



2015 CRUISE INDUSTRY OUTLOOK

**Cruising to New
Horizons and Offering
Travelers More**

February 9, 2015

WELCOME



ADAM M. GOLDSTEIN

**Chairman, Cruise Lines International Association
President + COO, Royal Caribbean Cruises Ltd.**

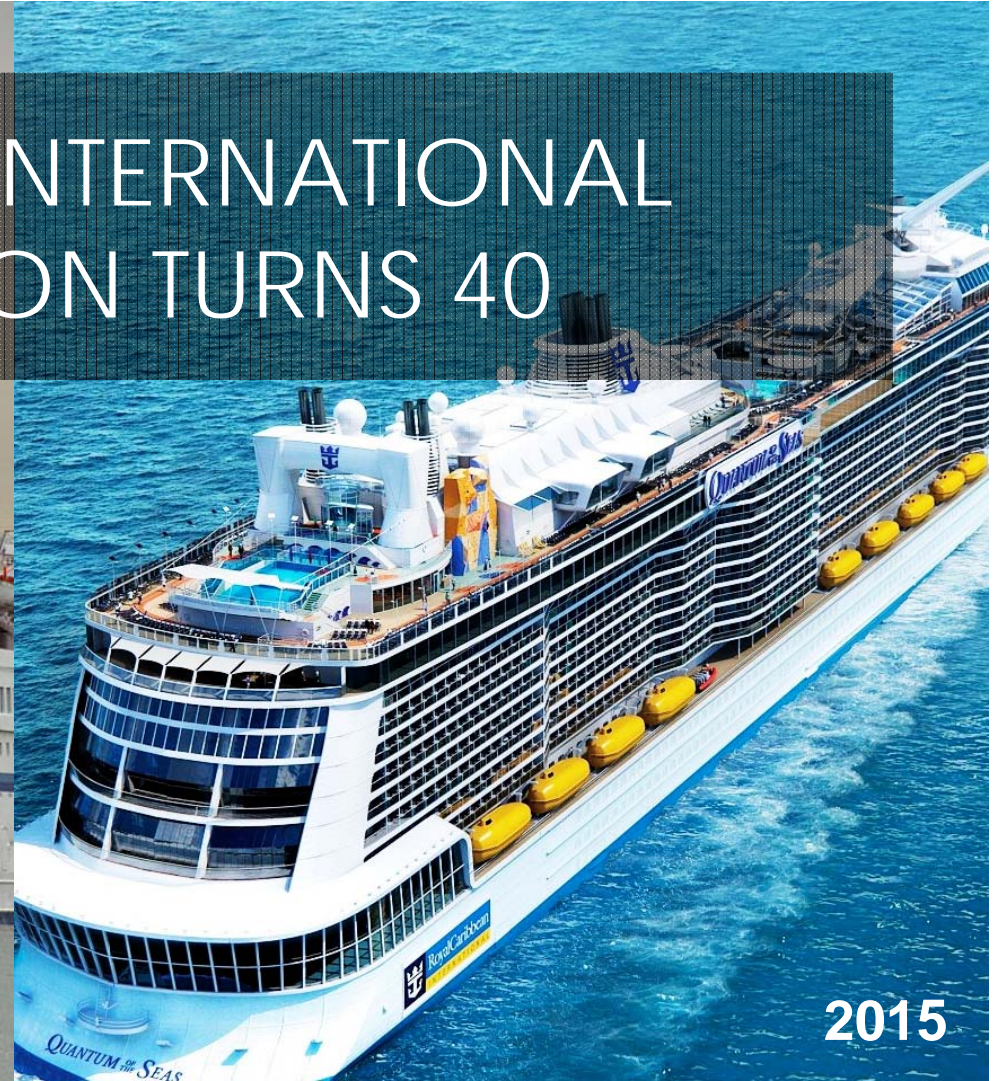


STATE OF THE CRUISE INDUSTRY

CRUISE LINES INTERNATIONAL ASSOCIATION TURNS 40



1975



2015

CLIA GLOBAL OCEAN CRUISE PASSENGERS

2009-2014p (Millions)



