



SAIL SUSTAIN

2022 ESG REPORT

NCLH NORWEGIAN CRUISE LINE
HOLDINGS LTD.

CONTENTS

INTRODUCTION

Key Highlights	3
A Message from Our Incoming President & CEO	4
Interview with Our Head of ESG	5
Our Company	6
ESG Strategy	7
ESG Oversight	8
Assessing ESG Materiality	9
Engaging Stakeholders	10

REDUCING ENVIRONMENTAL IMPACT

Introduction	11
Environmental Goals	12
Addressing Climate Change	13
Environmental Management	22
Water Stewardship	24
Wastewater Treatment	25
Waste Management	26
Responsible Sourcing	27

SAILING SAFELY

Introduction	34
Governance and Oversight of Public Health, Safety & Security	35
SailSAFE™ Health & Safety Program	36
Onboard Public Health and Sanitation	37
Onboard Cleaning and Disinfection	38
Safety and Security at Sea	39

EMPOWERING PEOPLE

Introduction	40
Human Capital Oversight	41
Talent Attraction	41
Team Member Well-Being	42
Benefit Programs	43
Training and Development	46
Diversity, Equity and Inclusion	47

STRENGTHENING OUR COMMUNITIES

Introduction	51
Community Support	52
Destination Stewardship	55
Environmental Protection	60

OPERATING WITH INTEGRITY AND ACCOUNTABILITY

Introduction	65
Board of Directors	66
Risk Oversight and Management	68
Ethics and Compliance	69
Data Privacy and Security	70
Political Spending and Lobbying Policies and Practices	70

APPENDIX

Sustainable Development Goals	72
SASB Disclosure Matrix	73
TCFD Report	76
Glossary	83
Cautionary Statement Concerning Forward-Looking Statements	85

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. The report integrates Sustainability Accounting Standards Board (SASB) standards and includes disclosures aligned to the Task Force on Climate-Related Financial Disclosures (TCFD) framework, which can be found in the Appendix. In addition to this report, ESG information is externally reported on our [website](#), [Form 10-K and Annual Report](#) and [Proxy Statement](#). Third-party verification over selected data disclosed in this report is obtained. The scope of this report includes information for fiscal year 2022 (January 1, 2022–December 31, 2022) 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 85](#) and [here](#).



KEY HIGHLIGHTS



REDUCING ENVIRONMENTAL IMPACT



SAILING SAFELY



EMPOWERING PEOPLE



STRENGTHENING OUR COMMUNITIES



OPERATING WITH INTEGRITY AND ACCOUNTABILITY

Pursuing Net Zero by 2050

across our operations and value chain

-10% by 2026 and -25% by 2030

targets to reduce GHG intensity¹

2 Methanol-Ready Newbuilds

on order for delivery in 2027-28

~60%

of fleet to be shore-power capable by year-end 2023

90%

of water was produced on-board

47%

of non-hazardous ship waste was recycled, incinerated or donated

[LEARN MORE](#)

24/7/365

public health and safety program and compliance culture

10+ years

average experience of our ship Safety Officers

State-of-the-art Medical Centers

onboard staffed with highly qualified doctors and nurses

100%

successful on all Port State Control inspections conducted in 2022

97.75

Fleet average CDC Vessel Sanitation Program inspection score

[LEARN MORE](#)

~40,000

shoreside and shipboard team members

61%

female in shoreside offices

67%

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

New Family Care Benefits

including 100% paid maternity, paternity and adoption leave

+800,000

training and development hours

\$18/hour minimum wage

for U.S. shoreside team members³

[LEARN MORE](#)

+\$2 million

donated in cash and in-kind donations

+\$300,000

donated for disaster and crisis relief

100 teachers

were awarded a free week-long cruise

98%

of Harvest Caye island staff are local to Belize

+1.6 million carbon offsets

purchased to support 14 projects globally, aligned to goal to purchase total 3 million carbon offsets by end of year

[LEARN MORE](#)

Tied ESG to compensation

adding ESG as a component of our 2022 and 2023 short-term incentive program

37.5%

female on our Board

12.5%

under-represented minorities on our Board

100%

Code of Ethical Business Conduct certification annually

Anytime, Real-Time

incident response management at our Security Operations Center

[LEARN MORE](#)

¹ Announced in 2023, the 2026 and 2030 targets are GHG intensity reduction targets compared to a 2019 baseline and include Scopes 1 and 2 as well as upstream fuel- and energy-related activities.

² Based on team members who have self-identified

³ Certain positions have a lower base wage but have a combined higher incentive.

A MESSAGE FROM OUR INCOMING PRESIDENT & CEO



“Under my leadership, we will continue to evolve and enhance our ESG strategy, which we believe goes hand-in-hand with delivering long-term value for all of our stakeholders.”

— **HARRY SOMMER**
PRESIDENT AND CHIEF EXECUTIVE OFFICER-ELECT
NORWEGIAN CRUISE LINE HOLDINGS LTD.

As I step into my new role as President & CEO of this storied Company, I am immensely proud of the collective actions of our team members worldwide, who along with our vast network of partners continue to advance our efforts to drive a positive impact on society and the environment. It is truly an honor and privilege to be given the opportunity to lead this team of nearly 40,000 passionate, dedicated and talented individuals who are committed to deliver on our business and financial goals in a responsible way, while striving to make a difference in the world. I firmly believe that our Sail & Sustain efforts are not just the right thing to do, but make us a stronger and more resilient company for years to come.

Guided by our core values, our Sail and Sustain program is centered around five key pillars: Reducing Environmental Impact, Sailing Safely, Strengthening our Communities, Empowering People and Operating with Integrity and Accountability. Our 2022 ESG report highlights several initiatives that support these key pillars as well as the meaningful progress we've made since our last update. The report also demonstrates our commitment to transparency, as we continue to refine and improve our data and disclosures to inform our stakeholders on where we stand today and where we strive to go.

Reducing Environmental Impact

Decarbonization is without a doubt one of the most complex challenges we face as a company, industry and a society and while none of us have all the answers today, we are committed to doing our part in this shared global effort. Since our last report, we revamped our climate action strategy and announced new short- and near-term GHG reduction targets to support our path to net zero emissions by 2050. We are now targeting a reduction in GHG intensity of 10% by 2026 and 25% by 2030, compared to a 2019 baseline¹. Our revamped strategy is centered around three key focus areas, Efficiency, Innovation and Collaboration as we are acting now to implement solutions for efficiency today, innovate for future solutions and collaborate with our stakeholders along the way.

Underpinning this strategy is good governance and effective risk management. Our commitment to decarbonization starts at the top with our Board of Directors, who once again included an ESG metric tied to our GHG reduction efforts as part of our 2023 short-term management incentive compensation plan. This ensures shared accountability to support our climate action goals runs deep within our organization.

Strengthening our Communities

As a travel company, our success is dependent on the health and vibrancy of not only our local communities but also the approximately 700 destinations we visit across the globe. We strive to be a great partner to each destination we visit, working together to find sustainable, long-term solutions for the communities, while at the same time allowing our guests to experience all that these incredible destinations have to offer. In 2022, we donated over \$2 million to various causes including \$100,000 to Save the Children's Ukraine Crisis Relief Fund, over \$100,000 to the American Red Cross to assist in Hurricane Ian relief efforts and \$100,000 to Belize to assist in Hurricane Lisa relief efforts. Last year, we donated over \$750,000 in cash and cruise donations to hardworking educators through Norwegian Cruise Line's Giving Joy program. We also launched our first-ever Military Appreciation Program at Norwegian Cruise Line to recognize active and retired U.S. military members and have already registered 80,000 members across the country.

Empowering People

Our people are the driving force of our past, current and future success. We aim to empower our team members worldwide, providing them opportunities to grow and develop and comprehensive benefits that support them to thrive both physically and mentally. A testament to our talent development and succession planning process was our recent leadership transitions which resulted in four internal candidates succeeding their predecessors in not only my new role as CEO but also at the top seat for each of our brands. I am also proud that we appointed our first female brand president, Andrea DeMarco, to lead Regent Seven Seas Cruises. We remain committed to fostering an inclusive workforce across all levels of the Company, where diverse backgrounds are represented, engaged and empowered to generate and execute innovative ideas. We will continue to invest in our team as we recognize that our people are this company's most valuable asset.

As we look to the future, I can say with confidence that we are fully embracing our responsibility as a leader in the cruise industry and are committed to further strengthening our Sail & Sustain program. Under my leadership, we will continue to evolve and enhance our ESG strategy, which we believe goes hand-in-hand with delivering long-term value for all of our stakeholders. I look forward to working with our team members worldwide on our quest to leave a lasting positive impact, and I welcome all of our guests, travel partners, suppliers, destination partners, investors and all of our stakeholders to join us on this journey.

Thank you for your continued support,

¹ Measured on a per Capacity Day basis. Targets cover the Company's emissions from its fleet of ships, islands and facilities (Scopes 1 & 2) as well as upstream fuel- and energy-related activities, including well-to-tank emissions (portion of Scope 3).

INTERVIEW WITH OUR HEAD OF ESG



– **JESSICA JOHN**
VICE PRESIDENT
ESG, INVESTOR RELATIONS &
CORPORATE COMMUNICATIONS

How do you plan to reach your short- and near-term GHG intensity targets which support your path to net zero? What was the process to determine these targets?

After we announced our pursuit of net zero by 2050, the next step was to define interim milestones and a roadmap to get us on the right path to achieve this ambitious goal. We underwent a very comprehensive, bottom-up feasibility study to determine what levers were available given our unique fleet and business model while balancing the need to prudently manage cash flow as we continue our post-pandemic financial recovery.

The feasibility study engaged teams throughout the company including technical, marine and hotel operations, revenue management, itinerary planning, destination development, newbuilds and many more. We also worked with third-party consultants to further supplement our efforts. Through this robust process, we identified the technical and operational levers available which ranged from equipment upgrades for existing ships, itinerary and routing changes, hotel operations

optimization as well as standardization of propulsion operations. In the short- and near-term, all of these levers are expected to contribute to our targets; however, we expect technical equipment upgrades on existing ships which improve energy efficiency to be the largest driver, including projects to upgrade HVAC systems, LED lighting upgrades and much more.

We look forward to providing updates annually on our progress to reduce GHG intensity by 10% by 2026 and 25% by 2030, and we will continually evaluate additional opportunities to accelerate our reduction efforts.

Why did you decide to invest in Methanol-Ready ships?

As part of the Innovation pillar of our climate action strategy, we are continuously thinking long-term and planning for future solutions that are not available today. This requirement is especially true for newbuilds, as cruise ships have a 30-year-plus lifespan and therefore ships delivered today are likely to be sailing in 2050. We were very excited to announce in early 2023 that two of our Norwegian Cruise Line newbuilds, expected to be delivered in 2027 and 2028, will be re-configured to accommodate the future use of green methanol. Green methanol is a fuel that we see as a promising future solution. Compared to conventional fuels, it can reduce carbon dioxide emissions by up to 95%, nitrogen oxide emissions by up to 80%, and all sulfur oxide and particulate matter emissions. In addition, its properties largely allow the use of conventional fuel storage and bunkering with fewer modifications compared to other emerging fuels in the market at this time. We will continue to collaborate and explore green methanol as well as other alternative fuel sources to find a commercially viable long-term solution, or “solutions” which we believe is the most likely outcome. To learn more, visit [page 13](#).

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

We continually strive to improve and enhance our disclosures to provide critical transparency to our many stakeholders. Throughout this report, you will find new goals, initiatives and disclosures across our Sail & Sustain focus areas. We are also working on implementing data solutions to improve the quality and robustness of our ESG data. For example, this year we made significant improvements to our GHG emissions data, which can be found on [page 81](#), including expanding the scope of our disclosure. We also receive third-party limited assurance across certain environmental and social metrics which can be accessed on our website [here](#).

How does the Board of Directors engage on ESG initiatives?

Our robust ESG governance structure ensures that our Board of Directors is actively involved in ESG initiatives. The Technology, Environmental, Safety and Security (TESS) Committee has primary oversight responsibility for our ESG strategy and implementation. Given the importance of this topic, the TESS Committee as well as the full Board are engaged at least quarterly to discuss progress and direction of the ESG program. The Board also decided this year to once again include an ESG metric, tied to our progress on setting interim GHG reduction targets, as part of our 2023 short-term incentive. Eligible employees extend deep into our organization, encompassing our entire shoreside Manager and above leadership team, incentivizing company-wide accountability, coordination and collaboration to achieve our climate action goals.

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 30 ships with more than 61,000 berths, our brands offer itineraries to approximately 700 destinations worldwide. The Company also has seven additional ships scheduled for delivery through 2028, comprising nearly 19,000 berths.



NCL
NORWEGIAN
CRUISE LINE®

NORWEGIAN CRUISE LINE

As the innovator in global cruise travel, Norwegian Cruise Line has been breaking the boundaries of traditional cruising for over 56 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 18 contemporary ships sail to nearly 400 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®
Your World. Your Way.®

OCEANIA CRUISES

Oceania Cruises is the world's leading culinary- and destination-focused cruise line. The line's seven small, luxurious ships carry a maximum of 1,238 guests and feature 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 600 marquee and boutique ports in more than 100 countries on 7 continents on voyages that range from 7 to more than 200 days. The brand has a second 1,200-guest Allura Class ship on order for delivery in 2025.




Regent
SEVEN SEAS CRUISES®

REGENT SEVEN SEAS CRUISES

Regent Seven Seas Cruises is the leader in luxury cruise experiences, delivering An Unrivaled Experience® for over 30 years. Carrying between 496 to 746 guests, Seven Seas Navigator®, Seven Seas Mariner®, Seven Seas Voyager®, Seven Seas Explorer®, Seven Seas Splendor® and — arriving in 2023 — Seven Seas Grandeur™ form The World's Most Luxurious Fleet™. Offering Unrivaled Space at Sea™, guests enjoy all-suite accommodations, 99% with private balconies that are among the largest at sea, as well as highly personalized service throughout lavish public areas and expansive outdoor spaces. Unique to Regent Seven Seas Cruises, included unlimited shore excursions are available in every port, in addition to extensive included luxuries — from round-trip air and gourmet cuisine to unlimited WiFi and valet laundry service — making it the only truly all-inclusive cruise line.

NCLH NORWEGIAN CRUISE LINE
HOLDINGS LTD.

 **1966**
Year founded

 **~2.7**
Million expected
guests carried in 2023

 **30**
Ships in fleet


 **7**
Ships on order

 **~40,000**
Team members

 **>110**
Nations represented

 **>15**
Global offices

 **6**
Continents

 **~700**
Global destinations visited

 **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

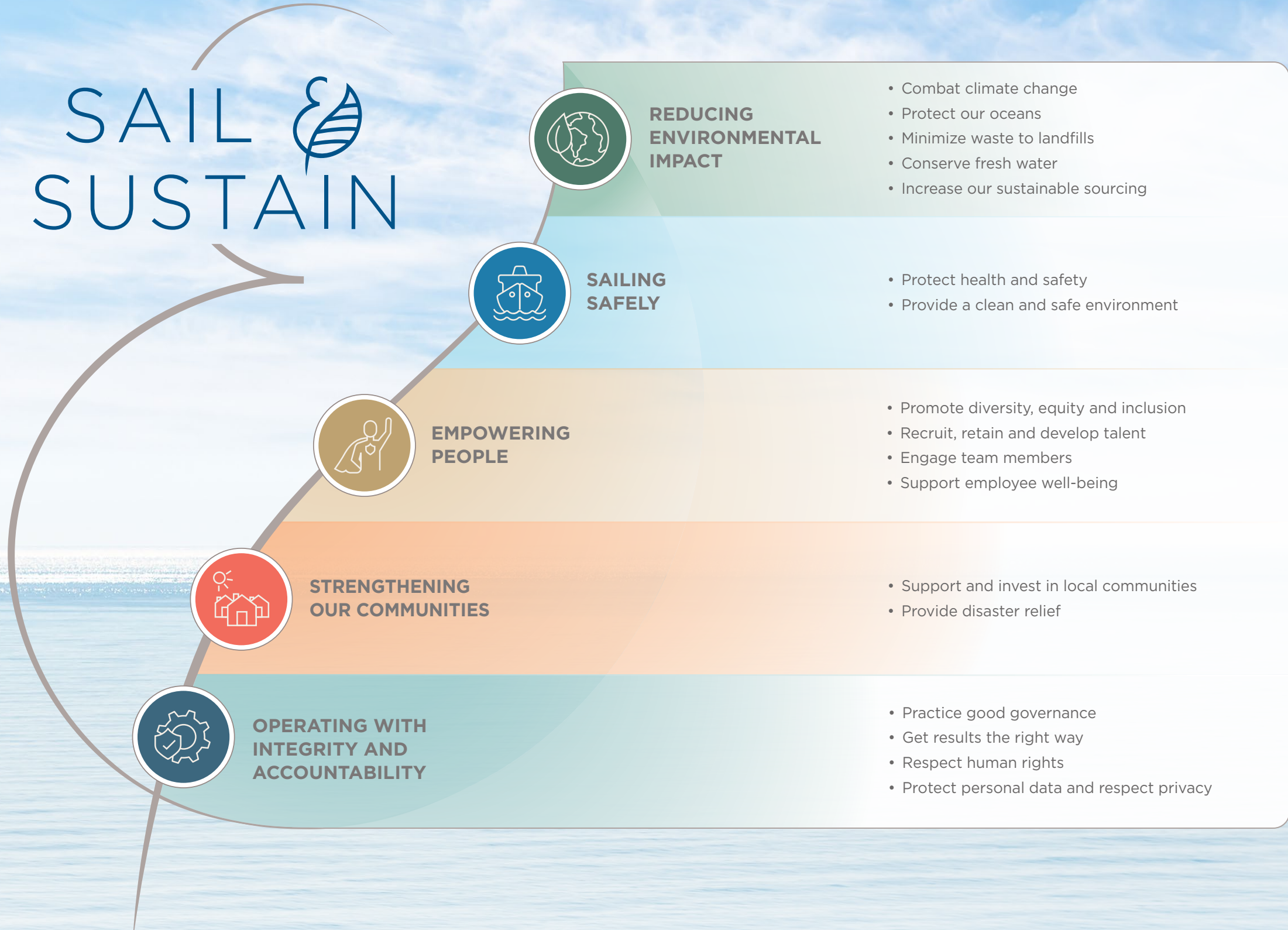
Values

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

ESG 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 approximately 700 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.



ESG OVERSIGHT

ESG oversight is established 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 provides an update to the full Board and TESS committee quarterly and presents to the Audit Committee annually.

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

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 for the first time as part of our 2022 short-term incentive (STI). If the Company made sufficient progress on setting GHG reduction targets during 2022, as determined by the TESS Committee, an additional percentage of the total STI could be earned by eligible shoreside employees. In 2023, the Compensation Committee once again approved the inclusion of an ESG metric in our STI. STI eligible employees extend deep into our organization, encompassing our entire shoreside Manager and above leadership team. Certain shipboard officers are also eligible to receive STIs based in part on ESG metrics. 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

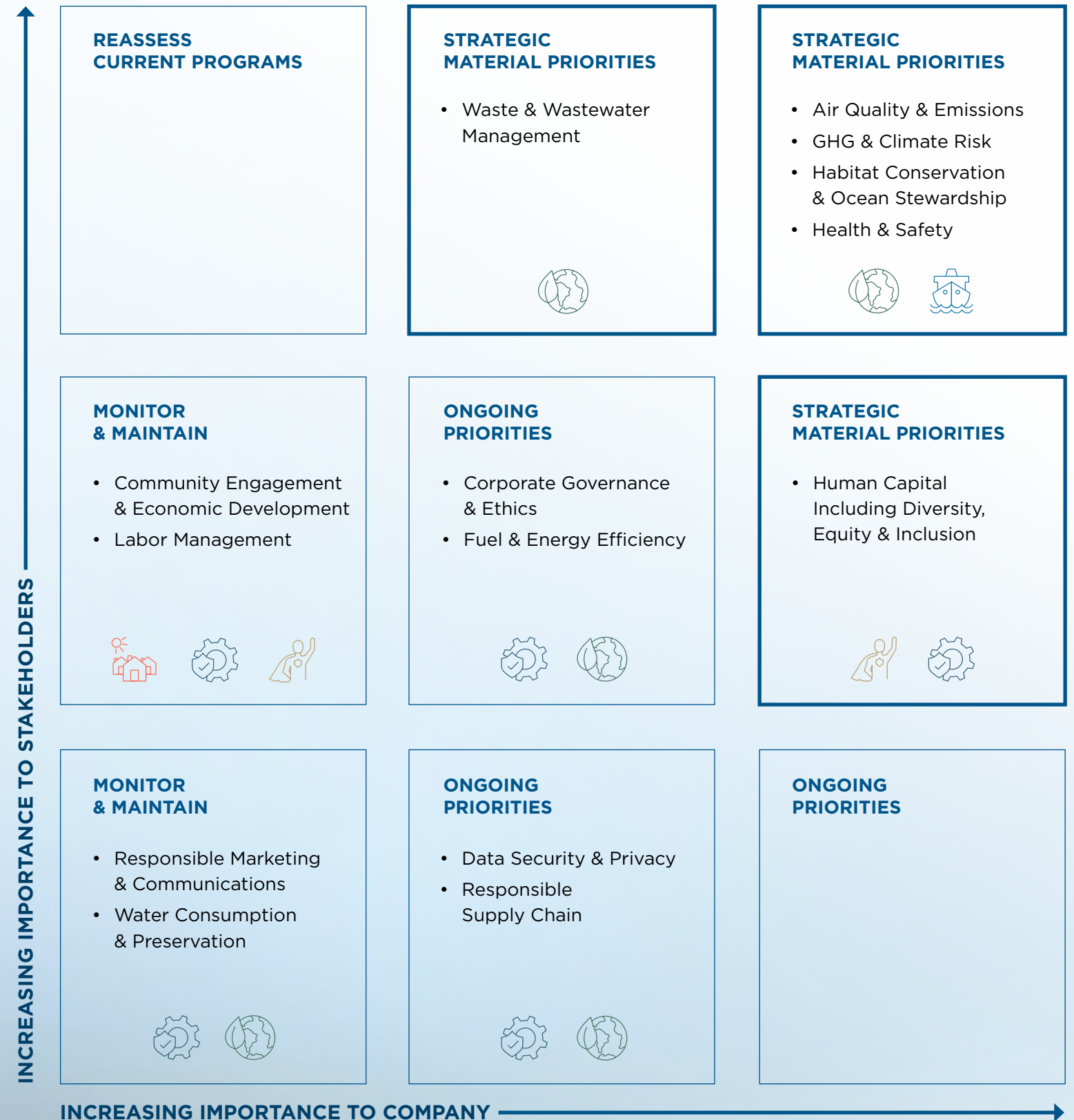
Cross-functional team with representatives from various departments across the Company. Assists in the day-to-day implementation of the Company's ESG goals within their areas of responsibility. Proactively implements best practices and develops innovative solutions.

