastal flooding from rising sea levels and the cost of carbon.

An accompanying quantitative analysis considered the likelihood and financial implications of these risks in hypothetical scenarios. The analysis is not necessarily indicative of future performance, as it does not take into account potential risk-mitigation or adaptation efforts at this time. Instead, the analysis assesses the risks and provides guidance in how further investment can enhance resilience across our value chain and support our climate action goals. Looking forward, we plan to further explore the results of our climate screening and conduct additional assessments for other priority climate risks identified.

TRANSITION RISK: COST OF CARBON

The most significant risk identified for the Company is the cost of carbon from an aggressive global transition to a low carbon economy. To further understand our Company’s exposure to a price on carbon, we examined what the implications would be across six plausible scenarios for our vessels, offices, and islands.

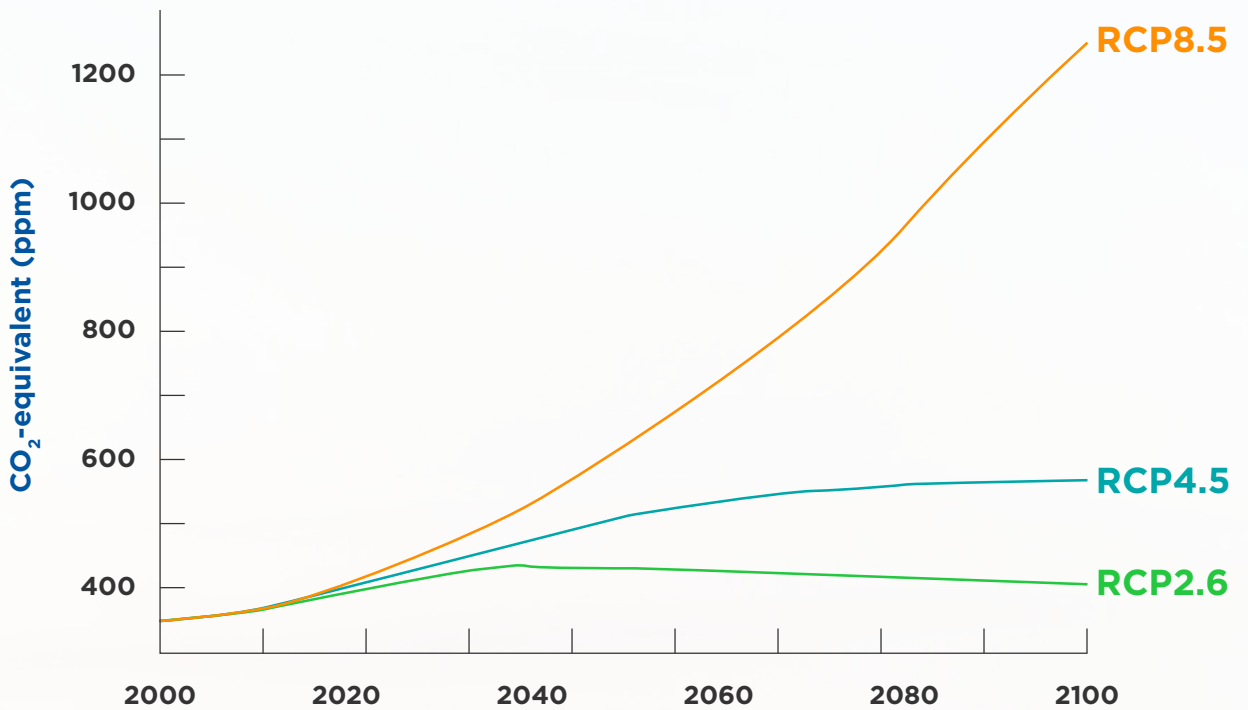
The Network for Greening the Financial System (“NGFS”) scenarios, developed by central financial institutions from eight major economies were used to understand the scope of impact which a cost of carbon could impose on the Company. NGFS provides six different future world scenarios (Below 2°C, Net Zero by 2050, Delayed Transition, Divergent Net Zero, Nationally Determined Contributions, and Current Policies), using three different integrated assessment models (GCAM 5.3, MESSAGEix-GLOBIOM, and REMIND-MAGPIE 4.2). NGFS pricing is driven by the Global Change Analysis Model (“GCAM”), an integrated assessment tool that represents the behavior and complex interactions between energy systems, water, agriculture and land use, economy, and climate.