2009
17.8M



2010
19.1M



2011
20.5M



2012
20.9M



2013
21.3M



2014p
22.1M



Ocean cruise **RANKED FIRST**
in best overall vacation

89% of cruisers were
HIGHLY SATISFIED
with their cruise vacation



84% would
RECOMMEND CRUISING
to a friend

ONE UNIFIED GLOBAL VOICE





62

Cruise Line Members

50,000

Travel Agents



275

Executive Partners

POLICIES AND PRACTICES

to foster a safe, secure and healthy
cruise ship environment



**Revised Waste
Management Policy**



**Reduced
Air Emissions**



**Advanced Wastewater
Treatment Systems**

ACCOUNTABILITY

Moving forward responsibly with real accountability to passengers and crewmembers.

CREW

PASSENGER

REGULATION

THE FACTS

1 2 3 4

Crew on board cruise ships undergo extensive, continuous training

THE LATEST



Passenger health and safety are important to us. Very important.

[READ MORE →](#)


Leaving the world better than we found it.

[READ MORE →](#)


We hold ourselves to the highest of expectations.

[READ MORE →](#)

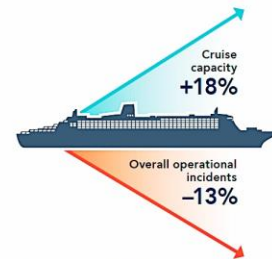
"The cruise industry is a significant contributor to our nation's economy and the economic benefits of cruising go beyond port communities - all 50 states benefit from the cruise industry's direct and indirect spending."

CHRISTINE DUFFY, PRESIDENT & CEO, CLIA

[← Back to Safety](#)

Q. ARE CRUISE SHIPS SAFE?

A. Cruise ships are extremely safe. The cruise industry enjoys a safety record that makes us proud - with an extremely low number of safety-related incidents when compared to other modes of travel. In recent years innovative safety-related technology, processes and training have become even more sophisticated, making cruise ships safer than ever.



source: Report on Operational Incidents 2009 to 2013, © P. Wild International, 2014.

Q. DO CRUISE SHIPS CONDUCT PASSENGER SAFETY DRILLS?

A. Yes - in fact, every single passenger on a ship must take part in a mandatory, comprehensive safety drill or "muster" before a ship sails. The muster involves learning how to locate and wear a life jacket, and where escape routes and assigned lifeboats are located. This drill is required by international law established by the International Maritime Organization (IMO), a branch of the United Nations. The drill must take place before the ship leaves its first port and is also mandatory under CLIA's

WELLBEING

No vacation comes close to cruising as a safe and reliable way to travel. The cruise industry is fully involved in continuous development of best practices when it comes to the safety, security and health of everyone on board a ship - guests and crewmembers alike.

SAFETY

SECURITY

HEALTH

THE FACTS

1 2 3

The U.S. Coast Guard enforces safety, security and environmental regulations for all cruise ships operating out of U.S. ports

CRUISE VACATIONS AMONG SAFEST MODES OF LEISURE TRANSPORTATION



Cruise Ship Capacity **Grew** by 18% from 2009 to 2013



Number of Operational Incidents **Declined** by 13%

A white life preserver with a red rope is resting on a wooden deck. The life preserver is partially visible, showing its curved shape and the red rope that loops around it. The wooden deck has a distinct grain pattern.

2013

CRUISE INDUSTRY ECONOMIC IMPACT

Total Output

Total Full-time Jobs

Total Wages

Global

\$117 billion

891,000

\$38 billion

US

\$44 billion

363,000

\$18 billion

TOTAL U.S. INDUSTRY IMPACT of Cruise Industry Compared to Other Economic Indicators

Growth Rate 2009 vs. 2013





MARIA MILLER

**Senior Vice President, Marketing
Norwegian Cruise Line**



2015 CRUISE INDUSTRY OUTLOOK





People Continue to Set Sail.



Size Doesn't Matter.



Specialty Cruising Continues to Thrive.



Caribbean is Queen.



Oh, the New Places We Will Go.