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.

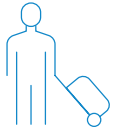


ASSESSING ESG MATERIALITY

The ESG materiality assessment outlines the most important topics for both our company and our stakeholders. In 2021, we conducted a comprehensive materiality assessment with a third-party sustainability consultant. Internal and external stakeholders were engaged, interviewed and surveyed to identify and prioritize the most material ESG 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, goals and reporting going forward.



ENGAGING STAKEHOLDERS

An important element of our ESG strategy is proactive and consistent engagement with both internal and external stakeholders to help inform our programs and strategic priorities. Stakeholders are continuously engaged through various channels, on a group-wide and global basis as well as local basis, in order to have meaningful dialogue. Many departments engage stakeholders on a regular basis to seek feedback, discuss expectations and improve relationships.

Stakeholders	Types Of Engagement	Why It Is Important
 <p>Guests</p>	<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>
 <p>Employees</p>	<ul style="list-style-type: none"> • Town hall meetings • Employee resource groups • Intranet site • Email communications • Performance and career development reviews • Mandatory and voluntary training • Anonymous hotline and environmental hotlines • Volunteering and community events 	<p>We seek to attract and retain top talent to ensure the continued success of our organization.</p>
 <p>Suppliers</p>	<ul style="list-style-type: none"> • Face-to-face meetings • Surveys • Assessments and audits • Responsible sourcing and supplier diversity program 	<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>

Investors, Analysts, Financial Institutions, Rating Agencies



- 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, events, meetings and forums
- Conferences
- Participation in Poseidon Principles

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.

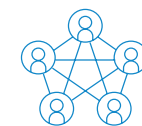
Travel Partners



- Dedicated Travel Partner teams
- Travel partner meetings and presentations
- Travel Partner portal and websites
- Regional events

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.

Communities



- Direct relationships shoreside and at visited destinations
- Corporate and employee giving
- Networking and philanthropy events
- Partnerships
- Employee volunteer opportunities

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 approximately 700 destinations our ships visit globally.

Governments and Policy Makers



- Direct engagement on important issues
- Advocacy
- Monitoring of regulatory activities
- Industry trade associations, including CLIA

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.

Non-Government Organizations



- Organizational memberships
- Direct engagement and partnerships
- Social media
- Website and ESG report

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.



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.

AT A GLANCE

Pursuing Net Zero by 2050

across our operations and value chain

-10% by 2026 and -25% by 2030

targets to reduce GHG intensity¹

2 Methanol-Ready Newbuilds

on order for delivery in 2027-28

60%

of fleet to be shore power capable by year-end 2023

100%

of fleet with Advanced Wastewater Purification systems

90%

of water was produced on-board

47%

of non-hazardous ship waste was recycled, incinerated or donated

¹ Announced in 2023, the 2026 and 2030 targets are GHG intensity reduction targets compared to a 2019 baseline and include Scopes 1 and 2 as well as upstream fuel- and energy-related activities.

REDUCING ENVIRONMENTAL IMPACT

WE ASPIRE TO



Combat climate change



Protect our oceans



Minimize waste to landfills



Increase our sustainable sourcing



Conserve fresh water



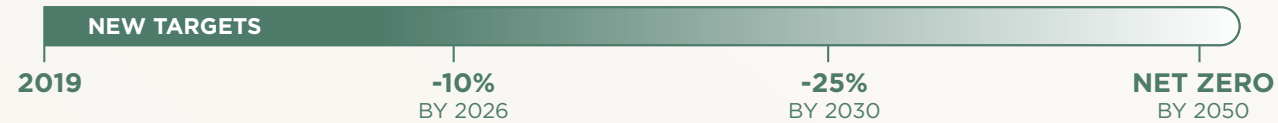
Reduce, reuse and recycle

ENVIRONMENTAL GOALS



COMBAT CLIMATE CHANGE

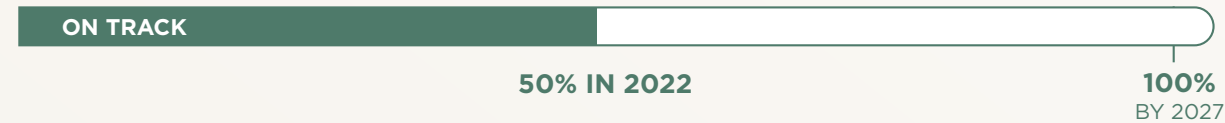
Reduce GHG intensity¹ by 10% by 2026 and by 25% by 2030, compared to 2019 baseline, and pursue net zero² GHG emissions by 2050



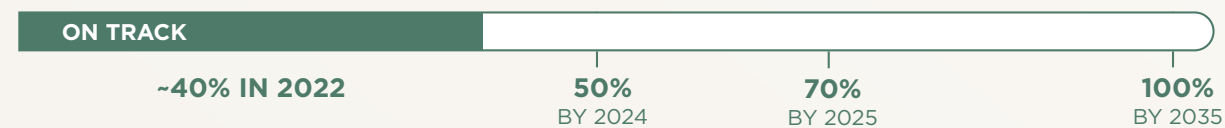
Decrease fleet-wide fuel consumption of boilers per day by 2% annually, compared to 2016



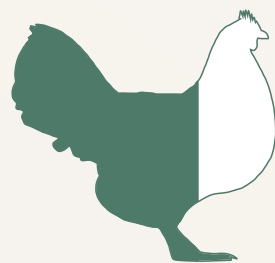
100% of fleet³ equipped with Waste Heat Recovery by 2027



Increase the percentage of our fleet with shore power capabilities to 50% by 2024, 70% by 2025, and 100%⁴ by 2035

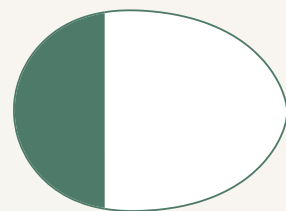


INCREASE OUR SUSTAINABLE SOURCING



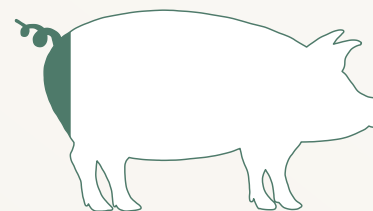
100% target for chicken purchased globally that meets GAP or similar standards by 2025

70% IN 2022



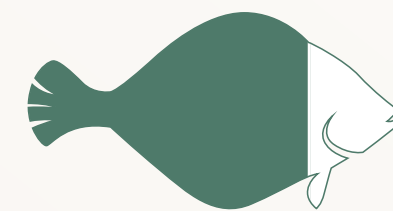
100% target for cage-free eggs globally by 2025

33% IN 2022



100% target for gestation crate-free pork globally by 2025

15% IN 2022



100% target for certified sustainable seafood globally by 2025

75% IN 2022

¹ GHG intensity is measured by MTCO₂e on a per Capacity Day basis. The short- and near-term targets cover the Company's emissions from its fleet of ships, islands and facilities (Scopes 1 & 2) as well as upstream fuel- and energy-related activities, including well-to-tank emissions (portion of Scope 3). Capacity Days is defined as Berths available for sale multiplied by the number of cruise days for the period for ships in service.



PROTECT OUR OCEANS

Increase the percentage of treated wastewater compared to untreated sewage discharged by 2024, compared to 2019



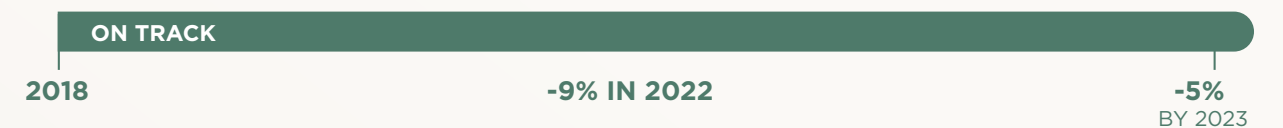
CONSERVE FRESH WATER

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



ADDRESSING CLIMATE CHANGE

CLIMATE ACTION STRATEGY

In the face of climate change, we are committed to taking responsibility to be part of the solution. That's why in 2022 we committed to pursue net zero greenhouse gas emissions by 2050. This ambitious goal applies to our ship operations and importantly, covers all three emission scopes which includes our supply chain, well-to-wake fuel emissions, business travel and more. We recognize it's not enough to address one aspect of the business.

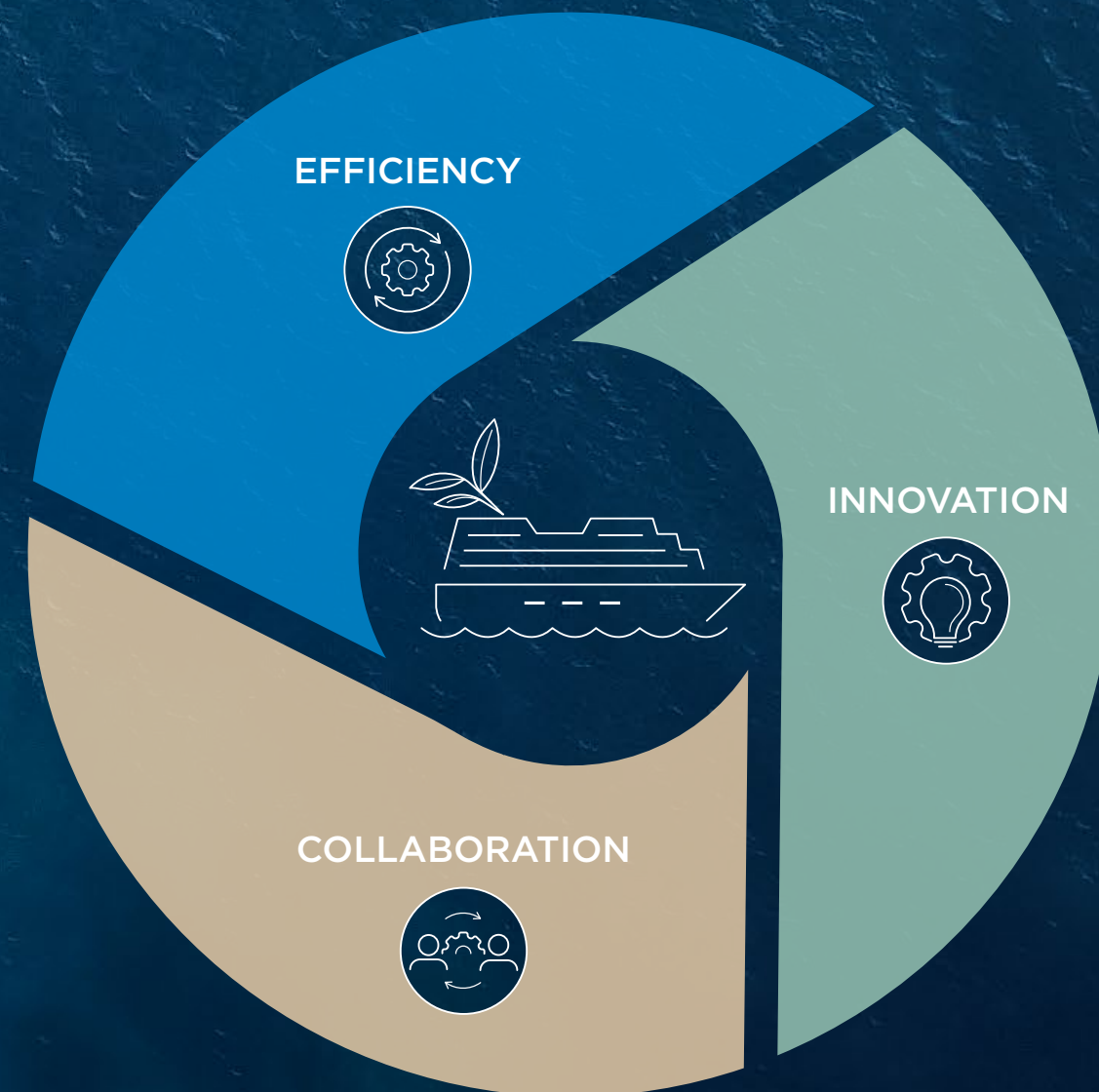
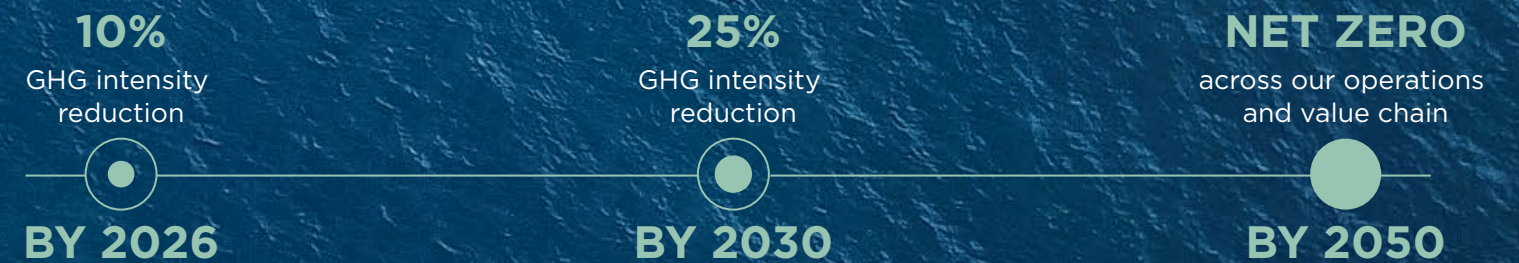
Since launching our net zero vision, we have been enhancing our roadmap and defining the interim milestones that will inform our progress. We're proud to launch short- and near-term GHG intensity reduction targets that guide us on our pathway to net zero.

Key components of the GHG reduction targets include:

- Reduce GHG intensity by 10% by 2026 and 25% by 2030, compared to a 2019 baseline with intensity measured on a per Capacity Day¹ basis.
- The targets cover the Company's emissions from its fleet of ships, islands and facilities (Scopes 1 & 2) as well as upstream fuel- and energy-related activities, including well-to-tank emissions (portion of Scope 3). As such, the targets will capture the full well-to-wake emissions impact of the Company's fuel consumption.
- The targets provide a roadmap to support the Company's existing net zero by 2050 ambition. The scope of this commitment expands to the Company's entire greenhouse gas footprint, including its vast network of suppliers and partners across its value chain.

Despite the progress and momentum across sectors to decarbonize, fundamental challenges exist that risk the cruise and maritime sector at large from decarbonizing. Rather than waiting for these challenges to dissolve and potentially exposing the Company to greater risk, our strategy is about acting now, implementing solutions for efficiency today, innovating for future solutions and collaborating with our stakeholders along the way.

¹ Capacity Days is defined as Berths available for sale multiplied by the number of cruise days for the period for ships in service.





Underpinning this strategy is good governance and effective risk management

Climate action is managed at multiple levels throughout the organization, starting from the Board of Directors who oversees all significant risks and the President & CEO who has ultimate responsibility for the climate action strategy. In early 2022, we created additional layers of oversight, the Decarbonization Executive Steering Committee and a Decarbonization Action Group, to oversee and accelerate progress on our climate action strategy.

Our Board established shared accountability by tying climate action to our short-term incentive (STI) program starting in early 2022. An additional percentage of the total STI can be earned by eligible shoreside team members, which extend deep into our organization, encompassing our entire shoreside Manager and above leadership team. In 2023, this incentive is tied to the Company's progress on setting interim GHG reduction targets to support its pursuit of net zero.

We recognize climate change is a real business risk and exacerbates the impact of many other risks to the organization. In 2022, we published our first report aligned to the Task Force on Climate Related Financial Disclosures (TCFD), which outlines the identification and assessment of our physical and transition climate risks. As part of our efforts to integrate ESG into our enterprise risk management, we will periodically conduct the assessment to identify any changes and expand our understanding of the risks and scenarios. We are committed to using the results of the assessment to inform our strategy so that we can effectively manage risk, drive innovation and build resilience. To learn more, please visit [page 76](#).

Greenhouse Gas Emissions Reporting¹

We currently quantify our Scope 1, Scope 2 and certain Scope 3 emissions, which received independent third-party verification and external assurance. This information is reported on [page 81](#).

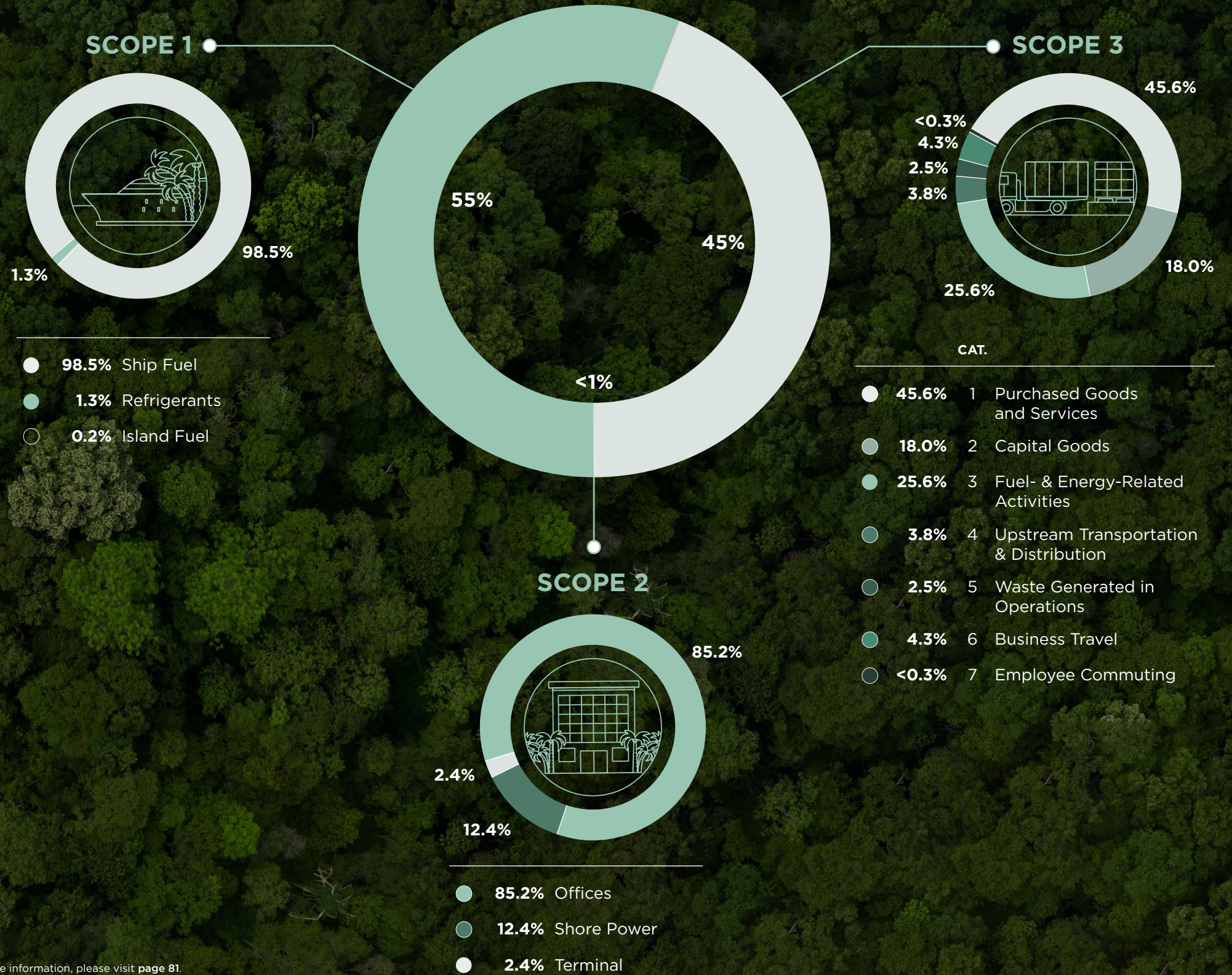
Since 2019, we have disclosed emissions data to CDP. In our most recent submission, we received a climate change score of a 'B', higher than the Marine Transport Sector, North America and Global averages.

Fuel consumption and emissions data are reported to global and regional government agencies such as the United Nation's International Maritime Organization (IMO) and the European Commission as part of the EU Monitoring, Reporting & Verification (MRV) regulation. The data is verified and reported to the IMO database by the ship's flag state. Each ship receives a Statement of Compliance for fuel consumption reporting that is valid for one year to provide evidence that the vessel's data was reported in compliance.

We also provide data to signatory banks as part of the Poseidon Principles, a framework which aims to support financial institutions in integrating climate considerations into lending decisions in line with the climate-related goals of the IMO. To date, 30 financial institutions have joined the initiative, representing approximately \$200 billion in loans to international shipping or over 70% of the global shipping finance portfolio.

¹ The reported emissions represent an estimate based on available data at the time of publication. For more information, please visit [page 81](#).

2022 GHG FOOTPRINT





EFFICIENCY

We continually seek opportunities to reduce our overall footprint by increasing efficiency through technical investments as well as operational enhancements.

Operations

The optimization of operational efficiency for the existing fleet has the potential to have an immediate impact to onboard power consumption and emissions in the short-term. With any set of operational changes, it requires data, education and accountability. We are continuing to build and invest in internal systems and processes to enable our crew, engineers and even guests to operate our ships with optimal efficiency.

Voyage Planning

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 analyzing currents, time at sea and efficient port selection.

We have begun shifting itineraries to longer, open jaw voyages. We often find that not only do these itineraries reduce emissions but also increases guest satisfaction as it results in longer times in ports. For example, our sailings through the Panama Canal have been enhanced, including select overnight calls allowing travelers to spend more time in the beautiful city.

Another way to reduce emissions is by reducing the vessel speed, as it decreases the energy needed to power the propulsion engines. For each cruise, we consider the weather forecasts and wave conditions to optimize the ship's speed profile as well as route and engine loads.

