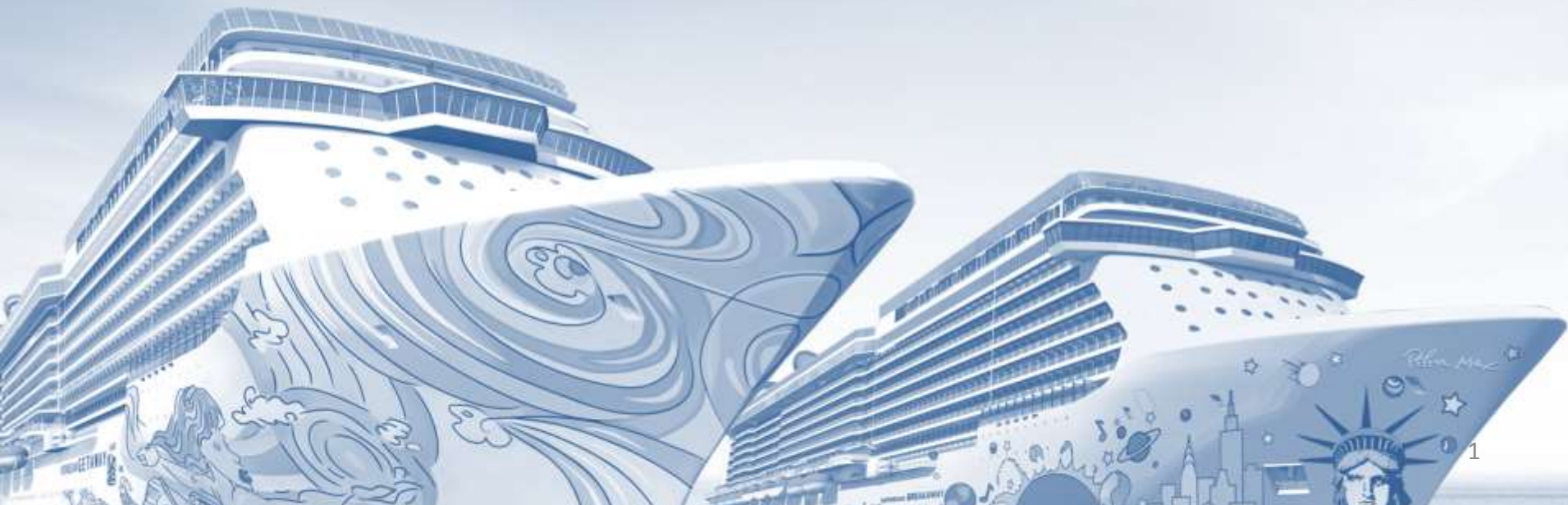


# DESTINATION AND PORT OPERATIONS

COLIN MURPHY



# NORWEGIAN CRUISE LINE HOLDINGS BY THE NUMBERS

- Approximate Passengers Carried 2,000,000+  
in 2015 449
- Destinations to be Visited in 2015 546

# FLEET OVERVIEW

- Combined fleet of 21 vessels with over 40,000 berths
- Modern vessels with focus on:
  - Entertainment
  - Dining
  - Comfort

# FLEET EXPANSION

- On Order:
  - Norwegian Escape, October 2015
  - Norwegian Ships, Summer 2017, Summer 2018, and Fall 2019
  - Regent Explorer, Summer 2016



# ITINERARY SELECTION

- Combination of Ports
- Demand for Ports
- The Experience
- Other Contributing Factors
- Financial Sense

## CONTRIBUTING FACTORS

- Location to other ports on the route
- Availability of shore side facilities
- Demand for the individual port
- Positive guest experience
- Guest's assurance of safety and security
- Activities available on tours or on their own

## PORT APPEAL

- Potential guest requests from surveys
- More visible port = More likely to appear in demand
- Quality onboard = Quality ashore
- Service onboard = Service ashore