Travel Agents Are Key Influencers.

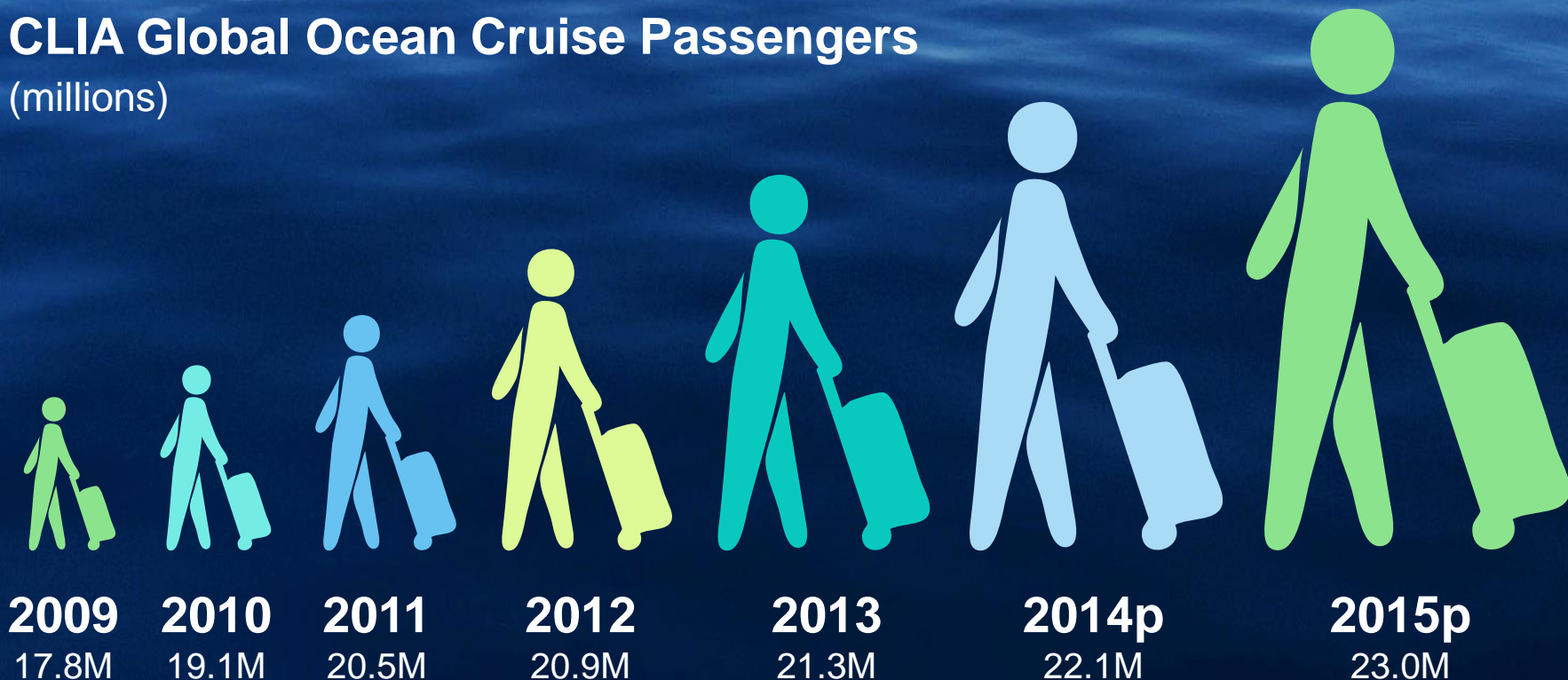


Passengers Are at the Helm.