Our analysis of multiple NGFS scenarios captures the range of plausible financial implications for the Company in the transition to a low carbon economy. It’s clear that our investments in resource and fuel efficiency will reduce our Company’s exposure to future carbon, while building resiliency in this global transition. Our investments today better prepare our Company for future increasing mandates and regulations on our operations. We plan to integrate these findings into strategic and financial planning to support our Company’s transition to a low carbon economy.

REPRESENTATIVE CONCENTRATION PATHWAYS

The Intergovernmental Panel on Climate Change’s Representative Concentration Pathways model trajectory and end-state climate scenarios based on GHG emissions and other factors.

- **Low (RCP 2.6):** Characterized by an initial peak followed by strongly declining emissions, this pathway assumes that stringent controls are invoked to reduce emissions, likely limiting global temperature rise to <2°C by 2100.
- **Intermediate (RCP 4.5):** Characterized by slowly declining emissions, this pathway assumes climate policies will be invoked to limit emissions, resulting in likely global temperature rise of 2–3°C by 2100.
- **High (RCP 8.5):** Characterized by rising emissions, this pathway adheres to the current trajectory and assumes no additional efforts are made to constrain emissions, leading to likely global temperature rise of >4°C by 2100.



PHYSICAL RISK: COASTAL FLOODING FROM RISING SEA LEVELS

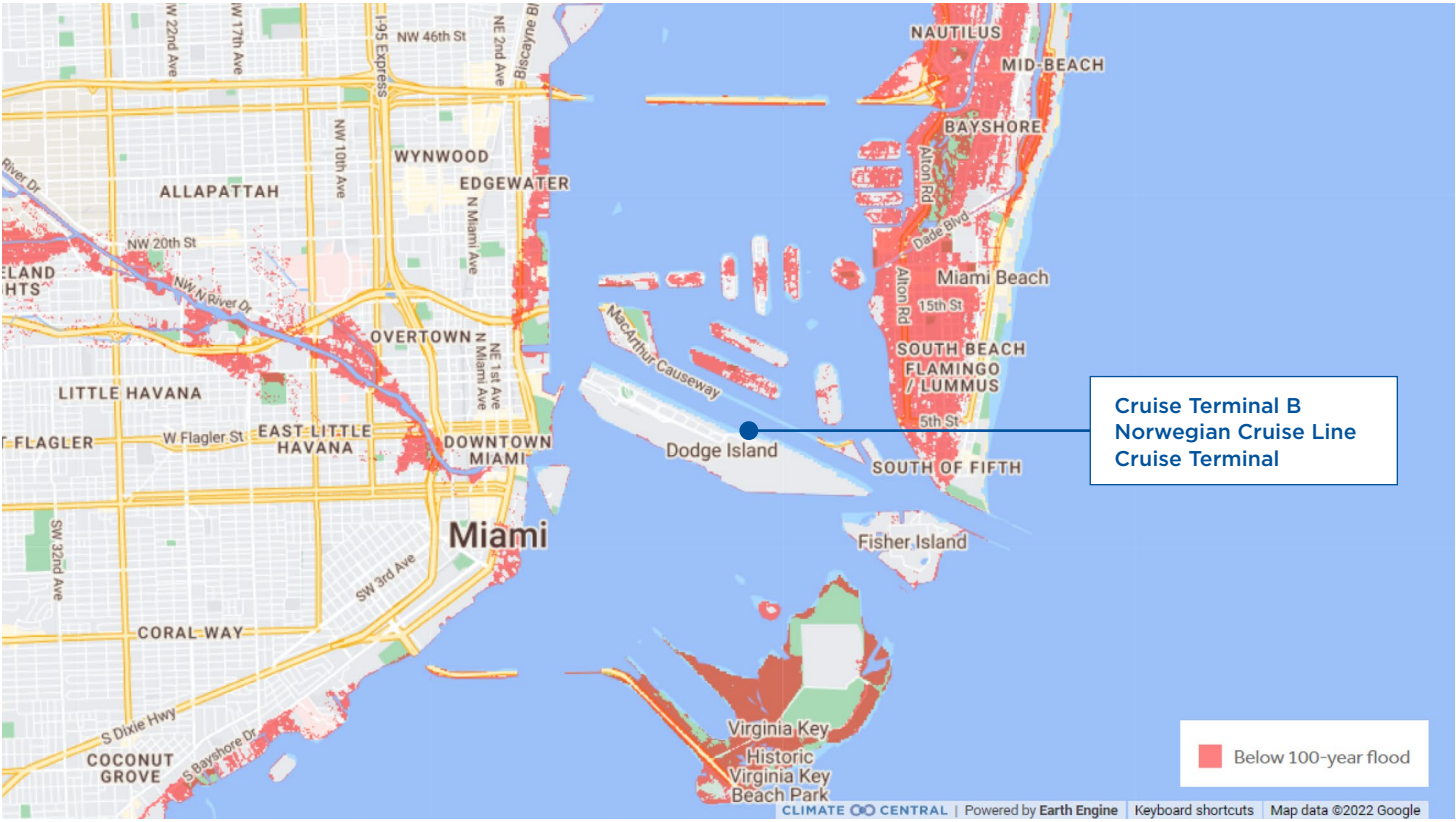
Coastal flooding from rising sea levels and storm surge was identified as the top physical risk from our climate screening. Potential impacts from this risk to the Company include lost revenue if ships are not able to operate scheduled itineraries, damage to assets including vessels, private islands and other critical infrastructure which could require significant costs to repair and potential reputational damage. In our modeling, both sea level rise and coastal flooding from storm surges were analyzed concurrently. The following data sets were examined:

- **Sea Level Rise:** The Company used NASA’s Sea Level Rises projections from the Sixth Assessment Report (“AR6”) from the Intergovernmental Panel on Climate Change (“IPCC”). The data provides global and regional sea level projections from 2020 to 2150.
- **Storm Surge Inundation:** Inundation refers to the degree of damage done to infrastructure from sea level rise and associated complications. Central Climate inundation data applies machine learning to develop a high-accuracy digital elevation model (“DEM”) for coastal areas. The maps used by Central Climate also use the AR6 sea level projections from the IPCC.

From these two data sets, the locations were predicted to have low, medium or high impacts, taking into account the inundation from 1-in-10-year storm events in 2030, 2040, and 2050. We modeled the impacts from rising sea levels for priority ports and locations, measuring the risk exposure in these hypothetical future conditions. Our analysis focused on 35 priority ports and locations, each of which we modeled 18 scenarios for.

Because our Company has decades of experience in storm avoidance, resiliency to severe weather is already embedded in our operations. To prepare for increases in frequency and severity of acute extreme weather events, our headquarters and ships have invested significantly in contingency plans which are in place for various extreme weather scenarios. Our ships are also mobile and our itineraries are designed with a high degree of flexibility, allowing us to modify as needed and reroute ships to avoid extreme weather events. Additionally, our itineraries are constantly reviewed by fleet Captains and other shoreside team members to ensure that we are remaining flexible, minimizing fuel expense and delivering quality service. We also partner closely with local and regional governments including port authorities at our priority ports and locations to appropriately manage climate-related risks, including the impact of extreme weather events on port infrastructure. In 2022, we added a new position, SVP of Port Development and Construction Management, to further strengthen this relationship with our ports and destinations.