Hotel Operations

There are behavioral changes that can be made in our hotel operations that can improve efficiency onboard. This includes but is not limited to turning off lights, maintaining air temperatures and humidity, and operating with efficient galley and laundry equipment. While many of these actions are managed and carried out by our crew members, guests can play a critical role in having an impact as well. For example, in each cabin in the Norwegian Cruise Line fleet, guests are reminded and encouraged that towels can be used more than once to save on water and energy consumption.

We are also in the process of deploying technology across our entire fleet that can automatically adjust for an optimal, yet energy efficient, experience for the guests. For example, through certain HVAC upgrades, the temperatures and humidity can automatically be adjusted for an optimal experience for the guests, yet energy efficient.



REDUCING EMISSIONS BY OPTIMIZING ITINERARIES

Itineraries have an important role in how the ship operates, as it influences the ship's speed, distance and overall energy load. In support of our net zero ambition, we review and identify opportunities to optimize itineraries to reduce emissions while still keeping our mission to deliver exceptional vacation experiences to our guests at the forefront. For example, we identified an opportunity to remove one port of call across 14 sailings in 2023 which reduced fuel consumption and emissions, while at the same time improving our guest satisfaction on these sailings. This opportunity is anticipated to reduce over 15,000 MT of CO₂ emissions in 2023.



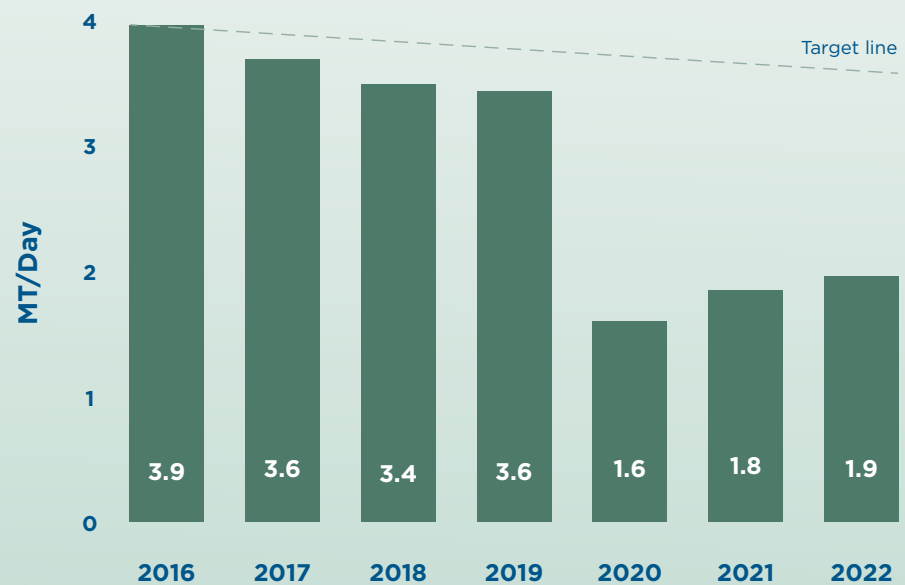
Technical

Our ongoing investments in systems and technologies have allowed us to reduce our fuel consumption per capacity day by approximately 14% from 2008 to 2022. As further investments for efficiency are deployed on our existing fleet and on our new, more fuel-efficient vessels, our fuel consumption rate and GHG intensity are expected to further decrease.

Steam Systems

We have a target to decrease fleet-wide fuel consumption of boilers per day by 2% annually, compared to 2016. Boiler consumption from 2020 through part of 2022 is below 2019 levels due to less demand for steam during the voyage suspension. Since resuming full operations in 2022, the fleet average boiler fuel consumption per day is expected to increase but remain on track to meet the target.

NCLH Fleet Average Boiler Fuel Consumption per Day



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 payback period for our WHR installation projects is just over one year. In 2022, upgrades were commenced on Norwegian Dawn, Norwegian Gem, Norwegian Jade, Norwegian Jewel, Norwegian Pearl and Norwegian Star. To date, 15 ships, or 50% of our fleet, are equipped with WHR. Where feasible, we plan to have our entire fleet equipped with WHR by 2027, including plans to commence or complete several WHR updates in 2023.

Hydrodynamic Upgrades

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 various hydrodynamic upgrades. In 2022, the Norwegian Gem had the entire flat bottom applied with low friction silicone paint, which provides a gain of approximately 10% efficiency on propulsion power.

Air Conditioning

For a typical ship, air conditioning systems require 15% of the total electricity load – the second most energy intensive system behind the propulsion service for the engines. Therefore, the HVAC units on our ships can be upgraded to more efficient systems, resulting in less energy being consumed and lower emissions. In 2022, a project to upgrade the HVAC system on the Norwegian Dawn started, which is expected to be completed by 2023. In the coming years, we have plans for several more ships to receive major HVAC upgrades.

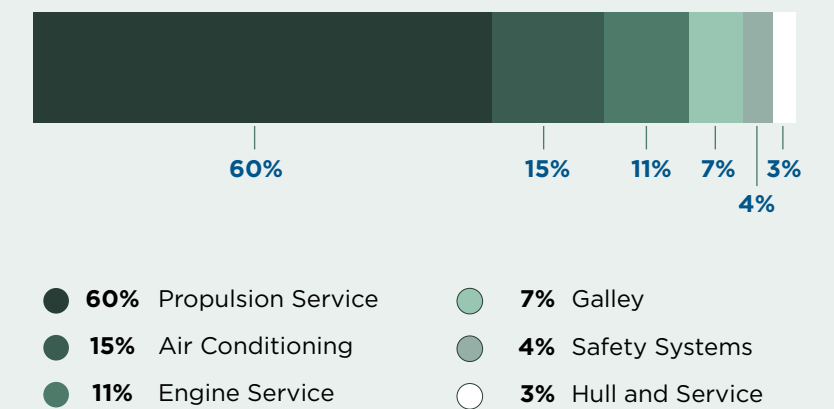
LED Lighting

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.

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. Over the last couple of years, we worked with Eniram (Wärtsilä), which offers marine energy management technology, to improve the accuracy of our data and expand our key performance indicators.

Electrical Load Breakdown for a Typical Ship (MW)





NEWBUILD FEATURES

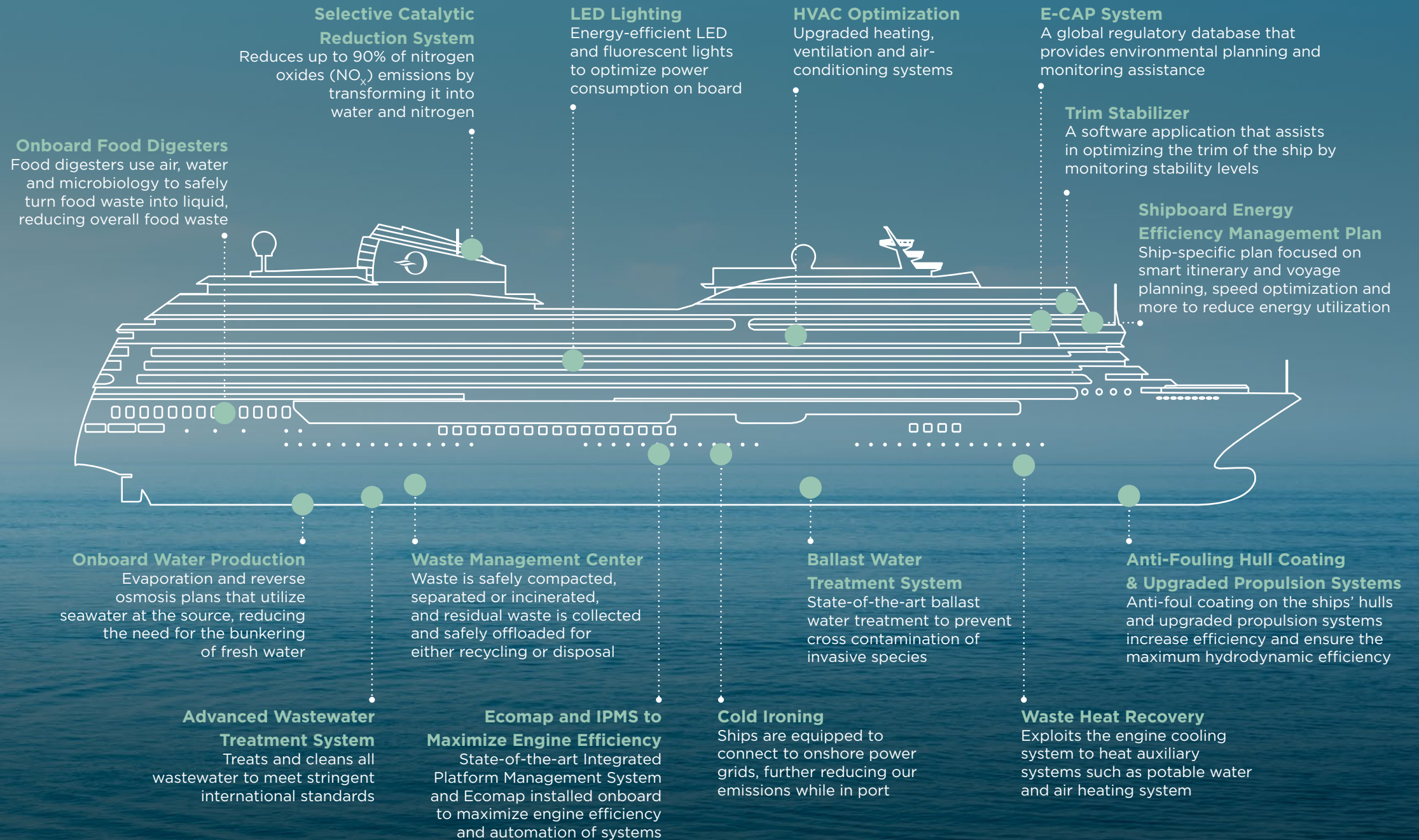
We continuously seek and invest in new technologies and innovations that will allow us to improve our environmental performance, both for our existing fleet and the new ships we have on order.

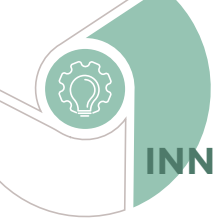
Environmental impact is a key priority when we design new ships. We make significant investments to equip our newbuilds with new and enhanced technology to reduce emissions, optimize fuel consumption and maximize energy efficiencies. Broadly speaking, when a new Norwegian Cruise Line vessel is introduced to the fleet, its energy efficiency investments result in an approximately 1% decrease in annualized fuel consumption per capacity day for the entire 30-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.

To see the sustainability features for Norwegian Prima and Regent Seven Seas Cruises Grandeur, please visit the pages [here](#) and [here](#).

OCEANIA CRUISES' VISTA AND ALLURA SUSTAINABILITY FEATURES





INNOVATION

We are innovating for long-term solutions and technologies, including those that support the ability to operate on green fuels.

Green Fuels

When evaluating the climate impact of new fuels, we consider the lifecycle of these fuels. We evaluate fuels from raw material, extraction and collection, transportation and storage, and lastly combustion. This lifecycle is shown in the well-to-wake graphic to the right. Therefore, we define ‘green fuels’ as fuels with low to very low GHG emissions over their lifecycle compared to fossil fuels.

Biodiesel

Biodiesel can be blended with traditional marine gas oil to support a reduction of lifecycle GHG emissions. This blend is often considered a drop-in fuel for existing vessels and engines. However, much like any technology, it must be tested and proven successful before it can be operational. In 2022, three ships received and tested small quantities of biodiesel blend B30, which is 70% marine gas oil and 30% biodiesel. To date, we have tested four of ships with biodiesel blend, and have plans to test three in the coming year. By the end of 2023, we anticipate over 20% of our fleet will have tested and operated on biodiesel blends.

The availability of biodiesel is expected to meet demands in most regions but there is an increasing competition of supply across several sectors including aviation and road transportation. Therefore, biodiesel is anticipated to be subject to volatile availability and price changes. Though, biodiesel is not expected to be a commercially viable long-term solution, it is a viable transition fuel that can support the decarbonization journey as long-term solutions are tested and scaled.

Methanol

Methanol has the potential to be a viable, scaled long-term solution for decarbonization. It can be produced either as bio-methanol made from sustainable biomass or as e-methanol made from renewable

energy and biogenic carbon dioxide. These types of production result in low- to very low GHG emissions from well-to-wake, classifying it as a green fuel option. The production of methanol, and especially green methanol, is still in the early stages and will require significant investments in land-based infrastructure to sufficiently scale the production and distribution. However, the properties of methanol enable the continued use of conventional fuel storage and bunkering with less modifications compared to other emerging fuels available in the market at this time. This makes a transition to methanol relatively easier and more affordable than other options. Despite the challenges that exist today, we remain optimistic that methanol is a long-term solution that has promising feasibility to scale.

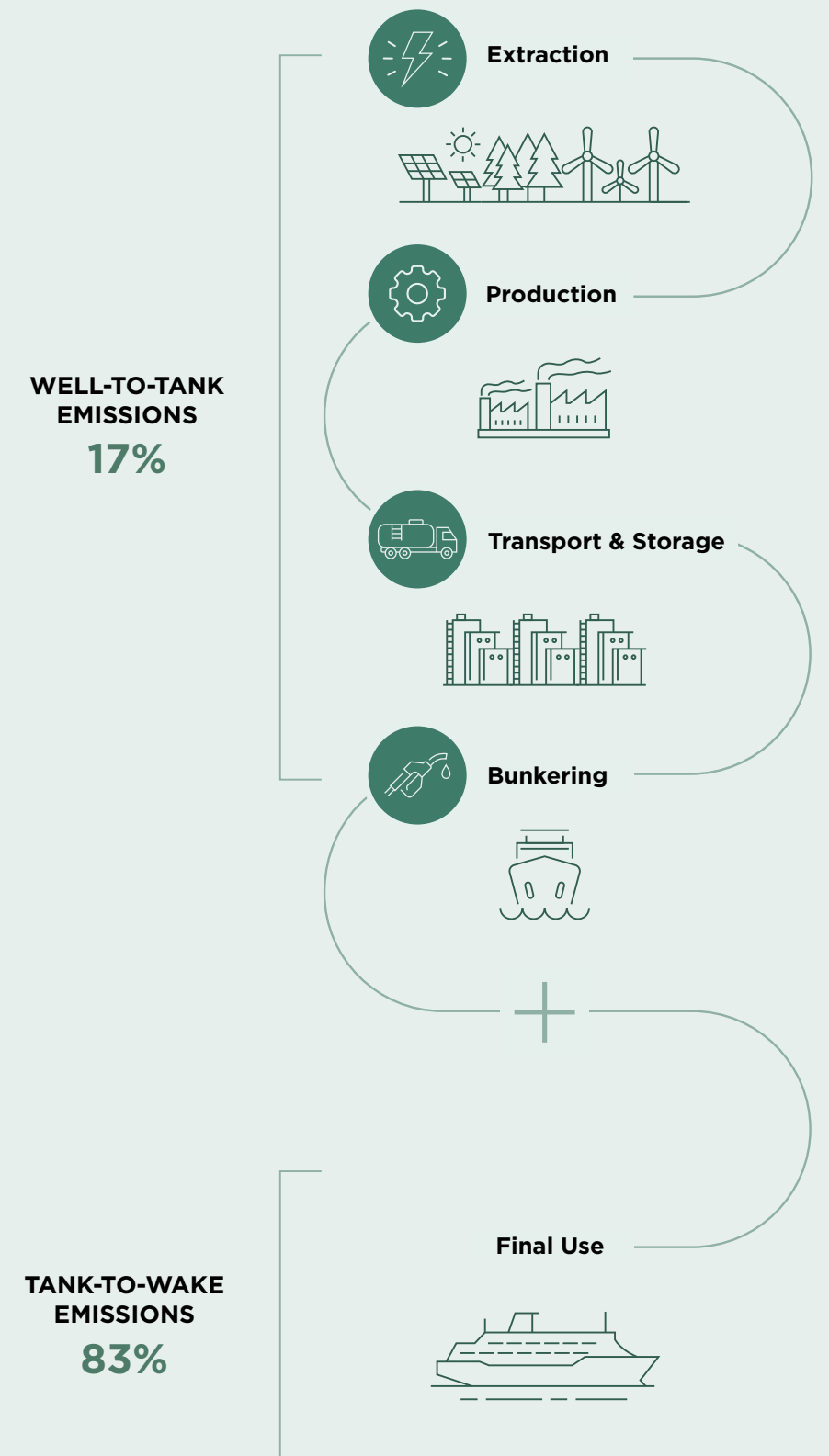
In early 2023, we announced the modification of the final two Prima Class ships, expected to be delivered in 2027 and 2028, to reconfigure the ships to accommodate the use of green methanol as an alternative fuel source in the future. This significant investment involved the lengthening of the vessels in addition to other changes. While additional modifications will be needed in the future to fully enable the use of methanol on these ships, this represents an important step forward in the pursuit of net zero greenhouse gas emissions by 2050.

For existing ships, we are assessing the feasibility of retrofitting existing engines to operate with dual fuels – diesel and methanol. This innovative project is being developed and researched alongside strategic partners such as engine manufacturers and classification societies. We aim to use the results and key learnings from the pilot project to inform our wider plans to decarbonize additional ships.

Other Alternatives

We continue to monitor advancements in other fuels and technologies such as hydrogen and fuel-cell batteries. The primary factors that are considered when evaluating green fuels are energy density, port and bunker infrastructure, engine development, availability, cost, supply and importantly, safety.

2022 WELL-TO-WAKE EMISSIONS OF OUR SHIP FUELS





COLLABORATION

The transition to a low-carbon economy requires collaboration. We are activating our network of stakeholders including suppliers, communities, governments and NGOs to collectively act and contribute to global efforts to combat climate change.

A key driver of this transition is not only the development of alternative fuels but also 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.

Pacific Northwest To Alaska Green Corridor

In 2022, an effort to catalyze a green corridor between Alaska, British Columbia and Washington was launched. Through collaboration across sectors, green corridors establish the technological, economic and regulatory feasibility needed to accelerate implementation of low and ultimately zero GHG emission vessels.

Norwegian Cruise Line Holdings — along with 14 industry partners and ports — joined to explore the feasibility of a green corridor in the region and committed to the following:

- Working together to explore the feasibility of a green corridor in the Pacific Northwest of North America, including, but not limited to, further defining the scope and application of the green corridor concept;
- Enhancing and supporting the emission-reduction efforts already underway and using the green corridor as a testbed for low and zero greenhouse gas technologies and ships, as feasible; and
- Working collaboratively to define the governance structures, terms and frameworks needed to guide this regional effort.



A GREEN CORRIDOR IS A SHIPPING ROUTE WHERE LOW AND ZERO GREENHOUSE GAS EMISSION SOLUTIONS ARE DEMONSTRATED AND SUPPORTED THROUGH COLLABORATION ACROSS SECTORS TO ACCELERATE MARITIME DECARBONIZATION



Shore Power

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 12 ships in our fleet are currently equipped with cold ironing capabilities, including 7 Norwegian Cruise Line ships, 3 Oceania Cruises ships and 2 Regent Seven Seas Cruises ships. In addition, all 7 newbuilds currently on order will also be equipped with cold ironing capability. We are targeting to have 50% of our fleet equipped with this capability by 2024, and ~70% by 2025 and are on track to exceed our 2024 goal by year-end 2023.

While still limited, the number of ports with this infrastructure is increasing. We are highly supportive of the expansion of this capability and are actively partnering with key ports to accelerate the use of the technology.

- 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, which we expect will be complete by Winter 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.
- Additionally 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.



60%

OF OUR FLEET TO BE SHORE-POWER CAPABLE BY YEAR-END 2023

ENVIRONMENTAL MANAGEMENT

The backbone of our ship’s 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.

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.

Brand specific environmental hotlines are also available to the public including passengers, team members and suppliers to ask questions, raise any potential concerns and learn more about our policies:

environmentalhotlinencl@ncl.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. These tools supplement our existing processes and allow for efficient voyage planning operations and helps further reduce the occurrence of incidents.

In 2022, 100% of our ships were equipped with the E-CAP system and going forward all newbuilds will have the system installed. 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.

MULTIPLE LAYERS OF GLOBAL ENVIRONMENTAL OVERSIGHT



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, as well as periodic training thereafter. Each year the Company also hosts a week-long Environmental Summit at the Company's headquarters.

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.



ENVIRONMENTAL ASSESSMENTS AND AUDITS

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 reviewed for compliance with Company procedures. These assessments are then submitted to the Corporate Marine Operations Department for review.

Additionally, once per week or per voyage, a routine visual inspection of waste streams is conducted, and findings of each inspection must be documented and reviewed. For waste streams not visually inspected, quarterly sampling is required. Corrective action assessments and plans are established in any case an issue has been identified.

Our EMS, which covers 100% of ship operations, is certified through an independent third-party audit and verification every three years. 20% of our fleet is audited by a third party every year.

UNDERWATER SOUND SURVEY

Monitoring our underwater sound emissions is just another way in which we are working to minimize our environmental impact. To date, we have completed underwater sound surveys for six ships: Norwegian Bliss, Norwegian Encore, Norwegian Jewel, Norwegian Joy, Norwegian Spirit and Norwegian Sun. By conducting these surveys, we were provided the opportunity to demonstrate our low noise pollution. Four vessels qualified for and received SILENT-E (Environmental) class notation for demonstrating a controlled environmental noise emission. This notation also indicates that vessels do not exceed typical average-to-moderate underwater noise levels and are able to document noise performance to authorities or others requiring proof of noise emission for transit through vulnerable areas.

AIR EMISSIONS

SO_x Emissions

Our vessels' air 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. -70% of operational capacity, or 15 ships, are now equipped with EGCS. 93% 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. Our newest ships, Norwegian Prima and Oceania Cruises' Vista, as well as 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.

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, approximately 90% of fresh water used onboard was self-produced in 2022. We have a target to reduce bunkering by 4% by 2025, compared to 2019, and are on track to meet this target.

WATER CONSERVATION

We employ numerous initiatives on board to conserve water and reduce our overall consumption. 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 reverse osmosis (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.

BALLAST WATER TREATMENT

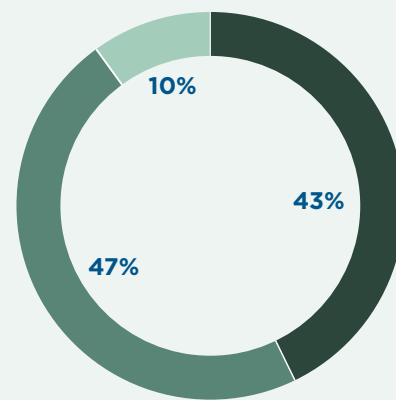
Ballast water is seawater brought onto a ship to help stabilize it. The treatment systems for ballast water are designed to eliminate the potential to discharge non-native and invasive species into other environments when the ships move to other ports. Currently, 100% of our fleet is equipped with ballast water treatment systems.