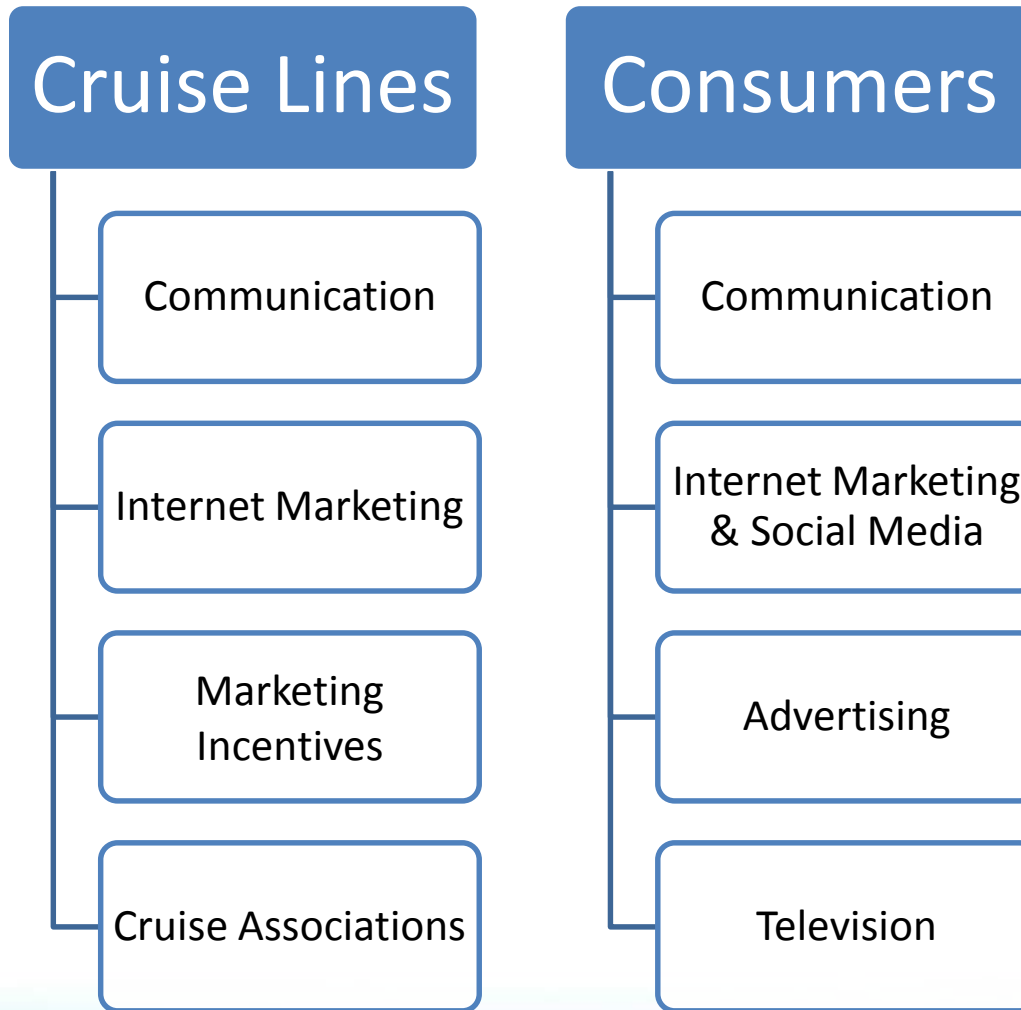
*We treat our guests like family, and we expect the same quality experience for our guests when they are ashore*

# PORT COMMUNICATION

- Open and constant communication with cruise lines
  - Goods
  - Services
  - Unique Experiences



# PORT MARKETING: CRUISE LINES vs CONSUMERS



## WHY DO WE NEED TO DEVELOP PORTS?

- Guest Satisfaction
- Focus on Strategic Destinations
- Competition
- Ship Access

*The quality of our destinations  
should match the quality of our ships*

# WHY DO WE NEED TO DEVELOP PORTS?

- Many ports are owned or controlled by large cruise operators limiting access to many competing cruise lines. We need to secure long term access
- Many port experiences are not optimal, especially in the Caribbean
  - Poor facilities, poor customer service
  - Atmosphere may feel unsafe for guests and crew
  - Same retailers in most locations

# WHY DO WE NEED TO DEVELOP PORTS?

- As a cruise line, we want to ensure destinations achieve qualities:
  - Memorable
  - Safety
  - Unique character and sense of place
  - Designed from ground-up to create great passenger experience
  - That can impact demand

# SENSIBLE INDUSTRY ECONOMICS

- How do we guarantee access for our ships at high quality ports on core itineraries?
  1. Facilitate investment by others committing volume
  2. Invest directly, either alone or with partners
  3. Each project should be profitable & self funding
- If we invest, can we deliver sensible economics?
  1. Ports will operate under government concession - allows cost to be passed through to passengers as GTF's
  2. Sources of port's revenue include:
    - Cruise Fees (GTF's)
    - Lease Revenue - retail, F&B etc. depending on project
    - Other - Shore excursion revenue, misc. fees etc.

# GREAT STIRRUP CAYE UPDATES

- Additional signage
- Marina for easier tender
- Beach upgrades
  - Villas
  - Chairs
- Food & Beverage areas





## HARVEST CAYE

- Eco-friendly island destination in Southern Belize currently under construction
- Provides a destination beach experience or guests may tender to mainland for excursion opportunities
- Slated for completion in late 2015