Though we have strong resiliency to severe weather already built in our processes, this analysis reinforced the importance which will inform our future long-term financial planning for mitigation and adaptation investment at priority ports. The analysis also demonstrated the strategic importance of investing in increasing the resilience of critical port infrastructure.



The image above visualizes the hypothetical state of PortMiami and its surrounding areas in 2050 in the RCP 8.5 future warming scenario. While the port is predicted to experience a low impact due to its infrastructure adaptation, the areas in red are considered to have high inundation impacts from sea level rise and storm surge.

LEVELS OF IMPACT

- **Low:** Inundation is projected, but little or no effect is projected to critical port or access infrastructure. Assumed that the impact would be mitigated prior to the event occurring at the future date. The port should be acceptable for future cruises.
- **Medium:** Infrastructure is projected to be directly impacted by either sea level rise, storm surge, or both. There is a level of impact that would require significant investment by port authorities/local municipalities to mitigate damage prior to the anticipated timeframe. The port could be impacted for future cruises.
- **High:** Infrastructure is significantly impacted, being that the access infrastructure of the port itself will be inundated by a future event. Mitigation would require significant investment by multiple parties. The port will most likely be impacted for future cruises – it is questionable that the port will be functional under these circumstances.

We publicly disclose climate-related information through our annual CDP Climate Change response. The below table maps TCFD’s recommendations to our CDP responses, which will be updated later this year.

TCFD Core Element	TCFD Disclosure Requirement (Short)	TCFD Disclosure Requirement (Complete)	CDP 2021 Climate Change
Governance	Degree of board oversight	Describe the board’s oversight of climate-related risks and opportunities.	C1.1b
	Management role	Describe management’s role in assessing and managing climate-related risks and opportunities.	C1.2, C1.2a
Strategy	Climate-related risks and opportunities	Describe the climate-related risks and opportunities the Company has identified over the short, medium, and long term.	C2.1a, C2.3, C2.3a, C2.4, C2.4a
	Impacts of risks and opportunities	Describe the impact of climate-related risks and opportunities on the Company’s businesses, strategy, and financial planning.	C2.3a, C2.4a, C3.1, C3.3, C3.4, C3.4a
	Resilience of the organization’s strategy	Describe the resilience of the Company’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	C3.2, C 3.2a, 3.2b
Risk Management	Climate risk identification process	Describe the Company’s processes for identifying and assessing climate-related risks.	C2.1, C2.2a
	Climate risk management process	Describe the Company’s processes for managing climate-related risks.	C2.1, C2.2
	Integration with other risk-management processes	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the Company’s overall risk management.	C2.1, C2.2
Metrics & Targets	Identify risk-assessment metrics	Disclose the metrics used by the Company to assess climate-related risks and opportunities in line with its strategy and risk management process.	C4.2, C4.2a, C4.2b, C9.1
	Identify GHG Emissions	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	C6.1, C6.3, C6.5, C6.5a
	Identify targets and risk metrics	Describe the targets used by the Company to manage climate-related risks and opportunities and performance against targets.	C4.1, C4.1a, C4.1b, C4.2, C4.2a, C4.2b

GLOSSARY

A

Advanced Wastewater Purification Systems (AWP)

A biological treatment plant on board the vessel that treats the wastewater generated on board to internationally established standards.

B

Ballast Water

Fresh or seawater stored in a vessel’s tanks to improve ship stability.

Bilge Water

Oily wastewater collected in machinery and engine spaces.

Black Water

Wastewater from toilets, urinals and medical facilities.

Bunkered Water

Potable water that is purchased at port and stored on board to be used to supplement the drinking water that cannot be created on board.

C

Capacity Days

Available berths multiplied by the number of cruise days for the period.

Carbon Dioxide (CO₂)

A naturally occurring molecule that consists of one carbon atom covalently double bonded to two oxygen atoms. It is a trace gas within our atmosphere and is the primary GHG emitted through human activities.