ONBOARD WATER 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 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 2022, we consumed 5.87 million m³ of water for all onboard ship operations, in which approximately 5.28 million m³, or ~90% of the total water, was produced on-board.

NCLH Fleet Water Production 2022



- 47% Reverse Osmosis
- 43% Steam Evaporators
- 10% Bunkered Water

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 59 RO plants across our fleet and are continually evaluating further installations on existing ships and newbuilds.

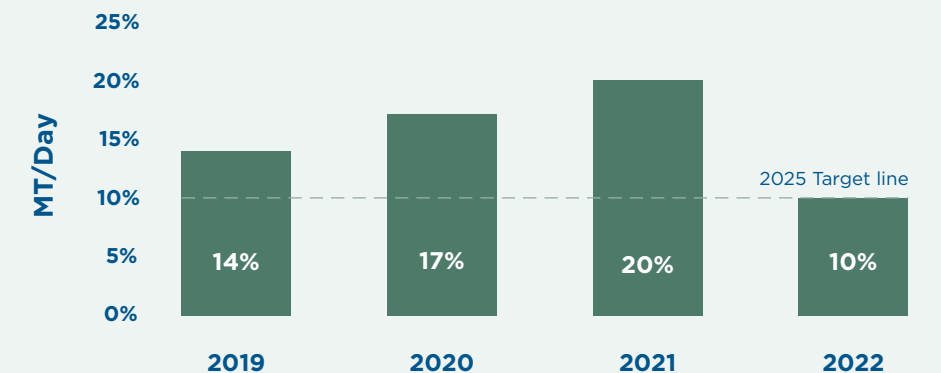
Steam Evaporators

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.

NCLH Fleet Percentage of Water Bunkered



WASTEWATER TREATMENT

Our company has strict discharge standards and policies for all wastewater generated on board. Treated wastewater is prohibited from being discharged less than 4 nautical miles from shore, unless permitted to do so. Other wastewater is discharged over 12 nautical miles from shore to the extent possible. 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, with a 2019 baseline of 79.2%. As of year-end 2022, ~80% of wastewater was treated compared to untreated sewage discharge. We report related information in the SASB table, which can be found on [page 73](#).

In 2022, we also updated a target to decrease the total volume of sludge offloaded fleet-wide by 5%, compared to 2018, by 2023. We are on track to meet this target, with a 9% reduction in total volume of sludge offloaded fleet-wide compared to 2018 at the end of 2022.

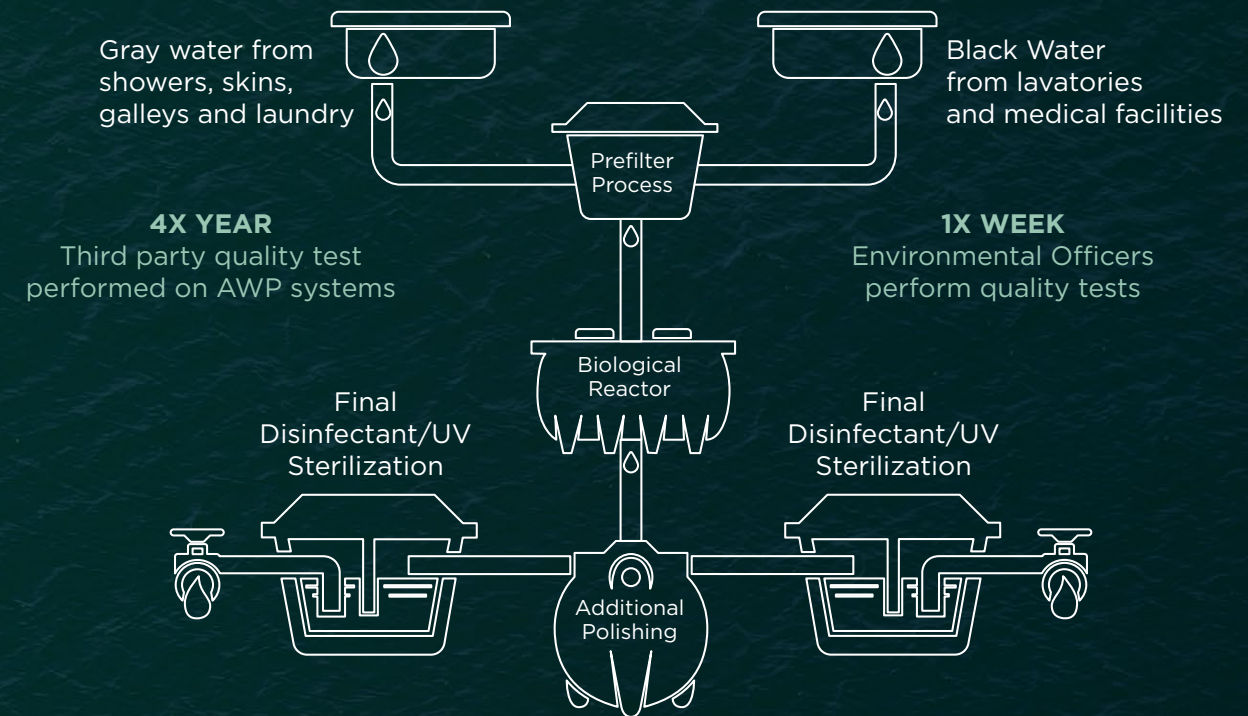
GRAY AND BLACK WATER

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, which happens at minimum quarterly, 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.

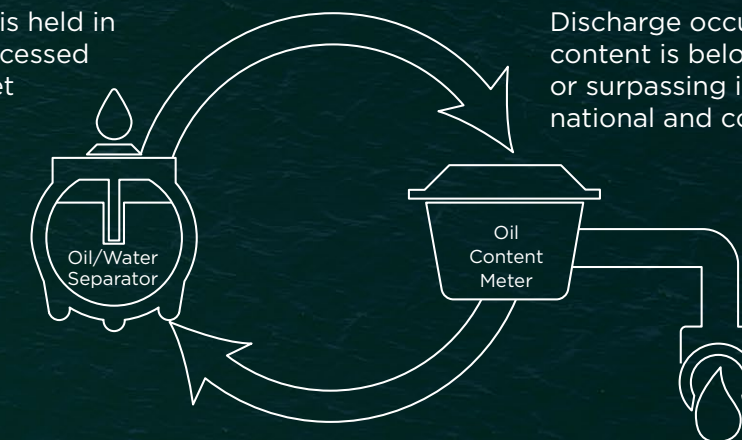
ADVANCED WASTEWATER PURIFICATION



BILGE WATER

Collected bilge water is held in storage tanks and processed until standards are met

Discharge occurs only after oil content is below 15ppm, meeting or surpassing international, national and company standards



WASTE MANAGEMENT

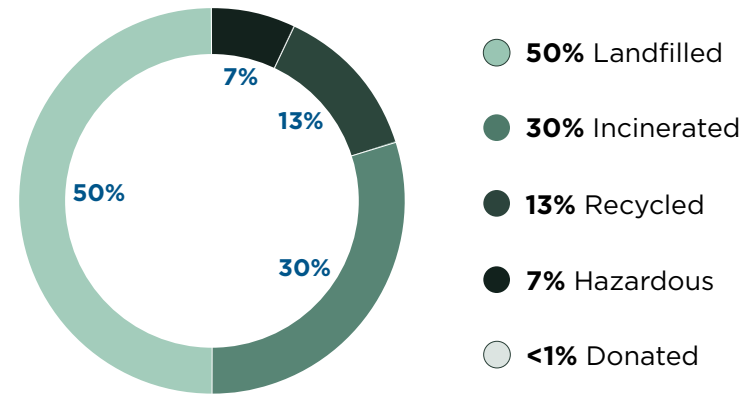
Our Company is committed to reducing onboard waste through innovative technologies, staff training and stringent recycling programs. We are embracing the principles of a circular economy and working to adopt and apply these principles in our waste mitigation strategy. Our waste mitigation program lessens the environmental impact of our operations, reduces pollution, promotes diversion of material from landfills, conserves natural resources and saves energy.

Our crew adheres to a rigorous recycling program, allowing our ships to take advantage of every opportunity to recycle and reduce waste to landfill. 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. We also encourage guests to contribute to recycling efforts by using the recycling bins around the vessel for plastic, paper and aluminum.

In 2022, due to continued COVID protocols when our ships were voluntarily suspended, recycling and incineration were limited and often prohibited at certain ports. 47% of our total non-hazardous ship waste was recycled, incinerated or donated. With the full fleet back in service, we expect this percentage to increase as we are continuing to partner with ports, waste management companies and other suppliers to expand and advance recycling capabilities around the world. For example, we have partnered with the Port of Barcelona to expand recycling efforts. The site at the Port of Barcelona is International Sustainability and Carbon Certified, which assures the traceability throughout the recycling process. In 2022, the Port of Barcelona certified that approximately 97% of the waste, classified as MARPOL I, was recycled into fuel, avoiding GHG emissions by over 3,000 MT.

47%
OF TOTAL NON-HAZARDOUS WASTE WAS RECYCLED, INCINERATED OR DONATED, RESULTING IN OVER 4,000 MT OF GHG EMISSIONS AVOIDED

2022 Waste Breakdown



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.

At PortMiami, a waste compactor was installed at the terminal to reduce the emissions related to the transportation of our waste to and from the local waste management facility. The new operation reflects a reduction of 199 open top bins when compared with 2018, resulting in the elimination of 398 truck entry and exits.

FOOD WASTE

We first 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

As part of our operations, hazardous waste, known as special waste in parts of the world, is produced in small quantities. Hazardous waste is defined by the U.S. Resource Conservation and Recovery Act, which gives the U.S. Environmental Protection Agency (EPA) control of hazardous waste from its generation, transportation and treatment, to its storage and disposal. The management of hazardous waste is one of our highest priorities. We carefully segregate hazardous waste into leak-proof containers and have the containers transferred to an approved shoreside disposal facility. For some types of bio-hazardous waste, we incinerate it on board.

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. Our ships donated goods to many global and local non-profit organizations including the American Red Cross, Salvation Army, Habitat for Humanity and to local organizations in various international ports.

In 2022, the ships donated over 300 m³ of items to non-profit organizations globally. Over 550 mattresses were donated to various causes around the world. Of these mattresses, 295 were donated to victims of the war in Ukraine and over 100 went to a local charity in Barcelona.

RESPONSIBLE SOURCING

We are working with diverse partners across the supply chain to source safe, high quality, ethically responsible and sustainable products for our guests. In 2022, we partnered with over 35,000 suppliers globally. We recognize the economic, environmental and social impact of this large global network of suppliers and believe we have a responsibility to work with this network to amplify a positive impact.

Our business partners are expected to share our values and support our commitment to drive a positive environmental and societal impact. In coordination with our business partners, a variety of short-, medium- and long-term goals are pursued 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.

OUR APPROACH & POLICIES

Our formal policies clearly define expectations 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 [here](#).

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.



WE PARTNER WITH
+35,000
 SUPPLIERS GLOBALLY,
 HELPING US DELIVER
 HIGH-QUALITY PRODUCTS
 AND SERVICES

NUMBERS AT A GLANCE¹



94 Countries
 span our supply chain footprint



~\$780 Million
 of total U.S. spend was with small businesses and businesses with minority, veteran or economically disadvantaged qualifications



~37%
 of our food and beverage sourcing for international destinations was done locally

Top 5 Categories of Spend:

- Marine & Technical
- Sales & Marketing
- Food & Beverage
- Hotel
- Logistics

¹ The data reflects spend sourced through our Supply Chain Department.

OUR SUPPLIERS
ARE EXPECTED TO
KNOW AND COMPLY
WITH ALL RELEVANT
REGULATIONS
INCLUDING
EMPLOYMENT LAWS
AND OPERATE
IN A MANNER
THAT SUPPORTS
HUMAN RIGHTS



Supplier Code Of Conduct

We set forth clear expectations for our suppliers through our [Supplier Code of Conduct](#), which 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. In 2022, approximately 87% of suppliers sourced through our Supply Chain Department attested to the Supplier Code of Conduct. 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.

Modern Slavery Statement

We also outline the efforts to address the risks of modern slavery (including forced labor and human trafficking) in our operations and supply chain within our [Modern Slavery Statement](#). This statement is reviewed and approved by our Board of Directors and signed by the Chairman of our Board of Directors and by our President and Chief Executive Officer.

In 2022, we reviewed and strengthened our Supplier Code of Conduct to further define our expectations, including those related to modern slavery. As we continue to evolve our practices and policies, the following steps will be taken:

- Further integrate ESG risk into the supplier risk management process
- Adopt enhanced due diligence and review processes for our supplier onboarding procedures

- Continue to emphasize the importance of adhering to our Supplier Code of Conduct in our interactions with our suppliers
- Review training opportunities to raise awareness of the risk of modern slavery
- Continue to evolve our antislavery approach by leveraging guidance from available best practices and experts where possible and appropriate

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 business reviews with key suppliers periodically. 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. In 2022, over 250 business reviews were performed.

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. In 2022, 45 third-party food safety audits were conducted. 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. In 2023, we are launched a cloud platform called TraceGains

which monitors supplier compliance, quality management and new product development within the food, supplement and consumer goods space. This additional layer of risk management supports our efforts to maintain a safe food supply chain.

On the marine and technical side, we source from original equipment manufacturers (OEM) and fully-vetted suppliers within the marine and cruise industry.

Supplier Risk Management

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.

In 2023, we conducted a pilot program to enhance our capabilities to monitor supplier-related risks including those specific to financial, regulatory, cyber and ESG. The capabilities provide visibility of supplier information and data, enhancing our team's supplier selection process. Potential new suppliers in the pilot are screened for these risks before being selected and awarded, and existing key suppliers are screened and continuously monitored. This pilot is an important step in our efforts to establish a comprehensive Supplier Risk Management Process for our suppliers.



ADVANCING ENVIRONMENTAL ACTION THROUGH SOURCING

Climate Action Through Supplier Engagement

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. In 2022, we targeted our top 50 suppliers, representing approximately 27% of the spend sourced through our Supply Chain Department in 2022. We are currently exploring ways to expand this engagement and capture additional information when onboarding suppliers.

Reducing Paper Impact

Through a partnership with Sappi North America (SNA), 100% of the wood, chips and pulp used to make our paper originates from well-managed forests that are third-party verified as originating from controlled and non-controversial sources. SNA also has one of the lowest carbon footprints in their industry and has joined the Science Based Targets initiative, which requires companies to set and meet greenhouse gas reductions aligned to the Paris Agreement.

In 2022, we rolled out a “Print on Demand” model in our photo operations fleet-wide, which reduced the paper and chemical consumption in the photography program across the fleet by 80%.

Recycling IT Equipment

In 2022, we launched a new partnership with HPE to recycle used IT equipment through a take-back program. As of April 2023, 24 pallets of equipment including phones, monitors, keyboards, laptops and more have been transferred to a recycling facility.

ON THE MENU



Plant-Based Options

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.



Coffee

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.



Wines

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. Educational seminars developed in partnership by Norwegian Cruise Line and Gerard Bertrand are occasionally provided to guests to learn about bio-dynamic wines.



Wine Corks

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 was delivered in November 2021 from Norwegian Encore. In 2022, over 75 pounds of corks were collected, donated and recycled.



Cocktails

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.

ENGAGED OUR
TOP 50
SUPPLIERS ON
CLIMATE ACTION

REDUCING PLASTIC

We are continuously searching for new ways to reduce waste and further minimize our environmental impact through our sourcing efforts. Some of the initiatives that have been completed include:



Garbage bags on board our ships were replaced with more efficient sizing that results in the avoidance of over 600,000 pounds of plastic and 30,000 boxes being consumed annually.



Single-use plastic cups were transitioned from traditional single-use plastic cups to bio-based cups made from a plant-based resin derived from renewable resources such as corn starch or sugar cane in 2020. Onboard restaurants have already replaced plastic cups with reusable glass cups and dishes.



Plastic food service containers and accessories were replaced 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 was replaced with other biodegradable substitutes or stainless steel.



Plastic cleaning and disinfectant products were replaced with Ecolab products which eliminated the need for several other cleaning products due to its high concentrated formula. It has resulted in a 45% reduction (~20,000 pounds) of plastic containers used for cleaning and disinfecting and over 60% reduction (~24,000 pounds) of corrugated cardboard to carry those products each year.

57
MILLION
PLASTIC STRAWS AND
20 MILLION SINGLE-USE
PLASTIC WATER BOTTLES
AVOIDED SINCE
ELIMINATING THEM
IN 2020

Eliminating Single-Use Plastics

We have a strong vision to eventually eliminate single-use plastics across our ship operations. As part of this vision, we have eliminated single-use plastic water bottles as well as plastic straws across our three brands. This has resulted in the elimination of over 20 million single-use plastic water bottles and 57 million plastic straws to-date.

In 2020, Norwegian Cruise Line became the first major global cruise company to be single-use plastic water bottle-free. This initiative is estimated to avoid 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 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 was 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.

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.

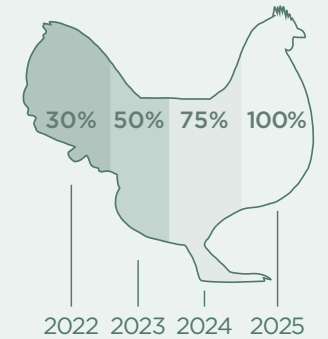
To help guide our approach, we engage with animal welfare experts, researchers, industry organizations and others to integrate new learning, updated standards and technological advancements into our understanding of the humane treatment of animals. We are actively engaged with our suppliers, raising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



GOALS AT A GLANCE

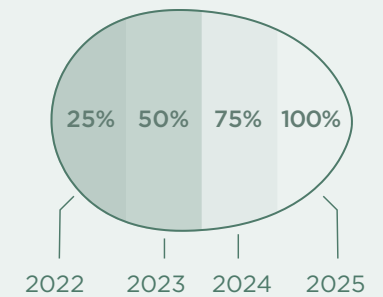
100% target for chicken purchased globally that meets GAP or similar standards by 2025:

In 2023, we refreshed this target by extending to global purchases, extending the target deadline by one year, and given the global nature, expanding the standards that qualify. These standards define humane treatment for chicken housing and processing. There are a significant number of chicken suppliers that either meet GAP standards but are not certified or meet similar standards such as FarmCheck and the American Humane Association. The Company is currently phasing in updated purchasing policies for chicken using standards from the Global Animal Partnership (GAP) or similar other standards. In 2022, approximately 70% of our chicken purchases globally qualify in meeting chicken welfare standards. By 2025, we plan to have all chicken purchased sourced from suppliers that meet these welfare standards.



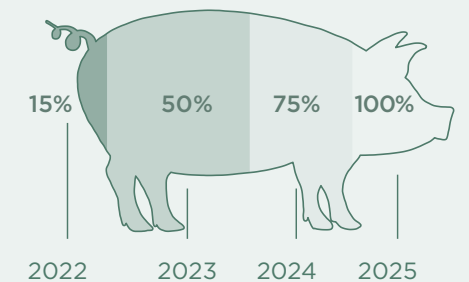
100% target for cage-free eggs globally by 2025:

In 2023, we expanded this goal to reflect global purchases. 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 suppliers to use cage-free environments for their hens. For 2022, approximately 33% of shell egg purchases are from cage-free suppliers. This does not include liquid, frozen or ingredient eggs.



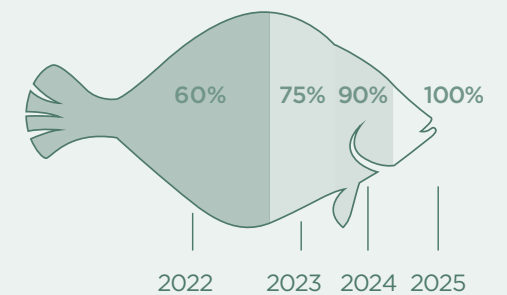
100% target for gestation crate-free pork globally by 2025:

The Company is actively engaging with its suppliers to source only pork products that have been raised without the use of gestation crates. In 2022, we met our commitment of purchasing 15% of our pork from suppliers who do not use gestation crates. The market is gradually transitioning towards crate-free, but much more is needed to fulfill these commitments at scale and at commercially viable prices. While the supply at viable rates isn't available today to meet our 2023 target of 50% crate-free pork, we remain committed to encouraging suppliers and raising awareness of our targets to signal the demand to the larger market.



100% target for certified sustainable seafood globally by 2025:

The Company has made strong progress to purchase all seafood from certified sustainable sources. In 2022, approximately 75% 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).





~47%

OF OUR TOTAL 2022 U.S. SUPPLY CHAIN SPENDING WAS WITH SMALL BUSINESSES AND BUSINESSES WITH MINORITY, VETERAN OR ECONOMICALLY DISADVANTAGED QUALIFICATIONS

PROCURING FROM LOCAL, DIVERSE AND SMALL BUSINESSES

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.

In 2022, approximately 47% of our total U.S. supply chain spend, or nearly \$780 million, was with small businesses and businesses with minority, veteran or economically disadvantaged qualifications. We have created a system to collect Tier 2 diversity spending by 2022 with a target to begin reporting this by 2024. In 2022, we engaged and invited over 2,000 suppliers to begin reporting on Tier 2 diversity spend.

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 2022, approximately 37% of our food and beverage sourcing for international destinations was done locally.



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 efforts to maintain a healthy, safe and clean environment and have a stringent 24/7/365 public health and safety program in place. We are continuously evolving and modifying our comprehensive science-backed SailSAFE™ health and safety program as technology and scientific knowledge advance.

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. Our program is also validated through numerous unannounced public health inspections carried out on board our ships by multiple government agencies.