PEOPLE CONTINUE TO SET SAIL

CLIA Global Ocean Cruise Passengers

(millions)





TODAY'S AVERAGE CRUISER

49 years old

Married

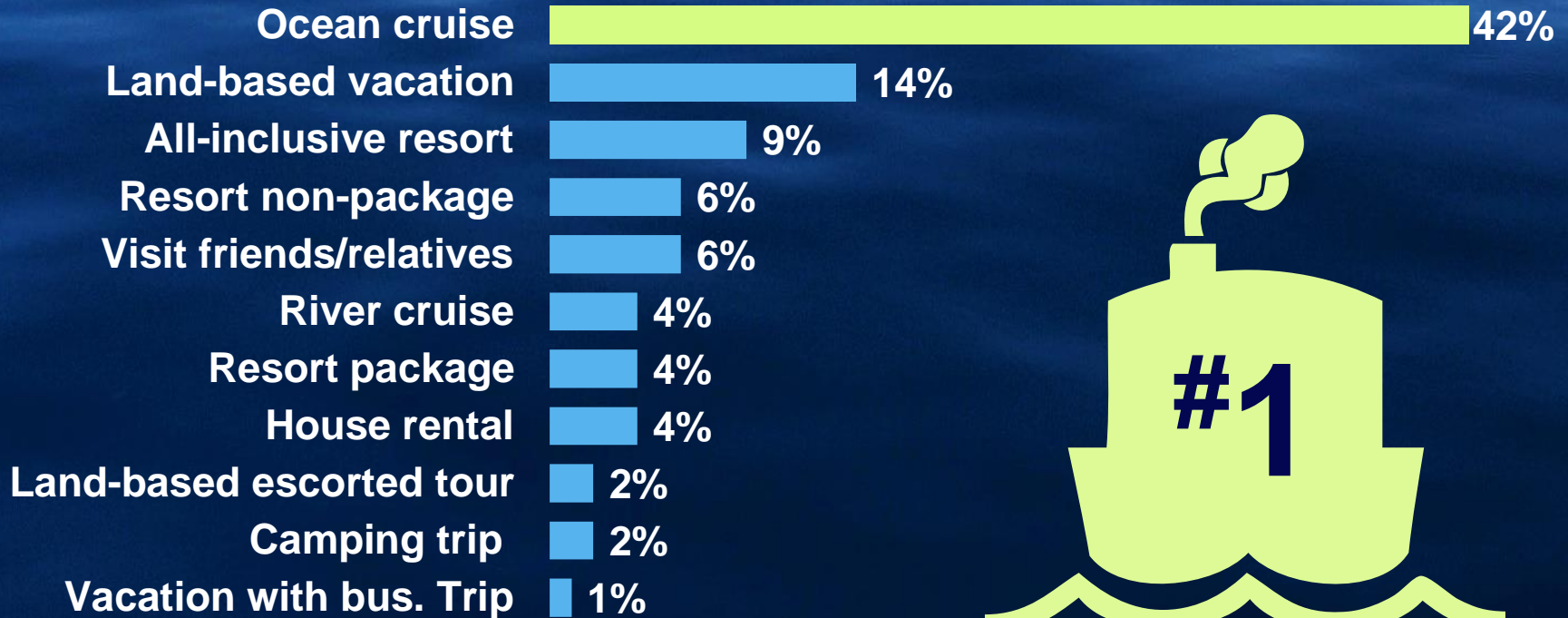
Employed Full-time

College Educated

Income \$114,000

BEST OVERALL VACATION

% of cruisers



TOP TEN BENEFITS OF CRUISES VS OTHER VACATIONS

% of cruisers





68% of the target consumer segment is interested in taking a cruise in the next 3 years



62% of cruisers were repeat customers;
3.8 trips on average



69% of cruise travelers feel a cruise is a better value than a land-based vacation



SIZE DOESN'T MATTER



Norwegian Cruise Line – Norwegian Escape



P&O – Britannia



CroisiEurope – Gil Eanes



CroisiEurope – Loire Princesse



Avalon Waterways – Avalon Myanmar

CLIA MEMBERSHIP NEW BUILD SCHEDULE

2015 – 2020

Year	Ocean	River	Total	Ocean Ship Investment (Billion USD)
2015	6	16	22	\$4.05
2016	9	4	13	\$6.48
2017	6	2	8	\$5.13
2018	8	0	8	\$6.41
2019	3	0	3	\$2.72
2020	1	0	1	\$0.87
Total	33	22	55	\$25.65

SPECIALTY CRUISING CONTINUES TO THRIVE

River

UNIWORLD®
BOUTIQUE RIVER CRUISE COLLECTION®

TAUCK®
RIVER CRUISING



AMAWATERWAYS™

AMERICAN
CRUISE LINES

CroisiEurope
Your dreams are our destination.