Carbon Offsets (CO₂ Offsets)

A mechanism to purchase carbon offsets to balance carbon emissions by investing in project elsewhere that either remove carbon from the atmosphere or avoid emitting it in the first place. One carbon offset purchased equates to one ton of CO₂ equivalent that has not been emitted.

CDP

Formerly known as the carbon disclosure project, CDP is a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts.

Centers for Disease Control and Prevention (CDC)

The United States federal agency tasked with protecting public health and safety though the control and presentation of disease, injury and disability.

Circular Economy

An economic model of production and consumption which involves preserving and reusing resources and avoiding waste as long as possible to create a closed-loop system.

Cold Ironing

The process of providing shoreside electrical power to a ship at berth while its main and auxiliary engines are turned off; also known as Alternative Marine Power and Shore Power.

Cruise Line International Association (CLIA)

The world’s largest cruise industry trade association, representing 95% of the world’s ocean-going cruise capacity, that supports policies and practices that foster a secure, healthy and sustainable cruise ship environment.

D

Decarbonization Executive Steering Committee

Executive Steering Committee: Comprised of CEO and senior executives across the organization, governing and steering the company-wide climate action strategy and decarbonization efforts

Decarbonization Action Group

Cross-functional team with representatives from various departments across the Company, supporting the implementation of the company-wide climate action strategy.

E

E-CAP

Environmental software that interfaces directly with the vessels, navigation system to provide planning and monitoring for the vessel’s voyage.

Emission Control Areas (ECA)

Areas designated by MARPOL with stricter limits on sulfur emission. These include the Baltic Sea, the North Sea/English Channel, North American waters and the U.S. Caribbean Sea.

Environmental Management System (EMS)

A comprehensive set of processes and practices that enable an organization to reduce its environmental impacts and increase its operating efficiency.

Exhaust Gas Cleaning Systems (EGCS)

A system that reduces the amount of sulfur oxide and particulate matter emitted from the vessel by cleaning, or scrubbing, the fuel before the emissions are released from the stack.

F

United States Food and Drug Administration (FDA)

The United States federal agency tasked with protecting and promoting public health through the control and supervision of food safety, tobacco products, dietary supplements, prescription and over-the-counter pharmaceutical drugs (medications), vaccines, biopharmaceuticals, blood transfusions, medical devices, electromagnetic radiation emitting devices (ERED), cosmetics, animal foods and feed and veterinary products.

G

Greenhouse Gas (GHG)

A gas within the atmosphere that absorbs and emits radiation in the thermal infrared spectrum. Greenhouse gases trap heat and make the planet warmer. The primary greenhouse gases are water vapor, carbon dioxide, methane, nitrous oxide and ozone.

GHG Protocol Corporate Standard

Provides standards and guidance for companies and other organizations preparing a GHG emissions inventory. It covers the accounting and reporting of the six greenhouse gases covered by the Kyoto Protocol- carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydroflourocarbons (HFCs), perfluorocarbons (PFCs) and sulphur hexaflouride (SF₆).

H

Healthy Sail Panel (HSP)

A panel co-formed by the Company and comprised of 11 globally recognized public health officials to guide in the development of a science backed plan for a safe and healthy return to cruising. The panel is chaired by former U.S. Secretary of Health and Human Services, Governor Mike Levitt and former commissioner of the U.S. Food and Drug Administration, Dr. Scott Gottlieb. The panel provided a robust set of recommendations which were used to guide our SailSAFE™ health and safety program.

Heating, Ventilation and Air-Conditioning (HVAC)

Indoor climate control systems.

I

Infectious Disease Management System (IDMS)

System that allow us to carefully manage infection risks with a structured and robust response protocol.

International Labor Organization (ILO)

The United Nations’ dedicated agency tasked with promoting safe working conditions and advancing social justice in the workplace.

International Maritime Organization (IMO)

The United Nations agency responsible for preventing excess pollution from ships and improving maritime safety.