AT A GLANCE

24/7/365

public health and safety program

10+ Years

average experience of our ship Safety Officers

State-of-the-Art

medical centers onboard

100% Successful

on all Port State Control inspections conducted in 2022

97.75

Fleet average CDC Vessel Sanitation Program inspection score

SAILING SAFELY

WE ASPIRE TO



Protect health and safety



Provide a safe and clean environment

GOVERNANCE AND OVERSIGHT OF PUBLIC HEALTH, SAFETY & SECURITY

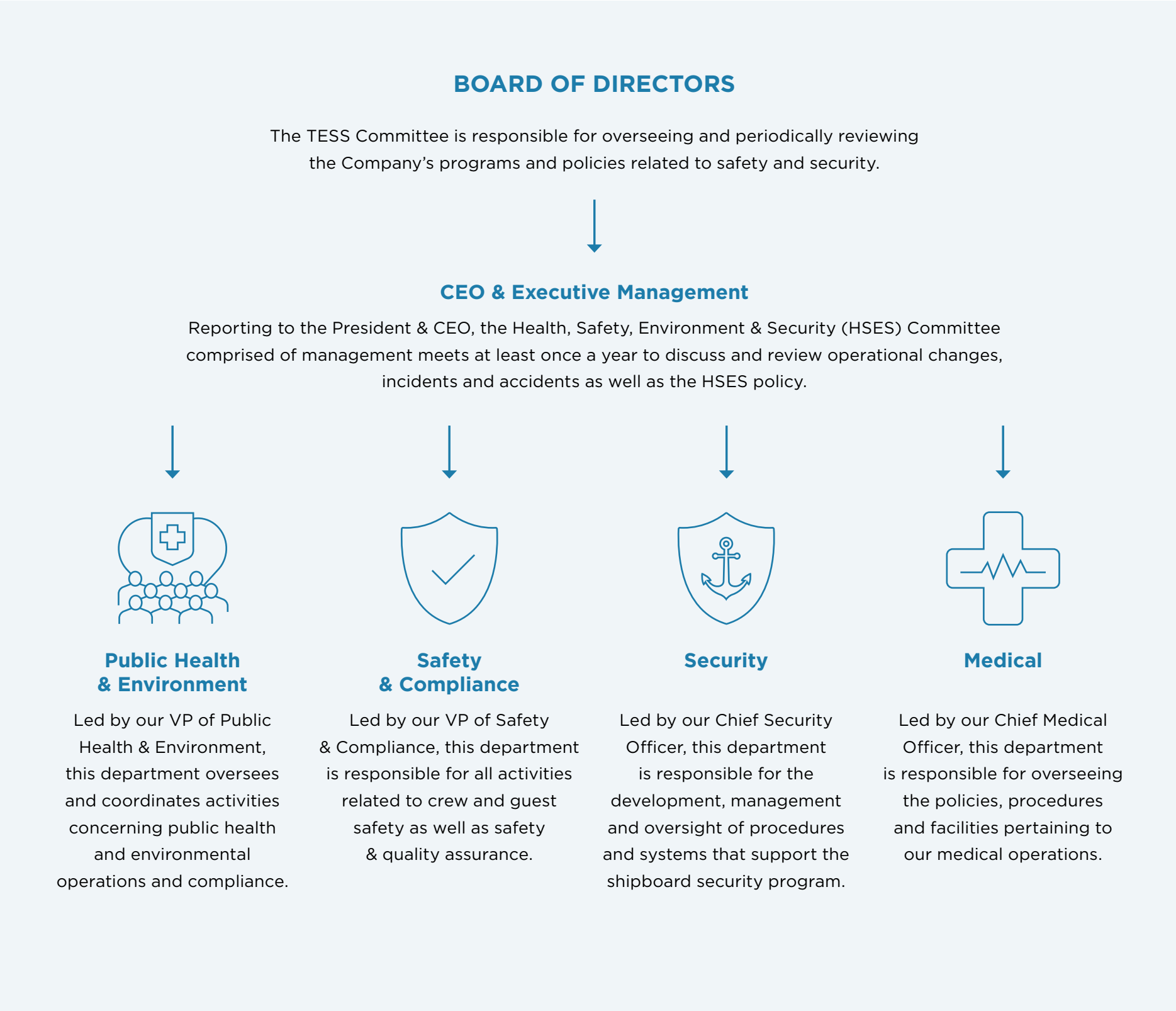
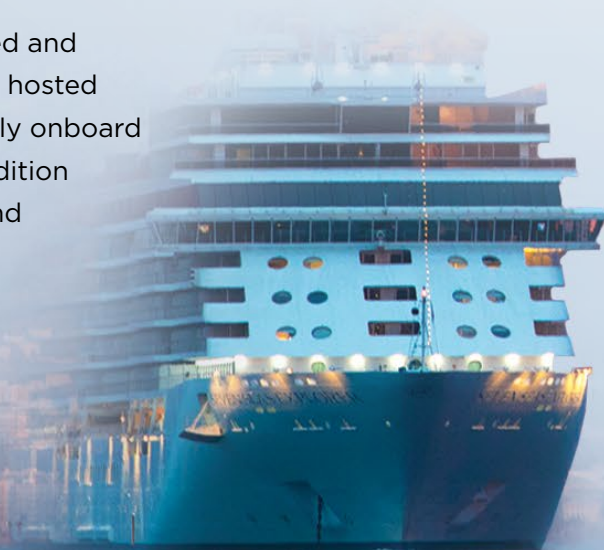
We operate by following a Safety Management System (SMS) in conformance with the requirements established by the International Safety Management (ISM) Code for the Safe Operation of Ships and ISO 14001-2015 related to Environmental Management Systems. The SMS is reviewed twice per year by each vessel and periodically by the Vessel Operations Department.

The Company encourages a continuous commitment from all employees involved in the Company's activities affected by the SMS through its Health, Safety, Environment & Security (HSES) Committee. The HSES Committee is responsible for overseeing the implementation of the established standards for the safe operations of the ships, pollution prevention and security and reports directly to the Company's President & CEO.

The HSES Committee meets at least once a year and its agenda may include:

- Technical problems that might affect the safety of the vessels or the environment
- General matters related to safety and pollution prevention
- Matters related to security
- Matters related to occupational safety and accident prevention

The HSES policy, which is reviewed and signed by our President & CEO, is hosted in the SMS and posted prominently onboard our ships and in the offices. In addition to this policy, we have Nautical and Technical as well as Hotel policies and procedures which are well-documented in our SMS.



SAILSAFE™ HEALTH & SAFETY PROGRAM

We 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 consisted of new and enhanced protocols to create multiple layers of protection against COVID-19 and was developed in conjunction with a diverse group of experts.

Our SailSAFE™ program 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 mobilization and response plans. Upon our return to cruising beginning in July 2021, all voyages operated with requirements for fully vaccinated guests and crew, combined with preventative protocols including universal pre-embarkation testing at the terminal. While it is impossible to completely eliminate the risk of cases on board, our protocols have worked as designed to mitigate the risk of the 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 that we experienced onboard our ships was well below the prevalence on land due to these strict protocols and the controlled environment of a cruise ship. As the global public health environment significantly improved over the course of 2022, we were able to modify or eliminate many of the protocols introduced during the peak of the pandemic. We will continue to take a science-based approach to further adapt and modify protocols as needed in the future.

SAILSAFE™ GLOBAL HEALTH AND WELLNESS COUNCIL

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 Healthy Sail Panel and prepare the Company for the safe resumption of cruise voyages. After the successful conclusion of the voyage resumption process and with a significantly improved public health environment, the Council was sunset in late 2022.

During the pandemic, our Infectious Disease Management System (IDMS) was audited by third parties 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. The Certification in Infection Prevention helps us proactively manage and reduce the 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. We work closely with health authorities around the world to implement and continuously improve 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 the 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).

Guests and crew also do their part to protect public health on board. The crew is trained in best practices and to comply with applicable regulations. We have enhanced 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 involves monthly online team collaborations as well as annual in-person summits, which feature representatives from various government agencies and suppliers. Our interactive public health training platform teaches crew members what to look for in order to maintain a strong public health culture.

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. For example, we implemented a stringent water safety program and are constantly evaluating our programs through outside independent laboratories. We conduct legionella testing and mandate monthly testing of the Recreational Water Facility and potable water samples throughout the ship.

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.

Onboard medical capabilities have improved with 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.



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 viruses 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.

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 hydrochloric 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 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 or 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 training, exercises and drills on board and shoreside, including basic first aid, firefighting and security awareness.

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.

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 of 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.



PRIDE OF AMERICA IN HAWAII U.S..

20° 14' 21.12" N, -155° 17' 23.172" W



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.

As of December 31, 2022, we employed ~5,100 full-time employees worldwide in our shoreside operations and ~33,800 shipboard employees. Regent Seven Seas Cruises and Oceania Cruises' ships also use a third party to provide additional hotel and restaurant staffing onboard.

AT A GLANCE

<p>~40,000 team members shoreside and shipboard</p>	<p>61% female in global shoreside offices</p>	<p>67% U.S. shoreside employees that are under-represented minorities¹</p>
<p>New Family Care Benefits including 100% paid maternity, paternity and adoption leave</p>	<p>+800,000 training and development hours</p>	<p>\$18/hour Minimum Wage for U.S. shoreside team members²</p>

¹ Based on team members who have self-identified.
² Certain positions have a lower base wage but have a combined higher incentive.

EMPOWERING
PEOPLE

WE ASPIRE TO

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

HUMAN CAPITAL OVERSIGHT

The implementation of our global human capital management strategy is the responsibility of our Chief Talent Officer and Human Resources department. At the Board of Directors level, the TESS Committee reviews culture statistics quarterly including retention, diversity and hotline reports and is responsible for overseeing human capital matters. The Compensation Committee also meets regularly with senior management including our Chief Talent Officer and reviews our compensation and benefits programs. The Nominating and Governance Committee oversees our Talent and Succession Planning Program.

TALENT ATTRACTION

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. 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 over 50 paid, onboard cadetship opportunities at any given time. In addition to the cadetship opportunities, we partner with the Seafarers Harry Lundeberg School of Seamanship to place unlicensed apprentices onboard the Pride of America. Apprentices spend approximately 90 days onboard Pride of America as part of their paid apprenticeship program with the Seafarers International Union (SIU). Once they finish their onboard assignment, they return to the Seafarers Harry Lundeberg School of Seamanship to complete their apprentice program.

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.



TEAM MEMBER WELL-BEING

In April 2022, the Company was honored by South Florida Business Journal as a 2022 Healthiest Employer Awards Honoree to celebrate our dedication to providing health and wellness benefits that allow our employees to thrive both physically and mentally in the workforce.

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 which can include 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 per hour, except for certain teams that have a lower hourly wage combined with a higher incentive. In October 2022, we proudly established an \$18 per hour minimum wage for our non-commission-based shoreside employees.

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 2022 was over 7x 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, and term life and business travel insurance. Our benefits vary by location and are designed to meet or exceed local requirements and be competitive in the marketplace.

¹ The World Bank, GDP per capita — Philippines



BENEFIT PROGRAMS

We consider 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

NEW FAMILY CARE BENEFITS

Effective July 1st, 2022, team members with 12 months of service are eligible for our Family Care Benefits. Leave benefits will be paid at the same rate as our team members' base salaries.

Parental Leave

- 12 weeks of paid maternity leave
- 2 weeks of paid paternity leave

Adoption Leave

- 2 weeks of paid leave
- 12 weeks of paid leave if the team member is the primary caretaker of an adopted child less than 3 months old

Family Planning Assistance

- Fertility/Surrogacy: up to \$5,000 reimbursement for Fertility/Surrogacy services
- Adoption: up to \$5,000 reimbursement

NEW CRUISE BENEFITS

Our team members and their immediate families have consistently been eligible to cruise on special team member fares across our three brands, subject to availability. Friends and family have also been eligible to receive special fare rates. In 2023, our team member cruise benefit program was revamped to include new deeply discounted rates at Norwegian Cruise Line and interline rates at Regent Seven Seas Cruises.

ENHANCED 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. In 2022, the minimum amount provided was changed from 1X a team member's base salary to a flat amount of \$50,000. 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.

401(K) RETIREMENT SAVINGS PLAN

Our Company has historically provided a generous 401(k) Retirement Savings Plan match for all benefit-eligible team members by 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. While the match was temporarily paused as of January 2023, the Company will continue to evaluate opportunities to reinstate this in the future.

GROUP HEALTH PLAN

Our Company provides health plans that include medical, dental and vision to cover team members, their spouses, domestic partners 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 medical expenses, copayments, deductibles, daycare/after-school care and more.

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. While the program was temporarily paused as of January 2023, the Company will continue to evaluate opportunities to reinstate this in the future.

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.

FLEXIBLE WORK

As an employer of choice, the Company continues with a 4/1 flexible work model for shoreside team members globally. The flexible model allows most employees to work in-office Monday through Thursday and remotely on Friday.

SUPPORTING CREW WELL-BEING

It is our honor and responsibility to give each crew member the tools they need to be successful because we believe achieving these goals enables our crew members to deliver world class service to our guests. Across our three brands, we have numerous policies to provide support to our crew members' physical, emotional, mental and financial well-being. Many of these policies directly address and standardize the requirements as described in the Maritime Labor Convention (MLC), an international labor convention adopted by the International Labor Organization (ILO) that is often hailed as being the 'bill of rights' for seafarers. 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 operate in compliance with the MLC and always seek to 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 members 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 members 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 the 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. 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. Each ship has a Crew Enrichment team dedicated to planning, organizing and executing social events, as well as cultural and educational activities. These events often include concerts, special lunches/dinners for crew recognition, holiday events, sports tournaments, shore excursions, bicycle rentals and movie nights.

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 is launching that focuses on healthy habits of living on board, including a 30-day challenge and a series of additional workshops for self-development and well-being. The first phase of this rollout will address healthy eating and nutrition.



PROVIDING A HEALTHY & SAFE ENVIRONMENT

Whether on board our ships or in our offices, we're committed to providing a healthy and safe environment for our team members. This commitment was demonstrated by our actions during the COVID-19 pandemic, during which we developed comprehensive health and safety protocols under the guidance of a team of world-renowned experts to protect our team members both shoreside and shipboard.

For our shoreside team members, we have a robust business continuity plan with risk management procedures to protect our team members' health and safety. These risks include emergencies, natural disasters and viral illnesses. For example, eligible team members are offered flu shots every year.



ENGAGING AND RECOGNIZING TEAM MEMBERS

At Norwegian, we know an engaged workforce leads to commitment and innovation while supporting team members' well-being. 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.

Through our ENGAGE platform, we consistently communicate with team members globally to celebrate important milestones, recognize employee accomplishments and offer networking and development opportunities. In 2022, we hosted an annual team member celebration for shoreside employees on our newest vessel, Norwegian Prima.

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. The award is accompanied by a cash award of \$10,000 to the recipient.
- **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.

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. For the full year of 2022, the Company experienced the highest shoreside voluntary retention rate in recent years.

TRAINING AND DEVELOPMENT

We empower our team members to do exceptional work and we support them on their career journeys. 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 2022 team members, both shoreside and shipboard completed over 800,000 training and development hours. Team members are also supported with reimbursement for eligible educational courses or professional certification programs as well as historically with student loan repayment assistance. In 2022, over \$500,000 was provided to U.S.-based team members through our student loan repayment and tuition assistance programs.

Continuous feedback is integral for team members' 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.

SUCCESSION PLANNING & INTERNAL MOBILITY

Succession planning and internal mobility are 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. We create career path models for various departments to function as a guide for individual professional career development. A strong testament of our culture was the appointment of four internal candidates in 2023 to succeed their predecessors as President & CEO of NCLH and as Presidents of each of our three brands.

SHORESIDE PROGRAMS

Rising Stars

In early 2021, we established a new Rising Stars program to identify high-potential leaders at the Director and Senior Director levels. 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.

Management

We rolled out an internally designed Management Training program in 2020, which has reached over 150 leaders to date.

Mentorship

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 2022 program has over 80 mentor/mentee pairs including participation from the entire senior leadership team.



SHIPBOARD PROGRAMS

We empower team members to set them up for success from the moment they join the vessels and throughout their careers on board. There is a dedicated onboard Learning and Development team on nearly every ship to support crew members in developing skills to achieve their full potential. In 2022, over 535,000 hours of development and operational trainings were logged by crew members.

Learning Courses & Professional Certifications

A variety of developmental courses are offered, focusing on three main categories: Maritime and industry compliance, human resources and operational training specific to each department. Our Learning Management System hosts a series of online learning courses and is a platform with learning initiatives for various departments like beverage and restaurant certifications, culinary specialties, virtual reality training and other department-specific operational and leadership training. We also provide team members with professional certifications in partnership with global associations such as the Court of Master Sommelier, American Culinary Federation and the American Hotel & Lodging Educational Institute.

Language Courses

A language app is provided to crew members for the opportunity to improve their English language skills or to learn a new language to excel at guest services.

Management & Senior Leadership Training

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.

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 innovative ideas. Our commitment to seeking female and minority candidates as well as candidates with diverse backgrounds for our Board of Directors is formalized in our Corporate Governance Guidelines. We operate globally, with team members representing over 110 countries. We seek to leverage the talents of all team members and are committed to equal employment opportunities (EEO) as detailed in our Company's EEO policy.

We recognize that this commitment starts at the top. 50% of seats on our Board of Directors are held by women and/or under-represented minorities. In 2022, for the first time in company history, we announced our first female president, Andrea DeMarco, to take the helm and lead Regent's overall strategic vision. Andrea has over 20 years of diverse cruise industry experience. She joined the company in 2012 and held a variety of roles from SVP of Investor Relations, ESG and Corporate Communications to Chief Sales and Marketing Officer. We're honored that our executive leadership is represented with these diverse experiences and skills to take the Company to the next level.

Online training is available for all shoreside team members to increase awareness about how to foster a diverse and inclusive workplace. An additional module has been added that focuses on Cultural Competency and Humility. 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.

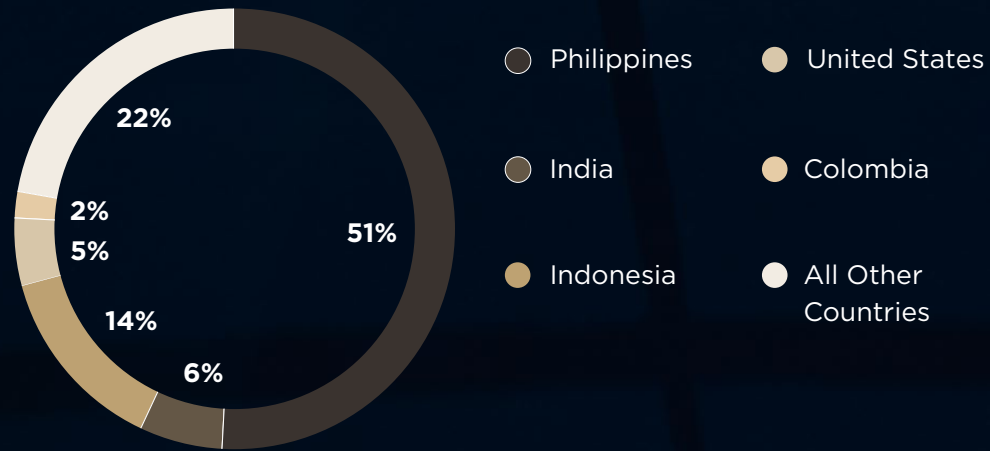
To further demonstrate our commitment to advancing DE&I in the workplace, our President & CEO Frank J. Del Rio signed the CEO Action pledge for Diversity & Inclusion in March 2022. Key components of this pledge include engaging boards of directors when developing and evaluating diversity, equity and inclusion strategies.

ANDREA DEMARCO
FIRST FEMALE
PRESIDENT
IN COMPANY'S HISTORY



SNAPSHOT OF OUR WORKFORCE

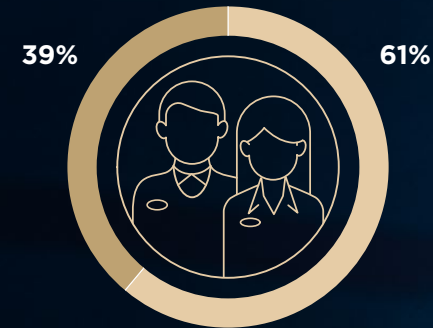
Shipboard Team Members by Nationality



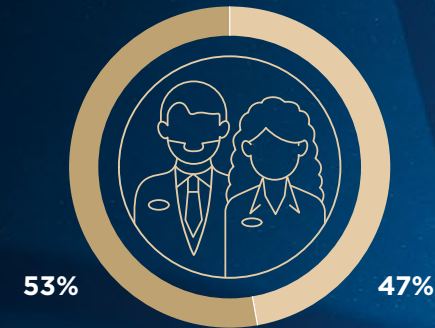
Gender Diversity^{1,2}

● Men ● Women

All Global Shoreside Team Members



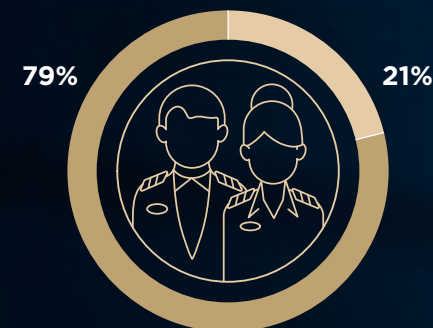
All Global Shoreside Manager/Above



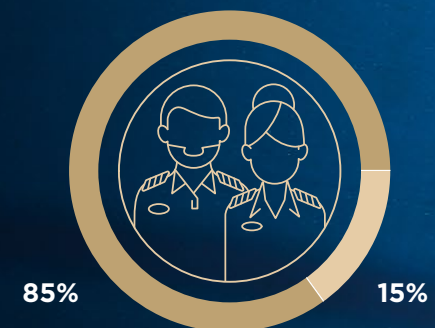
U.S. Shoreside Ethnic Diversity^{1,3}

	Non-URMs %	URMs %
All U.S. Shoreside Team Members ⁴	33%	67%
U.S. Shoreside Managers/above	46%	54%

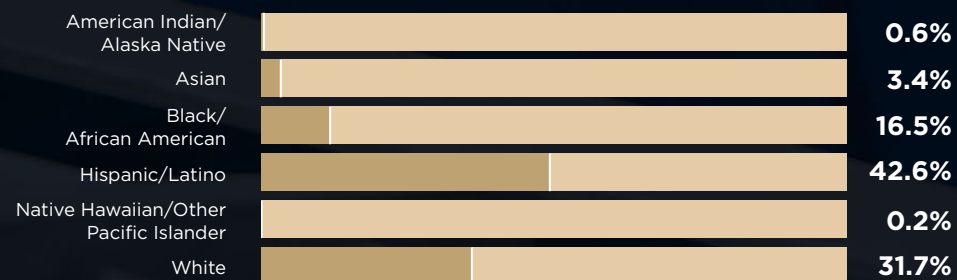
All Shipboard Team Members



3-Stripe Above (Manager level equivalent)



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



Total Global Workforce

Men: 28,730
Women: 10,297

Total Global Workforce (Manager/Above)

Men: 1,667
Women: 678

¹ As of December 31, 2022, 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, 2022, there were 4,562 U.S. shoreside team members. -5% did not self-identify.