Ocean

CRYSTAL®
CRUISES

Regent
SEVEN SEAS CRUISES

SILVERSEA®

SEADREAM
YACHT CLUB®

Paul Gauguin
CRUISES

AZAMARA

HURTIGRUTEN

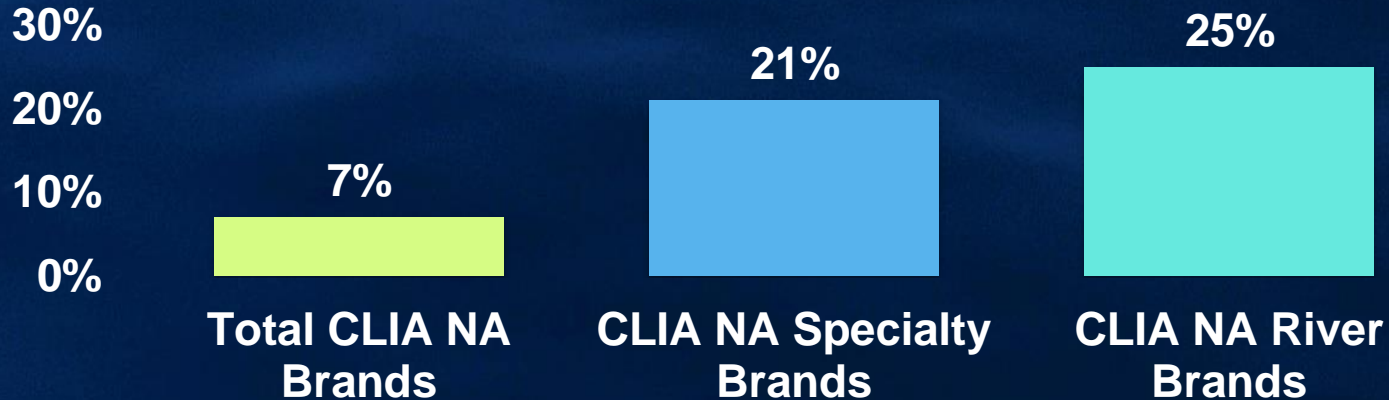
WINDSTAR®
CRUISES

SEABOURN®

PEARL SEAS
Cruises™

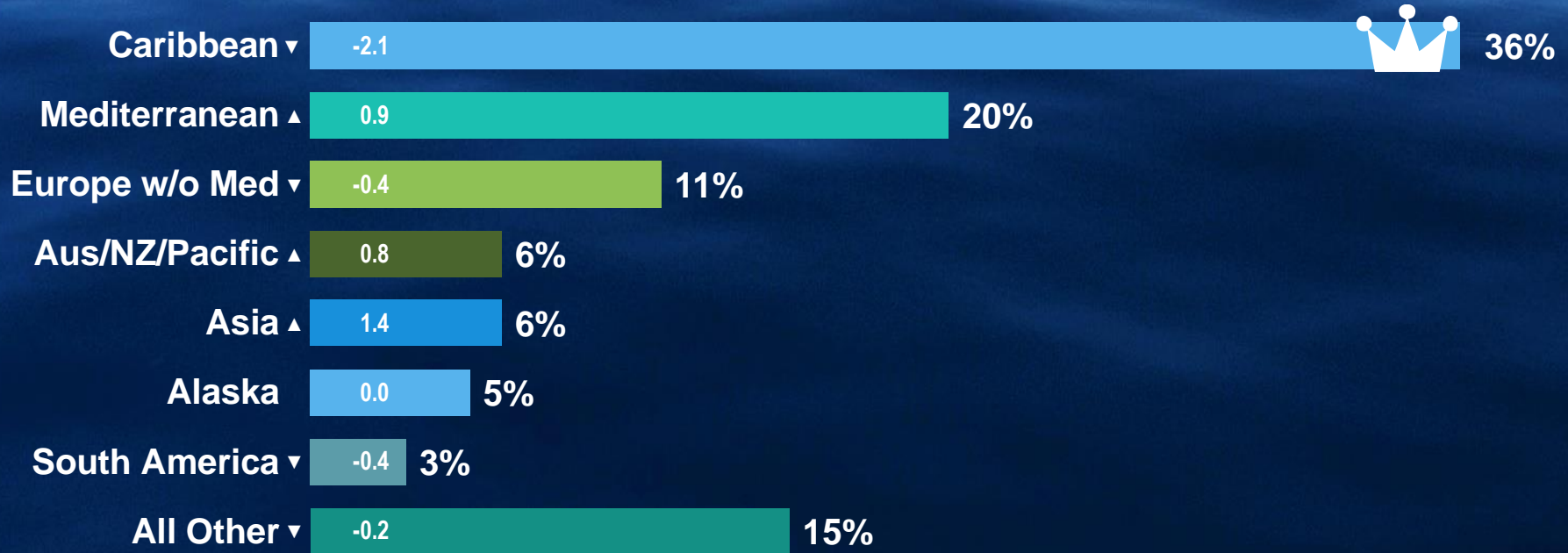
ANNUALIZED PASSENGER GROWTH RATE BY SEGMENT

CLIA North America Brands
5-year CAGR 2009-2014p



CARIBBEAN IS QUEEN

% of Available Bed Days



OH, THE NEW PLACES WE WILL GO



TRAVEL AGENTS ARE KEY INFLUENCERS

**70% of Cruisers
Use a Travel Agent
to Plan and Book
Cruise Vacations**



TRAVEL AGENT OPTIMISM

61%

**Increase in 2015
Travel Bookings, To Date**



80%

Plan to Promote Cruises



PASSENGERS ARE AT THE HELM



**Experiences
to Remember**



**Stay
Connected**



**Travel
in Packs**



**Celebration
Travel**



**Love a
Theme**



Foodcations



People Continue to Set Sail.



Size Doesn't Matter.



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Oh, the New Places We Will Go.



Travel Agents Are Key Influencers.



Passengers Are at the Helm.



PANEL
DISCUSSION

PANEL



Maria Miller