International Organization for Standardization (ISO)

International standard-setting body composed of representatives from various national standards organizations. An ISO Standard is internationally recognized.

ISO 14001

Global standards for Environmental Management Systems (EMS) developed and verified by the ISO.

L

Leadership in Energy and Environmental Design (LEED)

A widely used green building rating and certification system developed by the U.S. Green Building Council (USGBC). USGBC created LEED to measure and define what a sustainable or green building was and to provide a roadmap for the development of sustainable buildings.

M

Maritime Labor Convention

An international labor convention adopted by the International Labor Organization (ILO) that sets out seafarers’ rights to minimum working and living conditions. The MLC sets minimum requirements for nearly every aspect of working and living conditions.

MARPOL

The International Convention for the Prevention of Pollution from Ships. The main international convention covering prevention of pollution of the marine environment by ships.

Materiality Assessment

The process of identifying and assessing the most relevant or important environmental, social and governance issues that could affect the Company and its internal and external stakeholders. Once material issues are identified this is used to inform strategy, targets and reporting.

European Union Monitoring, Reporting & Verification (MRV) Regulation

The European Union (EU) introduced the shipping monitoring, reporting and verification (MRV) regulation, which is designed to gather data on CO₂ emissions based on ships’ fuel consumption.

N

Nitrogen Oxides (NO_x)

Oxides of Nitrogen that are released in a gaseous form during the burning of fuel.

Net Zero

A state in which there is an overall balance between greenhouse gas emissions produced and greenhouse gas emissions taken out of the atmosphere.

O

Outbreak Prevention
and Response Plan (OPRP)

Plan to mitigate and aid in preventing the spread of communicable disease such as coronavirus, norovirus and influenza-like illness, and adjust and respond to new and emerging health issues on our ships and at our private destinations.

P

Poseidon Principles

A framework for assessing and disclosing the climate alignment of ship finance portfolios.

Public Health Officer (PHO)

An onboard position established in 2020 that is responsible for the oversight of all outbreak prevention initiatives and enforcing compliance with the CDC’s Vessel Sanitation program.

R

Reverse Osmosis (RO)

A water purification process that utilizes a partially permeable membrane to separate unwanted ions, molecules and particles from water, creating potable drinking water.

S

SailSAFE™

Company’s robust, multi-layered health and safety strategy formed in response to COVID-19 and developed with guidance from its scientific and public health advisors.

SailSAFE™ Global Health
and Wellness Council

Company-specific expert advisory council designed to complement the work of the Healthy Sail Panel. The Council is providing expert advice on the implementation, compliance with and continuous improvement of the Company’s SailSAFE™ health and safety program.

Sail & Sustain

Global sustainability program centered around our commitment to drive a positive impact on society and the environment while delivering on our vision to be the vacation of choice for everyone around the world. The program is focused on five pillars 1) Reducing Environmental Impact, 2) Sailing Safely, 3) Empowering People, 4) Strengthening Our Communities and 5) Operating with Integrity and Accountability.

Sail & Sustain Executive
Leadership Council

A Council comprised of senior executives across the organization including the Chief Executive Officer, Chief Financial Officer, President and CEOs of our three cruise lines, Chief Talent Officer, General Counsel and the heads of our Vessel Operations, Supply Chain and Logistics and Onboard Revenue and Destination Services functions. The Council drives decision making, accountability and oversight of ESG initiatives.

Sail & Sustain Task Force

Task Force consisting of leaders at all levels who engage with a goal of proactively innovating new ways to integrate sustainability into our everyday operations, share and

implement best practices and execute on the day-to-day strategy within their respective areas of responsibility.

Scope 1 Emissions (Direct Emissions)

Direct emissions from sources owned, operated or controlled by the Company.

Scope 2 Emissions (Indirect Emissions)

Indirect emissions from operating activities of the Company, but not generated by the Company. Examples of this include the emissions produced during the generation of electricity or heat consumed by the Company.