⁵ Based on those who have self-identified.

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 with 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.

In 2022, members of the Veteran's Task Force founded the Norwegian Military Appreciation Program, which extends an exclusive discount to members of the military, veterans and their spouses to thank them for their service.

Embrace

In 2022, we launched a new TMRG called EMBRACE which focuses on diversity in leadership for managers and above. The group's 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.

MEET NESHME BAZAN, VETERAN, LEADER AND INNOVATOR

Neshme Bazan served as a Staff Sergeant in the U.S. Army from 2010–2016, specializing in civil affairs. She now works as Norwegian Cruise Line's Senior Finance Manager. Neshme says she joined the military because *"I wanted to serve the country that opened up its arms to me and my family and provided me with opportunities I could have only dreamed of."* Neshme says her favorite thing about working for NCL is, *"the people. There is a great sense of belonging."*

Neshme co-founded the Norwegian Military Appreciation Program and is Chairperson of the Veteran Task Force Team Member Resource Group.



– **NESHME BAZAN**
VETERAN AND SENIOR MANAGER,
BRAND FINANCE

PARTNERSHIPS

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 2022, we were the proud sponsors of the LGBTQ+ Summit held by the Florida Diversity Council.

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.

CELEBRATING DIVERSITY IN THE WORKPLACE

Throughout 2022, we held leadership chats in celebration of diversity in the workplace, featuring leaders who bring their own unique stories and perspectives.





We are committed to strengthening the local communities in which we live and work, 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 serve.

Through partnerships with ports, governments and non-profit organizations, we seek to maximize social, economic and environmental benefits at the destinations we visit, while delivering exceptional vacation experiences to our guests.

AT A GLANCE

+\$2 million

donated in cash and in-kind donations to charity organizations and communities around the world

+\$300,000

donated for disaster and crisis relief

+\$500,000

has been donated to support coral reef projects since 2018

100 teachers

were awarded a free week-long cruise through NCL's Giving Joy Program

98%

of Harvest Caye island staff are local to Belize

+1.6 million carbon offsets

purchased to support 14 projects globally, aligned to goal to purchase total 3 million carbon offsets by end of 2023

STRENGTHENING OUR COMMUNITIES

WE ASPIRE TO



Support and invest in local communities



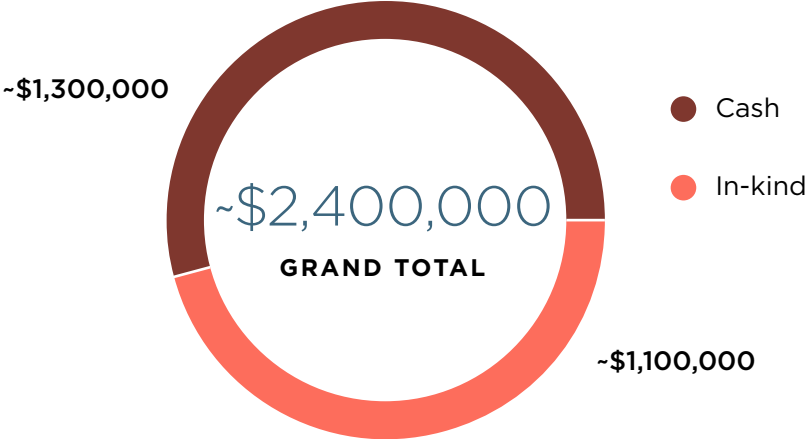
Provide Disaster Relief

COMMUNITY SUPPORT

VOLUNTEERING AND PHILANTHROPY

Our Company and our team members around the globe are committed to making a lasting, positive impact in our communities. We give back significantly through our charitable giving programs. In 2022, we donated over \$2 million in cash, cruise and other in-kind donations 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.

2022 Donations



Team members actively engage in our communities by volunteering and participating in various events including beach clean ups, toy drives and food service. All U.S. shoreside team members are provided with a paid Volunteer Day to give back to the causes they hold dear.

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 Foundation, 3) Kids in Distress or 4) Virlanie Foundation.

The Guy Harvey Foundation was added to this list of eligible organizations in 2022 to support our team members’ interests to protect and preserve the environment. In 2022, team members contributed nearly \$7,000 through the workplace giving program.

AMERICAN CANCER SOCIETY

We are proud to support the American Cancer Society to help them in their fight to end cancer. The American Cancer Society is dedicated to improving the lives of cancer patients and their families through advocacy, research and patient support.

Our very own Senior Vice President of Sales at Oceania Cruises, Nikki Upshaw, is the American Cancer Society Evening of Hope Event Chair. “Cancer is indiscriminate and has impacted my loved ones and affects so many of us.” said Upshaw. “The American Cancer Society’s valuable work is making a difference, and yet there is more to be done. I am honored to lead the continuing efforts to fight this disease and am humbled by the opportunity to give back to my community and those in need.”

Since 2022, we have provided over \$100,000 in cash donations to the American Cancer Society. As part of our annual general meeting in 2022, approximately \$30,000 was raised and donated to the American Cancer Society as a result of our commitment to donate \$1 for each share account voted at the meeting.



LENDING HUMANITARIAN RELIEF & AID

Humanitarian Services In Miami-Dade County, Florida

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, where our corporate headquarters are located. 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.

Supporting Children In Manila, Philippines

The Virlanie Foundation was established in Manila, Philippines, with the goal to assist the city’s children through the creation of the Manila Youth Reception Center and the Reception and Action Center. Since its founding, Virlanie has helped more than 22,000 children in need of special protection through the foundation’s various programs and services.

Norwegian Cruise Line has been connected to this important foundation since 1999, collecting donations through various events over the years. In 2012, we formalized the partnership with the creation of Project Tulong. Today, over 6,500 of our crew members donate to Project Tulong.

We are proud of our strong partnership and its impact on the local community, including the employment of 12 team members that were once supported by the Virlanie Foundation.

PROVIDING DISASTER RELIEF

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

In the wake of Hurricane Ian, we committed \$100,000 to the American Red Cross in 2022 to help provide urgently needed, immediate aid to the West Coast of Florida. Additionally, we pledged to match all public donations up to \$100,000 to continue with this emergency assistance.

In November 2022, Hurricane Lisa made a direct landfall on Belize City. The effects of this storm were crippling on the city’s economy and displaced thousands of people after losing their homes. We made a charitable contribution of \$100,000 to help with the long-term support and recovery of those impacted. The donation went towards relief efforts through the Caribbean Consular Corporation and the Consulate of Belize in Florida.

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. We employ over 400 Ukrainian nationals across our organization.

As our first priority, we actively supported and assisted our Ukrainian team members, which included:

- 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 and 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.

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. In addition to cash support, we rallied in-kind donations including 295 mattresses to those in shelters.



RECOGNIZING EDUCATORS THROUGH NORWEGIAN'S GIVING JOY PROGRAM

Norwegian Cruise Line's Giving Joy program recognizes deserving educators for their unwavering commitment to bringing joy to the classroom. 100 teachers in the U.S. and Canada who inspire students in the classroom are selected through a public nomination and vote.

In 2022, 100 teachers were awarded a free week-long cruise for two, which were collectively valued at over \$750,000. The top three winners were awarded \$10,000, \$15,000 or \$25,000 for their schools from the cruise line. In addition to the expected donations to their schools, each of the Grand Prize winners received a big surprise — nearly \$40,000 each in prize money thanks to Norwegian Cruise Line partners.

To celebrate these incredible individuals, and their often-times undervalued profession, Norwegian Cruise Line hosted a showstopping award celebration. Special guests included Norwegian Bliss Godfather Elvis Duran, American radio personality and host of "Elvis Duran and the Morning Show" and superstar and godmother to Norwegian Encore, Kelly Clarkson, who delivered a stellar performance of her chart-topping hits.

The annual program is designed to highlight the connection between travel and education and to recognize teachers for their unwavering dedication to inspiring students every day. Since 2019, the program has awarded 230 teachers across the U.S. and Canada with free cruises and donated over \$350,000 to schools and educators. To learn more about the 100 winners in 2022 and their heart-warming stories, and to support those in your communities, click [here](#).



DESTINATION STEWARDSHIP

As a global cruise operator, we visit approximately 700 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 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's 2023 State of the Cruise Industry Report, the cruise industry is expected to generate economic contributions in 2023 closer to 2019 levels. In 2019, the cruise industry generated nearly \$155 billion in global economic impact, including supporting nearly 1.2 million jobs worldwide.

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.

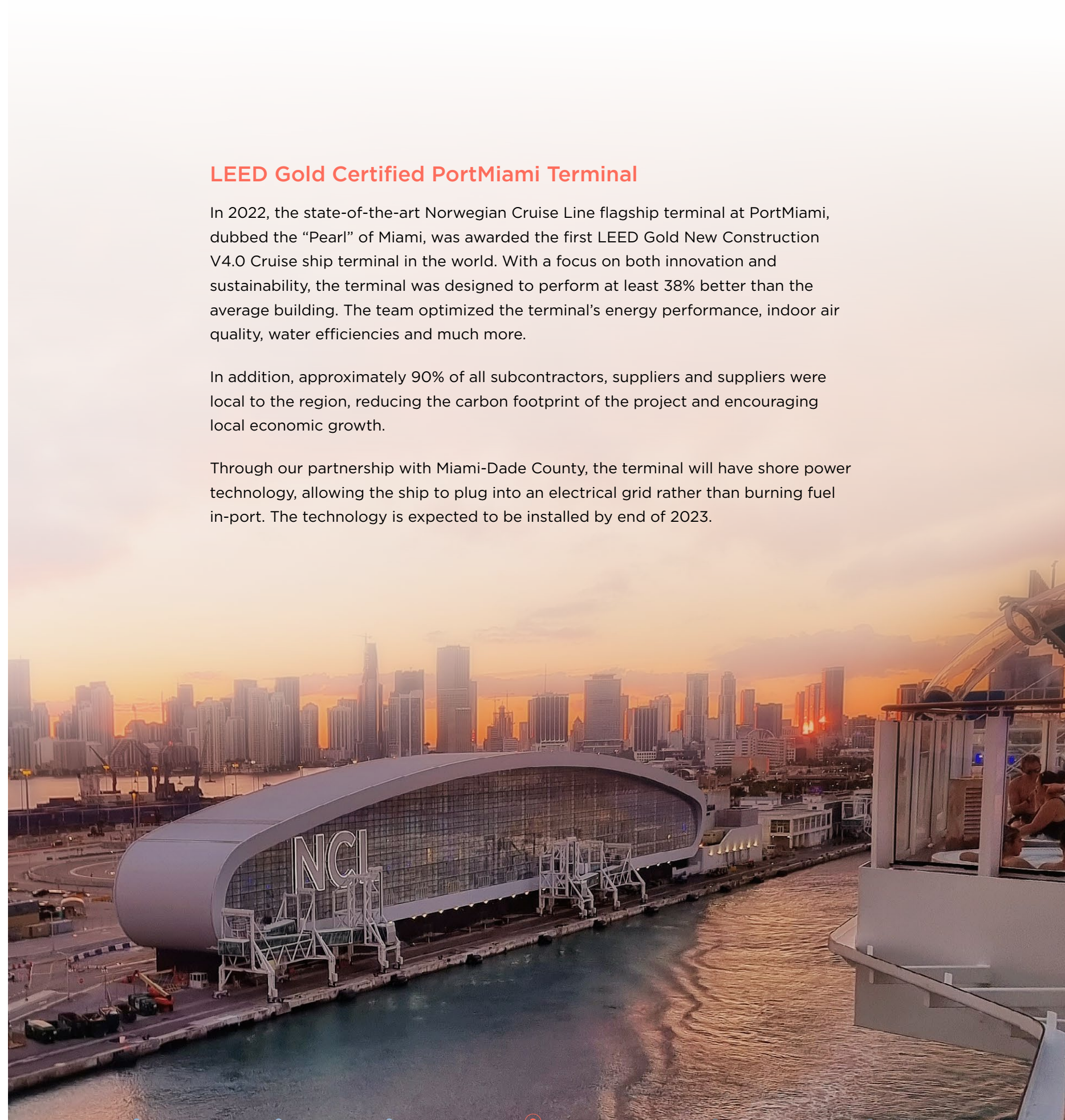
With our projects, we also implement public education to show how sustainable principles are applied to our construction developments, which is necessary to encourage green building practices in public programs, private developments and communities.

LEED Gold Certified PortMiami Terminal

In 2022, the state-of-the-art Norwegian Cruise Line flagship terminal at PortMiami, dubbed the "Pearl" of Miami, was awarded the first LEED Gold New Construction V4.0 Cruise ship terminal in the world. With a focus on both innovation and sustainability, the terminal was designed to perform at least 38% better than the average building. The team optimized the terminal's energy performance, indoor air quality, water efficiencies and much more.

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.

Through our partnership with Miami-Dade County, the terminal will have shore power technology, allowing the ship to plug into an electrical grid rather than burning fuel in-port. The technology is expected to be installed by end of 2023.



Long-Term Partnership with Native-Owned Corporation In Alaska

Development In Whittier, Alaska

In 2022, the Company signed a Memorandum of Agreement with native-owned Huna Totem Corporation, a long-standing partner and a local leader in Alaska's tourism development, to develop berthing and upland facilities in Whittier, Alaska. The privately funded development project will consist of a marine vessel docking facility able to berth vessels from the Company's three brands, along with related structures including a cruise ship terminal and facilities for rail and bus access. This facility is scheduled to open in 2024. As the gateway to Prince William Sound, Whittier allows visiting guests to enjoy pristine nature and many of the classic sites and experiences found in southcentral Alaska, including the Portage Glacier, the College Fjord and the Anton Anderson Memorial Tunnel — the longest highway tunnel in North America.

Land Donation in Juneau, Alaska

In August 2022, we donated an undeveloped waterfront property in Juneau, Alaska to the native owned Huna Totem Corporation. Engaging with other Alaska Native corporations and community stakeholders, Huna Totem will lead efforts to develop a new pier and related infrastructure on this parcel and is expecting to submit plans for the year-round facility in early 2024. The project is expected to bring significant benefits to every aspect of the local and visitor experience by eliminating tendering operations, improving traffic flow and welcoming visitors to a purpose-built facility. Locally owned and operated, the future waterfront complex will boost the economy by increasing tourism revenue and creating local employment opportunities year-round.

“The strong public-private partnership with the City of Whittier, Norwegian and Huna Totem is the tourism model of the future for Alaska. This project integrates the natural beauty of Prince William Sound, its rich history and diverse cultural experiences into the design of a new turn-port destination in Southcentral Alaska. Norwegian's commitment to the Port of Whittier expands sustainable tourism for all of Alaska, and Huna Totem is thrilled to be part of this vision.”

— **RUSSELL DICK**
HUNA TOTEM CORPORATION PRESIDENT
& CHIEF EXECUTIVE OFFICER



Great Stirrup Cay, Bahamas

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. Over 40% of the staff at GSC are local to the Caribbean region, with 27% of the total staff being from Bahamas. We are committed and actively pursuing to hire more staff from the Bahamas.

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. To learn more about the restoration efforts, please see [page 61](#).



Harvest Caye, Belize

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. To learn more about these efforts including the work through the Harvest Caye Conservation Foundation, please visit [page 60](#).

98%
OF THE TEAM MEMBERS
EMPLOYED TO SUPPORT
ISLAND OPERATIONS
ARE BELIZEAN



DRIVING RESPONSIBLE TOURISM

Local Commitments

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 surrounding responsible tourism. Some of the measures we employ especially in avoiding over-tourism include staggering arrivals, diversifying excursions beyond city centers and providing recommendations for traffic flow and relief of congested areas. 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.

Antarctica

In 2022, as a member of the International Association of Antarctica Tour Operations (IAATO), we pledged to submit fuel data to support the measurement of the greenhouse gas footprint of IAATO operations. The results of the data submission are expected to be used to monitor and refine emissions reduction targets and progress. The agreement was also accompanied with a commitment to build upon our own climate action strategy and targets as all members collectively work together to reduce emissions in the region.

Baltic Sea

During the Sustainable Cruising conference held in Copenhagen in 2022, we joined together with other cruise lines in signing a Memorandum of Understanding, committing to use shore power available at ports in the Baltic Sea region no later than January 1, 2024.



Responsible & Sustainable 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

Our Go Local series of over 165 immersive destination tours are 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-Centered Tours

Through the Regent Seven Seas Cruises' Eco-Connect tours and select tours offered by Oceania Cruises and Norwegian Cruise Line, guests can learn about how local groups and businesses are working to conserve and sustain their surrounding environment. Nearly 200 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. These environmental tours span the globe including a wide variety of destinations such as Africa, Alaska, Asia, Australia and 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. 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.

PARTNERSHIP WITH TRAVEL ELEVATES

In 2022, Norwegian Cruise Line Holdings and each of its three brands entered a long-term partnership with Travel Elevates, committing a total of \$300,000 over four years. Travel Elevates is the nonprofit charitable arm of Signature Travel Network that supports initiatives in popular travel destinations around the world. The mission is to leverage global travel partnerships and connect travelers to projects that will empower local communities around the world through education and economic growth.



ENVIRONMENTAL PROTECTION

PROTECTING AND RESTORING BIODIVERSITY

Protecting Endangered Species In Harvest Caye, Belize

In 2018, an environmental impact assessment was conducted to guide the island's development and operations to minimize negative impacts to biodiversity and maximize net benefits to the society and wildlife conservation. The assessment surveyed various environmental and social threats and opportunities, including those related to climate change.

Informed by the assessment, an environmental management plan was created to assist in wildlife and land management decisions on the island including the associated marine areas and to enable collaboration with complimentary conservation efforts within the larger community. The plan was developed in consultation with relevant public sector agencies, NGOs and other stakeholders, as well as reviewed and approved by the Government of Belize.

To lead this plan and oversee the wildlife sanctuary on the island, we appointed a Chief Naturalist, Tony Garel, an esteemed Belizean naturalist and wildlife expert. Additionally, 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 to promote wildlife conservation by educating and bringing awareness of Belize's wildlife to visitors. 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. Today, 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.

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 30 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 reviews with government officials as well as extensive testing, the Macaws are expected to be safely transported to Belize and placed into a breeding program for future generations, as well as to receive the care and protection needed.



Hawksbill Turtles

Harvest Caye is one of the few nesting sites for critically 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.

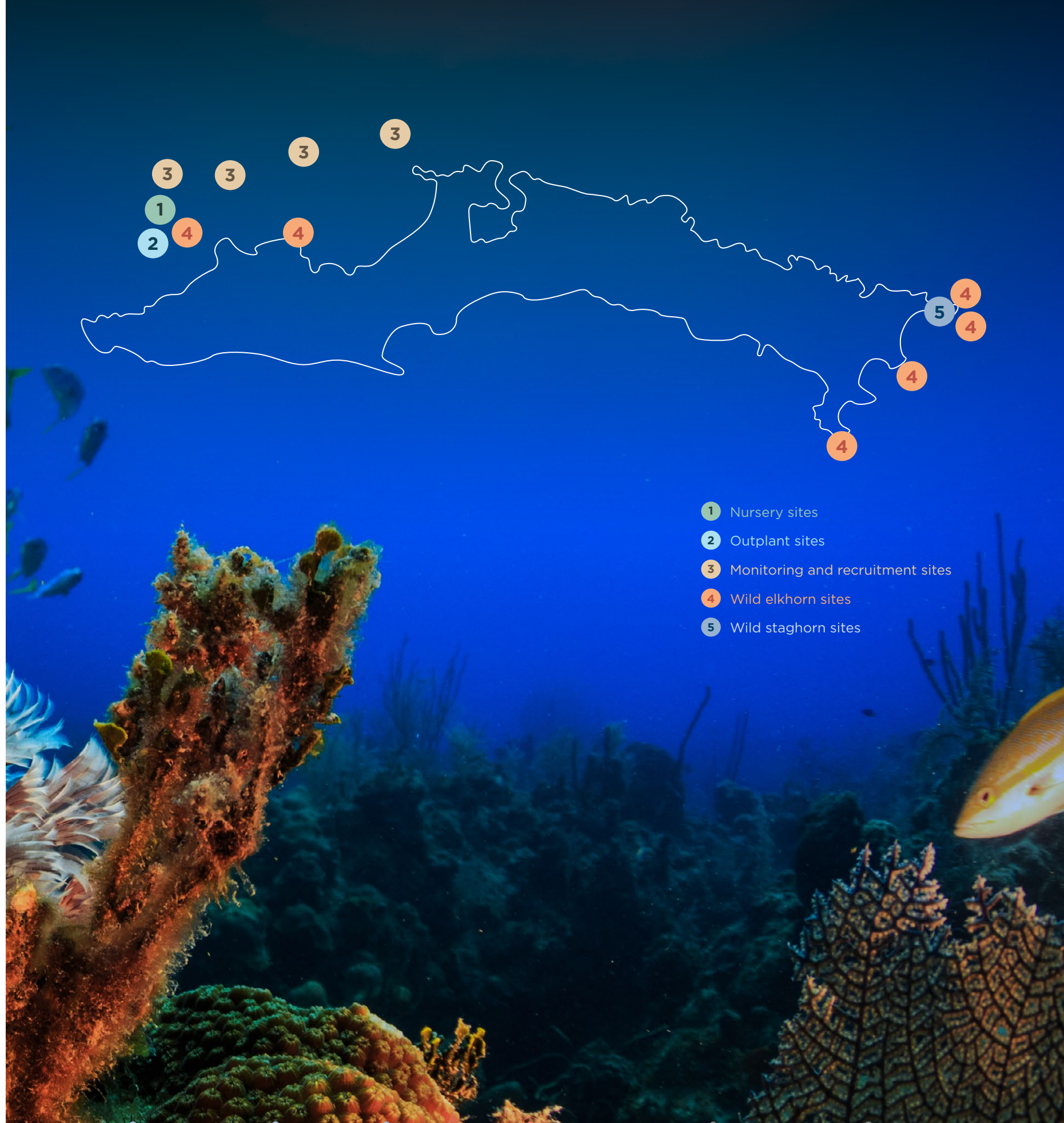


Coral Reef Restoration In The Bahamas

Our private island in the Bahamas, Great Stirrup Cay (GSC), is bordered by a coral reef. This critical marine ecosystem is among the most diverse and productive ecosystems on the planet. After a 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 in 2017, we partnered with the Perry Institute of Marine Science and Nova Southeastern University (NSU) to assess and improve 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.