SVP, Marketing



Jim Berra

CMO



Ken Muskat

EVP, Sales
PR + Guest Services



Edie Rodriguez

President + COO

PASSENGERS ARE AT THE HELM



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Foodcations



CRUISE INDUSTRY MARKETPLACE

CRUISE INDUSTRY MARKETPLACE ATTENDEES

 <p>AMERICAN CRUISE LINES</p>	 <p>AZAMARA</p>	 <p>Carnival</p>	 <p>Costa CRUISES</p>	 <p>CroisiEurope <i>Your dreams are our destination</i></p>
 <p>CRYSTAL CRUISES</p>	 <p>CUNARD</p>  <p>Holland America Line</p>	 <p>HONG KONG TOURISM BOARD</p>  <p>INTERCRUISES SHORESIDE & PORT SERVICES</p>	 <p>MSC CRUISES</p>	 <p>NCL NORWEGIAN CRUISE LINE</p>
 <p>OCEANIA CRUISES <i>Your World. Your Way.</i></p>	 <p><i>Paul Gauguin</i> CRUISES</p>	 <p>PEARL SEAS Cruises</p>	 <p>PORT EVERGLADES BROWARD COUNTY, FLORIDA</p>	 <p>PRINCESS CRUISES <i>escape completely</i></p>
 <p><i>Regent</i> SEVEN SEAS CRUISES</p>	 <p>Royal Caribbean INTERNATIONAL</p>	 <p>SEABOURN</p>	 <p>TAUCK RIVER CRUISING</p>	 <p>UNIWORLD BOUTIQUE RIVER CRUISE COLLECTION</p>



THANK
YOU



CRUISE LINES
INTERNATIONAL
ASSOCIATION, INC.