Scope 3 Emissions

All other emissions associated with the Company’s activities including purchased goods and services and capital goods.

Selective Catalytic Reduction
(SCR) system

An advanced active emission control technology that reduces up to 90% of nitrogen oxides (NO_x) emissions. The process breaks nitrogen oxides into nitrogen and water.

Shipboard Energy Efficiency
Management Plan (SEEMP)

Vessel-specific document and management tool that outlines measures that can be implemented on board to improve efficiency.

Single-Use Plastics

Plastics that are only used once prior to being discarded. Examples of these include plastic bags, straws, bottles and most food packaging.

SOLAS

The International Convention for the Safety of Life at Seas. An international maritime treaty which sets minimum safety standards in the construction and operation of merchant ships. Merchant ships are defined as a watercraft which transports cargo or carries passengers for hire.

Solid Waste

All used and discarded solid material produced on board during ship operations.

Steam Evaporators

A freshwater production system onboard the ships that utilizes a heat source to turn seawater into steam, which is then trapped as a freshwater source.

Sustainable Development Goals (SDGs)

A collection of 17 global goals set by the United Nations to create a more sustainable and equal future for all. Each goal has targets set to achieve with a total number of 169 targets.

Sulfur Oxides (SO_x)

Vessel-related emissions as a result of fuel use; any of several oxides of sulfur.

Sustainability Accounting
Standards Board (SASB)

Industry specific disclosure standards that facilitate effective communication on financially material and decision-useful ESG topics.

T

**Task Force on Climate-related
Financial Disclosures (TCFD)**

An organization formed in 2015 with the goal of developing a set of voluntary climate-related financial risk disclosures that companies could adopt to inform stakeholders about the risks they face.

**Technology, Environmental, Safety
and Security (TESS) Committee**

Board of Directors committee established in 2019 to oversee matters related to corporate social responsibility and sustainability.

W

Waste Heat Recovery (WHR)

Process that utilizes excess heat generated by the engines by transferring it into freshwater piping, resulting in a more efficient water production that requires less excess fuel burn.