Today, most of the previously out planted corals doubled in size in the two years since, with some even quadrupling. In 2023, 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.



- 1 Nursery sites
- 2 Outplant sites
- 3 Monitoring and recruitment sites
- 4 Wild elkhorn sites
- 5 Wild staghorn sites

RAISING AWARENESS FOR ENVIRONMENTAL ACTION

Ocean Conservation With Guy Harvey

Our strong partnership with the Guy Harvey Foundation (GHF) and NSU's Guy Harvey Research Institute raises awareness on the importance of ocean conservation. In 2022, we donated over \$50,000 through cash and in-kind donations. Additionally, through our charity module in our casino kiosks, guests are given the option to donate to the Guy Harvey Foundation, and in 2022 nearly \$9,000 was raised and donated to the GHF.

In 2021, we donated \$25,000 to GHF and announced that Dr. Guy Harvey would create a custom masterpiece that will wrap the Lighthouse on Great Stirrup Cay. The donation has contributed towards the foundation's scientific research, including a first-of-its-kind shark tracking programs which has revealed discovery insights into the lives of these species. The donation assisted in the development and availability of the GHF Educational Program, which is designed to provide state-standardized curriculum that introduces students K-12 to the beauty of the world's oceans and its delicate ecosystem.

An annual ocean conservation-themed cruise, Cruising for Conservation with Dr. Guy Harvey, is hosted aboard Norwegian Escape. During these voyages, guests interact with Guy Harvey through curated events and panel discussions led by himself and the leading experts from Nova Southeastern University's Guy Harvey Research Institute. The next annual conservation cruise is planned to take place in the next year.

IN 2022, WE SUPPORTED THE
GUY HARVEY FOUNDATION WITH
OVER \$50,000
IN CASH AND IN-KIND DONATIONS
TOWARDS SCIENTIFIC RESEARCH
AND EDUCATION OUTREACH ABOUT
OCEAN CONSERVATION.

Supporting The Alaska Raptor Center In Sitka, Alaska

The Alaska Raptor Center (ARC), located in Sitka, Alaska, is an avian hospital and rehabilitation center with a mission to promote and enhance wild populations of raptors and other bird species through rehabilitation, education and research. During 2022, ARC admitted and treated over 150 birds of 43 different species even during the challenges of an ongoing Avian Influenza outbreak. Over 83,000 visitors during the 2022 cruise season visited the facilities to understand and learn up-close of ARC's rescue and rehabilitation efforts. Since our partnership began in 2017, we have supported ARC in over \$60,000 in cash donations for a wide variety of projects focused on improving the facility's sustainability and the guest experience.

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. In 2022, we supported ARC in installing occupancy sensors and switching to improve ARC's energy efficiency. The project will help ARC operate more efficiently by reducing its overall energy consumption and operating costs, so ARC can focus more resources toward their avian rescue efforts.



Public Campaign To Reduce Plastic Pollution

In 2022, we entered in a partnership with Take 3 for the Sea in Australia to actively encourage team members, guests and other stakeholders to stop plastic pollution reaching waterways. Take 3 for the Sea is a not-for-profit organization that advocates for everyone to 'take 3' pieces of rubbish with them each time they visit a beach, park or bushland area as part of its plan to remove 50 million pieces of rubbish from waterways by 2025.

Through this long-term partnership, a range of engaging activities will be curated to encourage awareness of the movement amongst the travel community, while empowering stakeholders at an individual level to recognize the important role they can play. Initiatives will include educational and training sessions as well as dedicated clean-up experiences for staff, travel partners and guests.

In 2022, participants in NCL's annual Walk for Wellness initiative — an initiative supporting the physical and mental wellbeing of its Australian and New Zealand team members and travel partners — were able to join the Take 3 for the Sea movement. During week-long Clean Up Challenge, participants were encouraged to collect at least 3 pieces of rubbish during the walks, recognizing the fact that our own sense of wellbeing is intrinsically linked to the wellbeing of our environment. To learn more about how we are reducing plastic use on our ships and islands, please visit [page 31](#).



NEW PARTNERSHIP WITH TAKE 3 FOR THE SEA SUPPORTS THEIR MISSION TO REMOVE 50 MILLION PIECES OF RUBBISH FROM WATERWAYS BY 2025



SANTA CATARINA, BRAZIL

-27° 33' 3.59" S, -48° 28' 26.39" W



OFFSETTING EMISSIONS THROUGH RENEWABLE ENERGY PROJECTS

In 2021, we committed to purchasing verified carbon credits to offset three million metric tons of carbon dioxide equivalent (MTCO_{2e}) over a three-year period beginning 2021. To date, 1,600,000 carbon offsets have been purchased contributing to 14 projects globally. The offsets not only support our decarbonization journey but invest in cleaner energy sources and local job creation in these communities.

Waste Energy Recovery Project in South Korea

To date, we have purchased 750,000 carbon offsets to support the Hyundai Waste Energy Recovery Co-generation Project (Phase II), which is a 400 MW cogeneration plant at Dangjin Hyundai Steel Mill. The project utilizes surplus waste gases produced by Dangjin Hyundai Steel Mill to generate electricity. The waste gases created by Dangjin Hyundai Steel Mill are reused by the steel mill and the rest are consumed by the proposed project. Through this project, electricity will be sent to the power grid, and steam will also be produced and sent to the Hyundai steel mill. Read more about the project [here](#).

Hydropower Projects in Brazil

The project activity involves the construction and operation of a hydro power-plant implemented with a single reservoir called Barra Grande Hydro Power Plant. It achieves GHG emission reduction by replacing the carbon intensive electricity from the national grid with renewable electricity generated by the hydropower plant. The installation provides the generation of enough electricity to supply 30% of the energy demand of the state of Santa Catarina or 20% of the total energy consumed in the state of Rio Grande do Sul. To date, nearly 275,000 carbon offsets have been purchased contributing to the development of this project. Read more about the project [here](#).

Hydroelectric Power Plants in Turkey

One of the projects that our commitment is contributing to is the Ceyhan Hydropower Project, which are run-of-river hydroelectrical power plants with a total installed capacity of approximately 62 MW. The project is located on Ceyhan River, in the city of Osmaniye, in South Anatolian Region, Turkey. The project will produce positive environmental, social and economic benefits by replacing electricity generated by fossil fuels, contributing to the economic development, increasing the income and local standard of living by providing job opportunities for the local people, and reducing blackouts in the surrounding communities. Read more about the project [here](#).



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.

AT A GLANCE

Tied ESG to compensation

adding ESG as a component of our 2022 and 2023 short-term incentive program

6.6 years

of average board tenure

37.5%

female on our Board

12.5%

under-represented minorities on our Board

100%

Code of Ethical Business Conduct certification annually


Anytime, Real-Time


incident response management at our Security Operations Center

OPERATING WITH INTEGRITY AND ACCOUNTABILITY

WE ASPIRE TO

 Practice Good Governance

 Get Results the Right Way

 Respect Human Rights

 Protect Personal Data and Respect Privacy

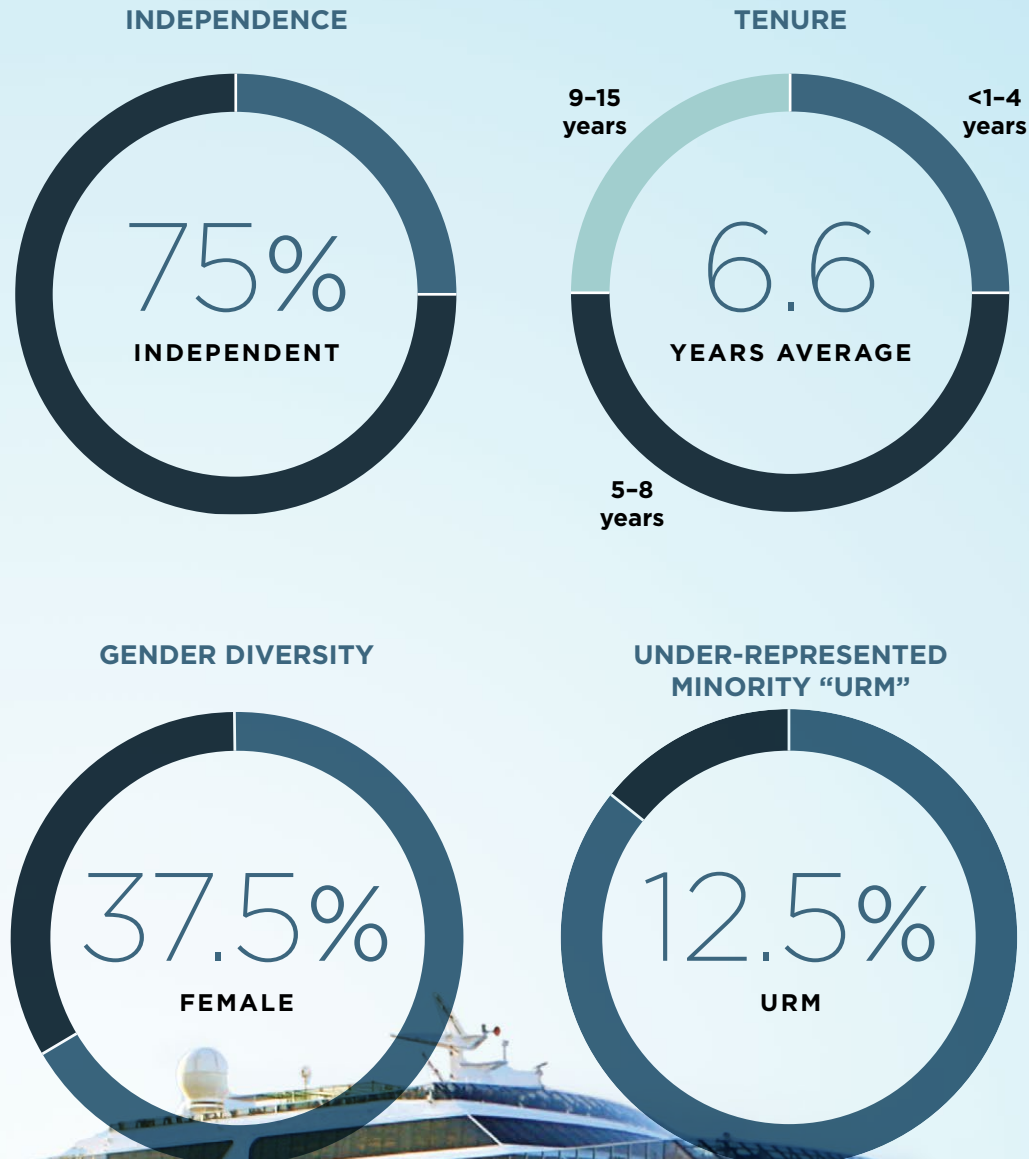
BOARD OF DIRECTORS

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 8 directors, 6 of whom are independent, and 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, in which 50% of director seats are held by women and/or under-represented minorities. The Board is currently 37.5% female and 12.5% under-represented minorities, with two female directors serving in Board leadership positions. 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](#).



MEET NEW BOARD OF DIRECTORS MEMBER, ZILLAH BYNG-THORNE

Ms. Byng-Thorne brings extensive technology sector experience, spanning online gaming, digital media and e-commerce to the Board. She is the former Chief Executive of Future plc, a global platform for specialist media, a position she assumed in 2014.

She has a focus on driving operational excellence and is a proven people manager, identifying and developing talent at the senior level.

Ms. Byng-Thorne serves as a member of the Company's Audit Committee and Compensation Committee.



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 at the end of 2022 and 4 out of 8 directors appointed since January 2017
- Majority voting for directors
- Annual Board, committee and individual Board member 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 [2023 Proxy Statement](#) for additional background on our Board's governance structures.



RISK OVERSIGHT AND MANAGEMENT

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.

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, Ethics Investigations, Shipboard Audits and other risk updates.

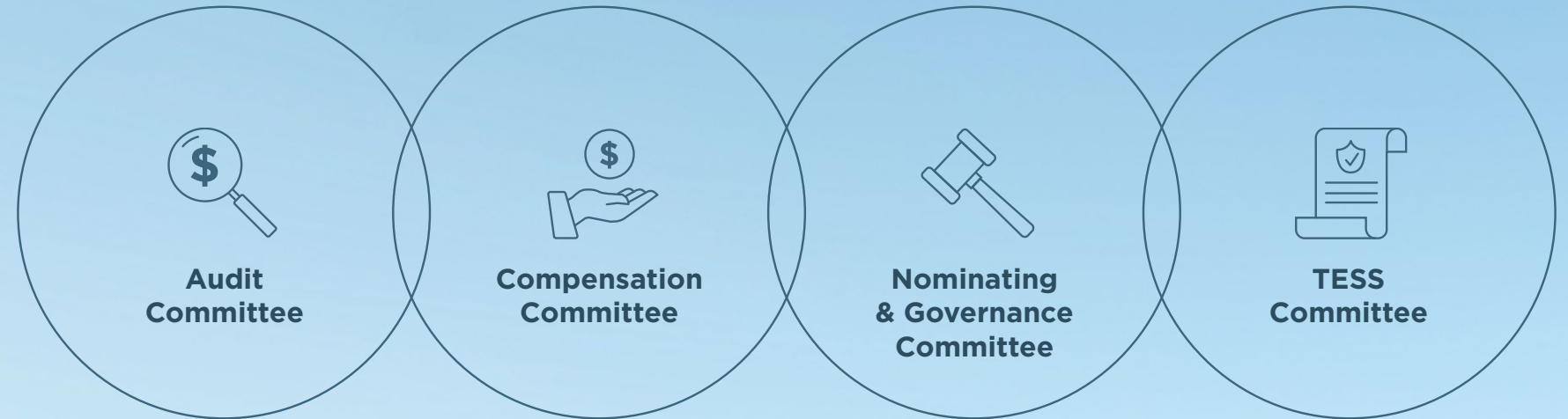
The Company also has a dedicated ERM Steering Committee consisting of Executive Vice Presidents representing all departments within the organization, which meets quarterly or more frequently as needed to evaluate areas of risk.

IA works closely with the ESG team to identify ESG-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 risk

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



Primary Risk Oversight

- Accounting and financial controls
- Legal, regulatory, ethics and compliance
- Major financial, operational and other exposures
- Risk management process
- Employee and non-executive director compensation plans, policies and practices
- Compliance with share ownership policy and "clawback" policy
- Board effectiveness, composition and structure
- Corporate governance matters
- Shareholder concerns
- Succession planning
- Political spending and lobbying
- 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

- Communicate all significant risks and mitigation strategies to Board and committees
- Design risk identification and management framework, including enterprise risk management program
- Identify and manage all significant risks
- Provide independent review of design and effectiveness of internal controls through Internal Audit function

ETHICS AND COMPLIANCE

DEFINING & PROMOTING ETHICAL CONDUCT

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 and discrimination 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.

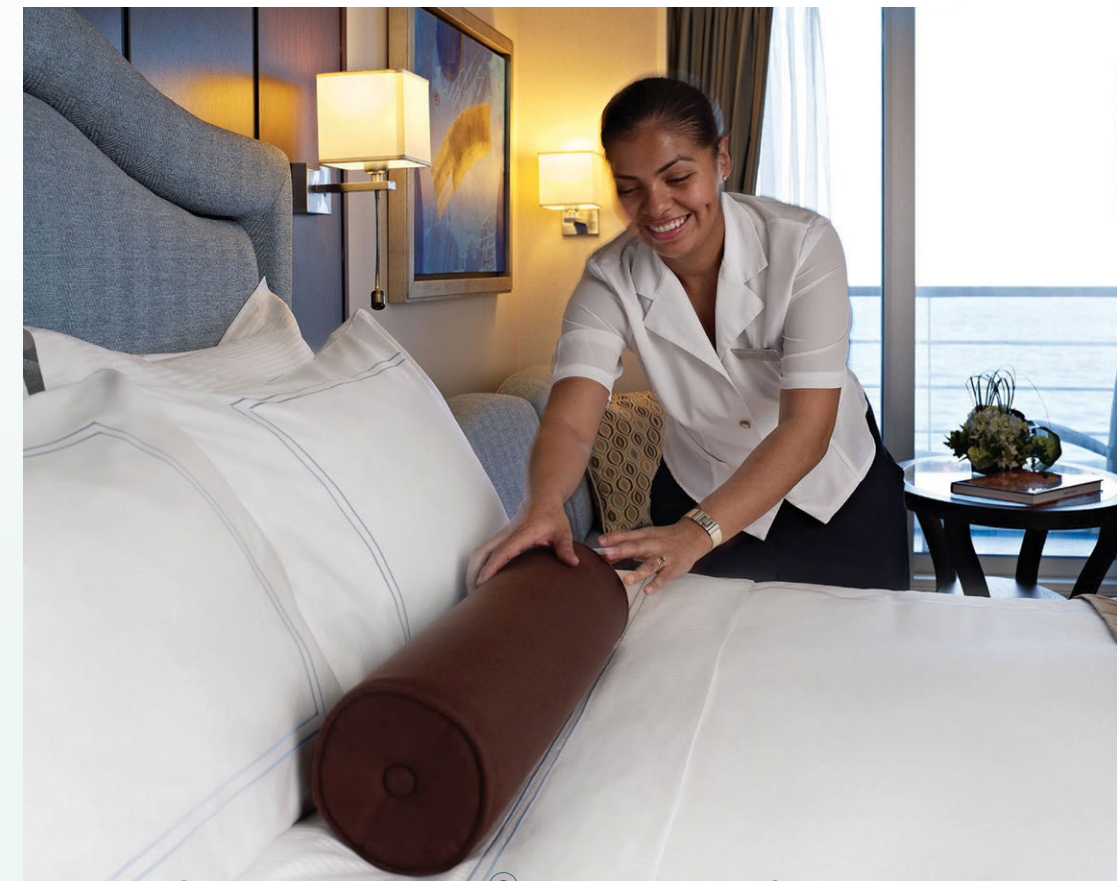
Whistleblowers

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 access and download our [Modern Slavery Statement](#).



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.



APPENDIX

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 34-39 and 42](#)
- 5 Gender Equality**
[Pages 47-50 and 66](#)
- 6 Clean Water and Sanitation**
[Pages 24-25](#)
- 7 Affordable and Clean Energy**
[Pages 16-21](#)
- 8 Decent Work and Economic Growth**
[Pages 40-46 and 57](#)
- 11 Sustainable Cities and Communities**
[Pages 51-64](#)
- 12 Responsible Consumption and Production**
[Pages 27-33](#)
- 13 Climate Action**
[Pages 13-21](#)
- 14 Life Below Water**
[Pages 23 and 61-62](#)
- 15 Life on Land**
[Pages 60 and 62](#)



SASB DISCLOSURE MATRIX

Norwegian Cruise Line Holdings Ltd. is committed to managing and reporting material ESG information for our investors and other key stakeholders. The table below references SASB's Cruise Line Standard, Version 2018-10. We are active participants in developing, evolving and providing feedback to standard setters, such as through our membership on the Technical Reference Group of International Sustainability Standards Board (ISSB).

SASB Code	Accounting Metric	2022 Disclosure	Reference
TR-CL-110a.1	Gross global Scope 1 emissions — Metric Tonnes Carbon Dioxide Equivalent (MTCO ₂ e)	2,804,367	Pages 13-21 ; Pages 76-81
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>Our long-term commitment is to pursue net zero greenhouse gas emissions by 2050. This ambitious goal applies to our ship operations and importantly, covers all three emission scopes which include our supply chain, well-to-wake fuel emissions, business travel and more.</p> <p>We also have short- and near-term GHG intensity reduction targets to guide us on our pathway to net zero. We are targeting to reduce GHG intensity by 10% by 2026 and 25% by 2030, compared to a 2019 baseline with intensity measured on a per Capacity Day basis. The targets cover the Company's emissions from its fleet of ships, islands and facilities (Scopes 1 & 2) as well as upstream fuel- and energy-related activities, including well-to-tank emissions (portion of Scope 3). As such, the targets will capture the full well-to-wake emissions impact of the Company's fuel consumption.</p> <p>Our climate action strategy is focused on three pillars: efficiency, innovation and collaboration. We are improving the efficiency across our fleet, innovating for long-term solutions including those that support the ability to operate on green fuels, and collaborating with our wide network of stakeholders along the way.</p>	Pages 13-21 ; Pages 76-81
TR-CL-110a.3	(1) Total energy consumed — Gigajoules (GJ) (2) Percentage heavy fuel oil (3) Percentage onshore power supply (OPS) (4) Percentage renewable	(1) 36,488,713 (2) 99.65% (3) 0.02% (4) 0%	Pages 13-21 ; Pages 76-81
TR-CL-110a.4	Average Energy Efficiency Design Index (EEDI) for new ships	<p>Only four ships across our fleet have attained an EEDI rating. Encore: 9.301 Splendor: 13.4 Prima: 8.60 Vista: 11.4</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>	Pages 16-18
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.	Page 23

SASB Code	Accounting Metric	2022 Disclosure	Reference
TR-CL-160a.1	Total amount of ship waste discharged to the environment, percentage treated prior to discharge	5,260,734 m ³ -80% of wastewater discharged is treated.	Page 25
TR-CL-160a.2	Percentage of fleet implementing (1) ballast water exchange and (2) ballast water treatment	100% of our fleet has D2 compliant ballast water treatment systems.	Page 24
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.	
TR-CL-160a.4	Number of notices of violations received for dumping	5 notices were issued in 2022. 2 notices were for the same incident, and 1 of the notices did not result in a warning or fine due to a small amount of fuel dripping into the water.	Page 25
TR-CL-250a.1	Number of alleged crime incidents involving passengers or employees	14 ¹	Page 39
TR-CL-250a.2	Fleet average CDC Vessel Sanitation Program inspection score, percentage of inspections failed	97.75, 0% failed	Page 37
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%.	Page 37 ; CDC Vessel Sanitation Program
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 2023 Proxy Statement, the median employee was a full-time employee located on one of our ships with an annual total compensation of \$24,484 for 2022, calculated in accordance with the requirements of Item 402(u) of Regulation S-K, which includes fixed cash pay, overtime pay, gratuities and shipboard pension. 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.	Pages 42-44 ; 2023 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.	Pages 42-44
TR-CL-310a.3	Percentage of seafarers paid for overtime	We do not currently disclose this information at this time.	