CAUTIONARY STATEMENT CONCERNING
FORWARD-LOOKING STATEMENTS

Some of the statements, estimates or projections contained in this report are “forward-looking statements” within the meaning of the U.S. federal securities laws intended to qualify for the safe harbor from liability established by the Private Securities Litigation Reform Act of 1995. All statements other than statements of historical facts contained in this report, including, without limitation, those regarding our business strategy, financial position, results of operations, plans, prospects, actions taken or strategies being considered with respect to our liquidity position, valuation and appraisals of our assets and objectives of management for future operations (including those regarding expected fleet additions, our ability to weather the impacts of the COVID-19 pandemic, our expectations regarding the impact of Russia’s recent invasion of Ukraine, our expectations regarding cruise voyage occupancy, the implementation of and effectiveness of our health and safety protocols, operational position, demand for voyages, plans or goals for our sustainability program, ESG and decarbonization efforts, our expectations for future cash flows and profitability, financing opportunities and extensions, and future cost mitigation and cash conservation efforts and efforts to reduce operating expenses and capital expenditures) are forward-looking statements. Many, but not all, of these statements can be found by looking for words like “expect,” “anticipate,” “goal,” “project,” “plan,” “believe,” “seek,” “will,” “may,” “forecast,” “estimate,” “intend,” “future” and similar words. Forward-looking statements do not guarantee future performance and may involve risks, uncertainties and other factors which could cause our actual results, performance or achievements to differ materially from the future results, performance or achievements expressed or implied in those forward-looking statements. Examples of these risks, uncertainties and other factors include, but are not limited to the impact of: the spread of epidemics, pandemics and viral outbreaks and specifically, the COVID-19 pandemic, including its effect on the ability or desire of people to travel (including on cruises), which is expected to continue to adversely impact our results, operations, outlook, plans, goals, growth, reputation, cash flows, liquidity, demand for voyages and share price; implementing precautions in coordination with regulators and global public health authorities to protect the health, safety and security of guests, crew and the communities we visit and to comply with regulatory restrictions related to the pandemic; legislation prohibiting companies from verifying vaccination status; our indebtedness and restrictions in the agreements governing our indebtedness that require us to maintain minimum levels of liquidity and be in compliance with maintenance covenants and otherwise limit our flexibility in operating our business, including the significant portion of assets that are collateral under these agreements; our ability to work with lenders and others or otherwise pursue options to defer, renegotiate, refinance or restructure our existing debt profile, near-term debt amortization, newbuild related payments and other obligations and to work with credit card processors to satisfy current or potential future demands for collateral on cash advanced from customers relating to future cruises; our need for additional financing or financing to optimize our balance sheet, which may not be available on favorable terms, or at all, and our outstanding exchangeable notes and any future financing which may be dilutive to existing shareholders; the unavailability of ports of call; future increases in the price of, or major changes or reduction in, commercial airline services; changes involving the tax and environmental regulatory regimes in which we operate, including new regulations aimed at reducing greenhouse gas emissions; the accuracy of any appraisals of our assets as a result of the impact of the COVID-19 pandemic or otherwise; our success in controlling operating expenses and capital expenditures; trends in, or changes to, future bookings and our ability to take future reservations and receive deposits related thereto; adverse events impacting the security of travel, such as terrorist acts, armed conflict, such as Russia’s recent invasion of Ukraine, and threats thereof, acts of piracy, and other international events; adverse incidents involving cruise ships; adverse general economic and related factors, including as a result of the impact of the COVID-19 pandemic, Russia’s recent invasion of Ukraine or otherwise, such as fluctuating or increasing levels of interest rates, inflation, unemployment, underemployment and the volatility of fuel prices, declines in the securities and real estate markets, and perceptions of these conditions that decrease the level of disposable income of consumers or consumer confidence; breaches in data security or other disturbances to our information technology and other networks or our actual or perceived failure to comply with requirements regarding data privacy and protection; changes in fuel prices and the type of fuel we are permitted to use and/or other cruise operating costs; mechanical malfunctions and repairs, delays in our shipbuilding program, maintenance and refurbishments and the consolidation of qualified shipyard facilities; the risks and increased costs associated with operating internationally; our inability to recruit or retain qualified personnel or the loss of key personnel or employee relations issues; our inability to obtain adequate insurance coverage; pending or threatened litigation, investigations and enforcement actions; any further impairment of our trademarks, trade names or goodwill; volatility and disruptions in the global credit and financial markets, which may adversely affect our ability to borrow and could increase our counterparty credit risks, including those under our credit facilities, derivatives, contingent obligations, insurance contracts and new ship progress payment guarantees; our reliance on third parties to provide hotel management services for certain ships and certain other services; fluctuations in foreign currency exchange rates; our expansion into new markets and investments in new markets and land-based destination projects; overcapacity in key markets or globally; and other factors set forth under “Risk Factors” in our most recently filed Annual Report on Form 10-K, Quarterly Report on Form 10-Q and subsequent filings with the Securities and Exchange Commission. Additionally, many of these risks and uncertainties are currently amplified by and will continue to be amplified by, or in the future may be amplified by, the COVID-19 pandemic and Russia’s recent invasion of Ukraine. It is not possible to predict or identify all such risks. There may be additional risks that we consider immaterial or which are unknown. The above examples are not exhaustive and new risks emerge from time to time. Such forward-looking statements are based on our current beliefs, assumptions, expectations, estimates and projections regarding our present and future business strategies and the environment in which we expect to operate in the future. These forward-looking statements speak only as of the date made. We expressly disclaim any obligation or undertaking to release publicly any updates or revisions to any forward-looking statement to reflect any change in our expectations with regard thereto or any change of events, conditions or circumstances on which any such statement was based, except as required by law.