¹ Represents alleged crimes reported pursuant to the U.S. Cruise Vessel Security and Safety Act of 2010.

SASB Code	Accounting Metric	2022 Disclosure	Reference
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	48	
TR-CL-540a.2	Number of port state control (1) deficiencies and (2) detentions	(1) 91 (2) 0	
TR-CL-540a.3	Number of marine casualties, percentage classified as very serious	146, 0% classified as very serious	
TR-CL-000.A	Available lower berth kilometers (ALB-KM)	9,681,445,176	
TR-CL-000.B	Average passenger cruise days (APCD)	12,791,773	2022 Form 10-K
TR-CL-000.C	Number of shipboard employees	33,800	2022 Form 10-K
TR-CL-000.D	Cruise passengers	1,663,275	2022 Form 10-K
TR-CL-000.E	Number of vessel port calls	8,455	

TCFD REPORT

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 approximately 700 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 President & CEO 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 consists of Executive Vice Presidents representing all departments within the organization, which meets quarterly or more frequently as needed.

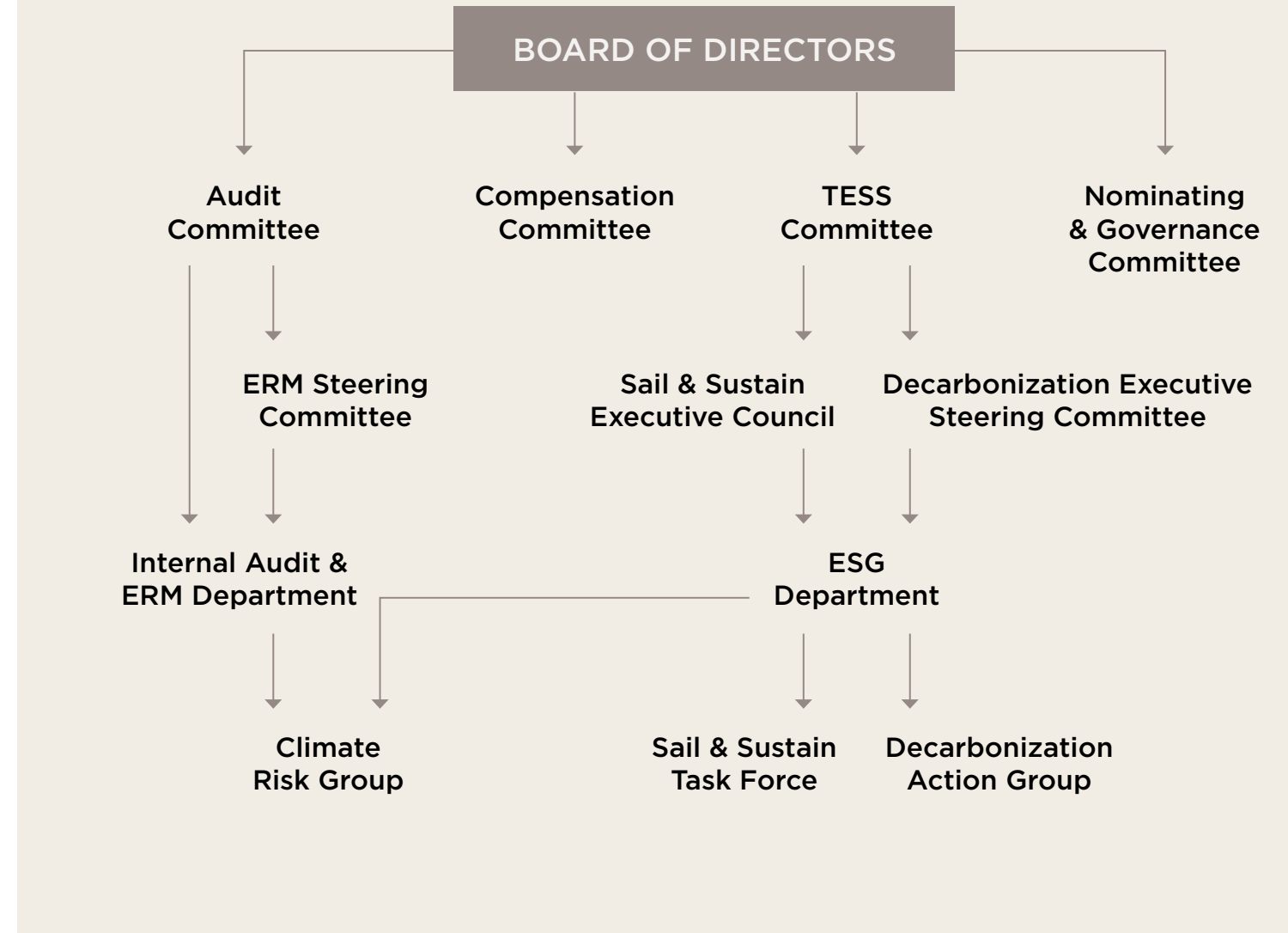
The full Board, along with the TESS Committee and the Audit Committee, monitors management’s actions related to these risks and assesses whether the actions needed to mitigate these risks are appropriately considered in the Company’s strategies, risk management policies, business plans and annual budgets.

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 President & CEO 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.

CLIMATE GOVERNANCE



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 for ESG-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.

To learn more about our climate action strategy, please visit [page 13](#).

TRANSITION RISKS

PHYSICAL RISKS

- 
1. Cost of carbon
- 
7. Customer demand for responsible environmental practices & services
- 
2. Mandates & regulations related to emissions
- 
8. Cost of carbon credits
- 
3. Cost of the energy transition
- 
9. Litigation risk associated with ability to mitigate & accurately report climate impacts & risks
- 
4. Ability to attract capital due to lagging climate goals
- 
10. Climate-related reporting requirements
- 
5. Availability and/or cost of raw & synthetic materials
- 
11. Higher cost of equity & debt
- 
6. Climate-related brand value
- 
12. Ability to attract & retain employees

- 
1. Sea level rise & coastal flooding
- 
5. Grid reliability
- 
2. Wind & storm damage
- 
6. Drought & wildfire
- 
3. Power outages from increasing frequency & severity of storms
- 
7. Temperature rise
- 
4. Flooding from extreme weather events
- 
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.

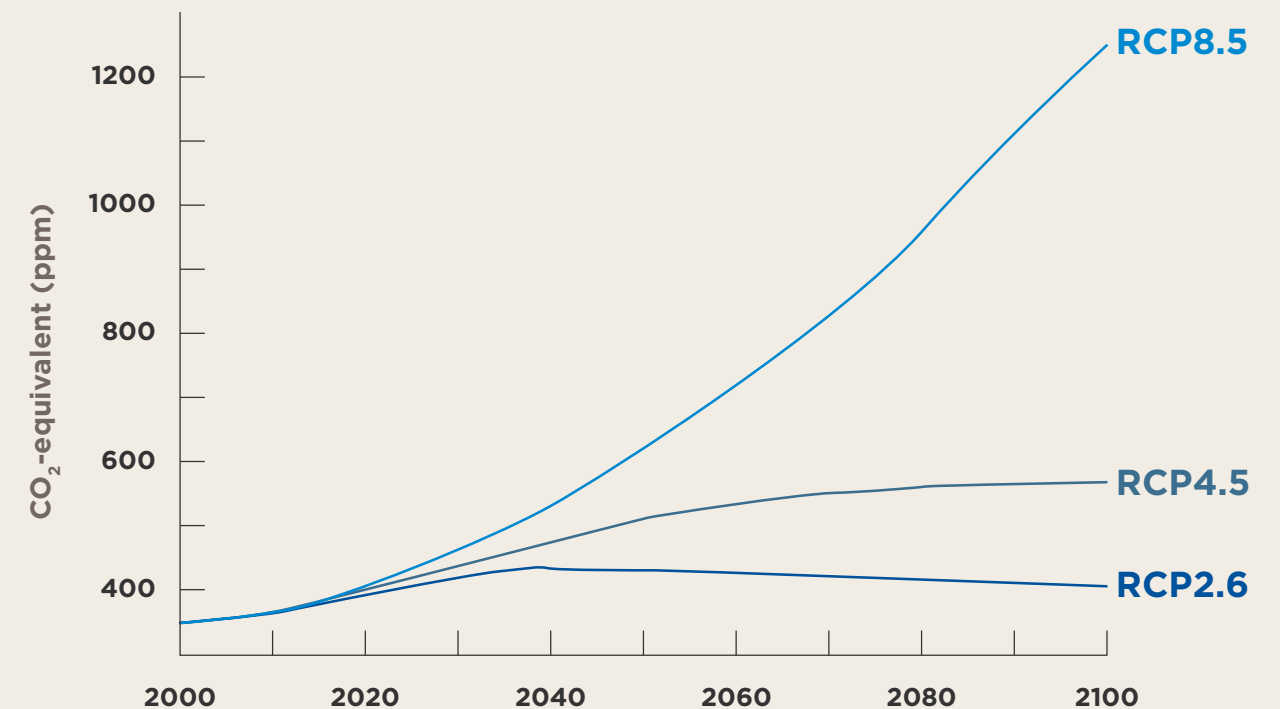
The Network for Greening the Financial System (“NGFS”) scenarios, developed by central financial institutions from eight major economies were used to understand the scope of impact which a cost of carbon could impose on the Company. NGFS provides six different future world scenarios (Below 2°C, Net Zero 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:

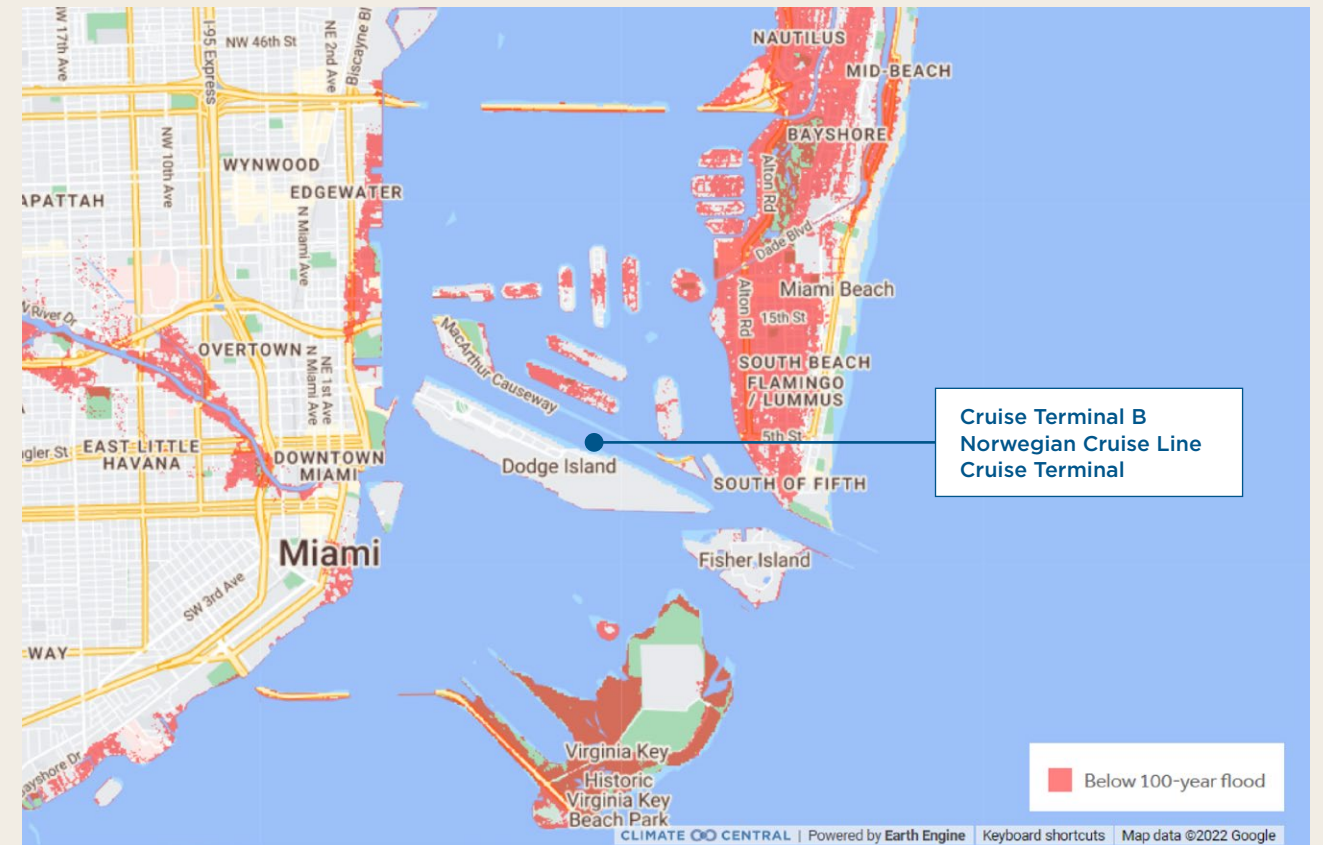
- **Sea Level Rise:** The Company used NASA’s Sea Level Rises projections from the Sixth Assessment Report (“AR6”) from the Intergovernmental Panel on Climate Change (“IPCC”). The data provides global and regional sea level projections from 2020 to 2150.
- **Storm Surge Inundation:** Inundation refers 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.

METRICS AND TARGETS

GHG Emissions (MTCO ₂ e)	2019	2020	2021	2022
Scope 1¹	2,688,887	1,441,577	1,431,904	2,804,367
Scope 2 (Market-Based)²	5,021	4,412	4,092	4,685
Scope 2 (Location-Based)²	5,086	4,361	4,040	4,612
Scope 3³	1,906,842	945,687	849,894	2,260,871
Purchased Goods & Services ⁴	778,605	263,445	255,268	1,031,937
Capital Goods ⁴	400,773	231,749	177,552	406,151
Fuel- & Energy-Related Activities ⁵	548,731	303,826	297,373	578,217
Upstream Transportation and Distribution ⁴	65,563	40,140	35,811	86,392
Waste Generated in Operations ⁶	46,347	45,541	39,040	55,508
Business Travel ⁷	62,358	59,698	42,966	96,265
Employee Commuting ⁸	4,465	1,287	1,883	6,401

¹ The emission calculations for Scope 1 involves the use of primary consumption data of fuel across our fleet and islands and primary data of refrigerant leaks. Our vessels consume fuels such as Heavy Fuel Oil (HFO), Marine Gas Oil (MGO), as well as blends with Biodiesel Hydrotreated Vegetable Oil (HVO) and Biodiesel Fatty Acid Methyl Esters (FAME). Our private island destinations, Great Stirrup Cay in the Bahamas and Harvest Caye in Belize, consume fuels such as gasoline, diesel and butane through mobile sources like small vessels and stationary sources such as generators.

Fugitive emissions from refrigeration and air conditioning result from leakage and service during the equipment's operational life and disposal at the end of the equipment's useful life. The leakage of refrigerant gas is small but a significant source of GHG emissions due to the high global warming potential (GWP) associated with these GHGs.

All the primary data listed above is internally tracked, collected on an ongoing basis, and summarized at the end of the reporting year in the Company's internal platform, which uses the most updated and corresponding emission factors to calculate the emissions. The Company uses the IPCC Fifth Assessment when it comes to applying global warming potential values. See the table below for the current source of emission factors.

Scope 1	References
Heavy Fuel Oil (HFO)	IMO MEPC 63/23 Annex 8 - Resolution MEPC.212(63), 2012
Marine Gas Oil (MGO)	
Biodiesel Fatty Acid Methyl Esters (FAME)	2022 Greenhouse Gas Reporting: Conversion Factors 2022 (DEFRA) provided by gov.uk
Biodiesel Hydrotreated Vegetable Oil (HVO)	
Gasoline	U.S. EPA Center for Climate Leadership. Emission Factors for Greenhouse Gas Inventories. Last Modified 1 April 2022
Diesel	
Butane	
Refrigerants	GWP, IPCC AR5 (100-year period)

² Scope 2 encompasses electricity consumption for facilities we own or have operational control with leases exceeding a square footage or historical energy consumption threshold. For the 2022 reporting year, 21 facilities (16 offices, 1 terminal and 4 ports in which shore power electricity was consumed) were included in Scope 2. If a facility did not meet these thresholds, emissions are included as part of Scope 3: Purchased Goods and Services category. Primary data on energy consumption (kWh) through utility bills were collected. If primary data was not available, secondary data such as square footage and utility bill costs were used to estimate energy consumption. Reported emissions for 2019-2021 were recalculated for improved accuracy due to improvements in our ability to capture primary data.

Scope 2	References
Australia	National Greenhouse and Energy Reporting (Measurement) Determination 2008 (compiled 1 July 2022). Sourced from the Federal Register of Legislation at October 2022 and ongoing, published February 2023; Climate Active Calculator
United Kingdom	2022 Greenhouse Gas Reporting: Conversion Factors 2022 (DEFRA) provided by gov.uk; 2021 Association of Issuing Bodies - European Residual Mixes
Germany	International Energy Agency - Emission Factors 2022; 2021 Association of Issuing Bodies. European Residual Mixes
Belize	2022 Greenhouse Gas Reporting: Conversion Factors 2022 (DEFRA) provided by gov.uk
United States	eGrid Electricity Year 2021; 2022 Green-e Residual Mix Emissions Rates (2020 Data)

Scope 3	References
Category 1: Purchased Goods and Services	U.S. EPA: Supply Chain Emission Factors for US Industries Commodities
Category 2: Capital Goods and Services	
Category 4: Upstream Transportation and Distribution	
Category 3: Fuel- and Energy-Related Activities	IMO MEPC 63/23 Annex 8 - Resolution MEPC.212(63), 2012; IPCC 2006; 2022 Greenhouse Gas Reporting: Conversion Factors 2022 (DEFRA) provided by gov.uk
Category 5: Waste Generated in Operations	U.S. EPA Emission Factors for Greenhouse Gas Inventories (Last Modified: 01 April 2021); U.S. EPA Documentation for Greenhouse Gas Emission and Energy Factors Used in the Waste Reduction Model (Exhibit 1-23)
Category 6: Business Travel	U.S. EPA: Supply Chain Emission Factors for US Industries Commodities; U.S. EPA Center for Climate Leadership. Emission Factors for Greenhouse Gas Inventories. Last Modified 1 April 2022
Category 7: Employee Commuting	2022 Greenhouse Gas Reporting: Conversion Factors 2022 (DEFRA) provided by gov.uk

⁴ Total expenses for the fiscal year are mapped to the corresponding industry and commodity codes in the North American Industry Classification System (NAICS). Emissions for each code are estimated using the United States Environmentally-Extended Input-Output (USEEIO) model. To prevent double counting, expenses related to activities within Scope 1, Scope 2 and other Scope 3 categories such as waste were excluded. Emissions generated from the upstream procurement of goods and services, both direct and indirect are categorized as purchased goods and services. For capital goods, expenses for projects for which the Company capitalized goods and services on its financial statements is included. For upstream transportation and distribution, expenses related to logistics services for inventory to be consumed onboard our vessels and other miscellaneous logistics-related costs worldwide are included. Reported emissions for 2021 were recalculated for improved accuracy due to improvements in our ability to capture primary data.

⁵ The data used to calculate Scope 1 and 2 emissions are leveraged to estimate the emissions associated with Fuel- and Energy-Related Activities.

⁶ Data related to waste volumes by type and disposal method is collected on each ship. The emissions by waste stream per office are considered de minimis and are excluded from this scope. Reported emissions from 2021 were estimated using supplier spend data and emission factors from the U.S. EPA Supply Chain Emission Factors dataset. Emissions from 2019-2022 have been calculated and estimated leveraging primary data from waste volumes by type and disposal method.

⁷ This category encompasses estimated emissions associated with travel for business activities for both shoreside and shipboard team members, whether domestic or international. Primary data is leveraged to the extent possible; this data includes distance traveled for air travel, type of vehicle for land transportation, number of hotel nights and country of stay for hotels. In cases where primary data is not available, costs associated with the travel are used, utilizing a spend-based approach. Historical emissions have been updated to reflect improved data availability and quality. In previous years, reported emissions were calculated using a spend-based approach. In 2022, the availability and quality of data was improved significantly, reflecting a more accurate representation of business travel emissions from 2019 to 2022. The Company is updating its internal systems to expand its capture of primary data to improve its calculations in the future.

⁸ This category pertains to emissions associated with transportation to and from work, including personal vehicles, public transportation and other modes of transport. From 2019-2021, the "Average-data method" was used to estimate the distance traveled and the mode of transportation used, relying on average secondary activity data. For 2022, the Company conducted an employee commuting survey to improve the accuracy and insights into the commuting patterns of our shoreside employees. Using the information from this survey, the "Distance-based method" was used to estimate the associated GHG emissions. Please note that employee commuting emissions are estimated for shoreside team members only, as shipboard team members do not commute on a regular basis. Emissions associated with all travel including flights, hotels and car rentals of shipboard team members are included in the Scope 3: Business Travel category.

To learn more about the Company's climate action targets and strategy, please see [page 13](#).

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 2022 Climate Change
Governance	Degree of board oversight	Describe the board's oversight of climate-related risks and opportunities.	C1.1a, C1.1b
	Management role	Describe management's role in assessing and managing climate-related risks and opportunities.	C1.2, C1.2a, C1.3, C1.3a
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
	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, C3.2a, C3.2b
Risk Management	Climate risk identification process	Describe the Company's processes for identifying and assessing climate-related risks.	C3.2, C3.2a, C3.2b
	Climate risk management process	Describe the Company's processes for managing climate-related risks.	C2.1, C2.2a
	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.	C4.1, C4.1a, C4.2, 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
	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, C4.2, 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 through 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), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs) and sulphur hexafluoride (SF₆).

H

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.

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.

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.

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.

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 & 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 Sea. 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 expectations regarding the impacts of the COVID-19 pandemic, Russia’s invasion of Ukraine and general macroeconomic conditions, 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 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: adverse general economic factors, 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; the spread of epidemics, pandemics and viral outbreaks, including the COVID-19 pandemic, and their effect on the ability or desire of people to travel (including on cruises), which may 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; 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, disruptions 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, or customer perceptions of the security of travel, such as terrorist acts, armed conflict, such as Russia’s invasion of Ukraine, and threats thereof, acts of piracy, and other international events; adverse incidents involving cruise ships; 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; 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; any further impairment of our trademarks, trade names or goodwill; 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, Russia’s invasion of Ukraine and the impact of general macroeconomic conditions. 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.





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