

# AIDA CARES

*2015 Summary*



[www.aida.de](http://www.aida.de)





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## 1.0 ABOUT AIDA CARES

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Dear reader,

It's been since 2007 that AIDA Cruises has issued an annual sustainability report in which we inform everyone interested about our environmental and social commitment.

To save paper, we publish our sustainability report AIDA cares only online under [www.aida.de/aidacares](http://www.aida.de/aidacares). For all those of you who wish to have a document providing a detailed overview, we provide this comprehensive summary of AIDA cares 2015 as an individual download, summarizing our major sustainability activities, goals and measures.

Our sustainability reporting has been based on the principles and regulations of the Global Reporting Initiative (GRI) since as early as 2010. Accordingly, our report provides an explanatory section for every indicator that details how we are satisfying the respective requirements. We are thus offering transparent, comprehensive insight into our activities to everybody who is interested.

Our annual AIDA cares sustainability report provides information about the prior fiscal year. We explain how we are living up to our responsibility, which of the associated objectives we have met, and what challenges lie ahead of us. Given the transition from GRI 3 to GRI 4 in 2014 and the respective more detailed reporting starting in 2016, we have decided to have the „AIDA cares 2015“ be simply an update to the „AIDA cares 2014.“ In 2014, we defined the requirements of our reporting according to GRI 4 within the Carnival Group. Starting in 2015, we will be compiling all data for our sustainability reporting as per GRI 4 requirements. This updated „AIDA cares 2015“ includes all essential information from fiscal year 2014. All divisions of AIDA Cruises were taken into account.

At AIDA Cruises, we take on responsibility for people and the environment. For us, sustainability is a journey in comprehensive quality: We are constantly developing

and improving. We continually review and optimize our behavior based on consideration of our own standards, new legal requirements and technological progress. The basis for this constant self-evaluation is formed by internal corporate exchange and dialog with our partners. Our aim is to be a technological pioneer, foster diversity, work fair and introduce closed-loop recycling for all products.

We set short, middle and long-term goals for the implementation of our sustainability strategy and we use key indicators to measure and evaluate these targets. We keep our long-term goals in sight; at the same time, by its very nature, our program is always in movement as we react to new challenges and developments.

Dialog between me, Dr. Monika Griefahn, my team and the individual specialist departments in the company is correspondingly intense.

Our sustainability program is managed centrally and implemented in a decentralized way. It is anchored at all levels of the company and implemented by each department.

Our integrated management system supports optimization to help us achieve our goals.

All this is explained in this summary and in detail on [www.aida.de/aidacares](http://www.aida.de/aidacares).

We hope, you'll enjoy the reading!

Dr Monika Griefahn

Chief Sustainability Officer  
AIDA Cruises



## 2.0 AIDA CRUISES – COMPANY PROFILE

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AIDA Cruises is one of Germany's fastest growing and most financially successful tourism companies. In 2014, we employed a staff of 6,900 from 40 nations – 6,000 on board and 800 ashore in Rostock and Hamburg. With its 10 cruise ships, AIDA currently operates and markets one of the most state-of-the-art fleets in the world. The ships are operated in compliance with the highest international quality, environmental, and safety standards. By 2020, the AIDA fleet will expand to 14 ships. AIDA Cruises is managed by Michael Ungerer (President). The managing staff is remunerated according to their responsibilities and performance.

AIDA Cruises has been part of the Carnival Corporation since 2004. Within the group, AIDA Cruises is allocated to the continental European Carnival subsidiary Costa Crociere S.p.A. in Genoa. As the subsidiary of a company that is listed on the stock exchange, AIDA Cruises does not issue its own statements regarding the company's utilization rates, operative results or

special developments. You can find information on the consolidated balance of the Carnival Group in the Carnival Corporation Annual Reports.

Our employees and numerous partners play an important role in the economic success of AIDA Cruises. We work with 11,615 tourism partners in Germany, Austria, and Switzerland, who support us in selling and marketing our cruises. Around 325 suppliers work for the hotel, wellness, and excursions divisions; 185 suppliers work for Food & Beverage; and 1,154 suppliers and service providers come from the areas of technology, new builds, and docks. We also cooperate with 200 port and excursion agencies in 190 harbors and 73 countries. Last year we worked together to make it possible for 835,622 guests to enjoy the best time of the year on board our ships – namely their vacation.

The headquarters of AIDA Cruises are in the Hanseatic city of Rostock – a highly traditional university city

where the shipping industry has created a climate of cosmopolitan openness and internationalism. We are continuing this tradition and are strengthening the value creation of the entire region with our economic success.

In 2014, around 800 employees were working in the modern buildings in the historic city port. In October 2014, AIDA Cruises moved into its new, modern, and well-illuminated office complex AIDA Home in the Rostock port, which offers space for up to 400 employees. With the new building, AIDA Cruises also set an example in the area of sustainable construction. The new office complex was built according to the latest environmental standards and was the first office building in Mecklenburg-Western Pomerania to receive the silver quality seal by the German Association for Sustainable Construction (DGNB).

We also consider AIDA Home to be a commitment to Rostock: Our company’s growth also increases our need for qualified employees, to whom we offer an attractive living and work environment here. The entire region profits from this: Because we don’t just create jobs, we also stimulate the local social, cultural and economic life.

We also have around 100 employees working in Hamburg in our AIDA Entertainment division. Here the entire entertainment program is developed for the AIDA fleet.



The Costa Group founded Carnival Maritime GmbH at the Hamburg location in early 2015. On the highest technical level, Carnival Maritime is functioning as the new Marine Service unit for the Costa Group, Europe’s leading cruise line. This unit bundles competences and best practices in the area of marine operations to achieve the highest security standards in the cruise industry for the fleet of the Costa Group, which currently includes 25 cruise ships of the brands Costa Crociere, Costa Asia and AIDA Cruises. Carnival Maritime combines the company’s expertise in the areas of marine, technology, healthy, environmental protection and security for the Costa Group in Hamburg.

▶ AIDA PARTNERS		2014
Travel agencies		11,615
Suppliers in the areas of hotel, wellness and excursions		325
Suppliers in the food and beverage area		185
Suppliers and service providers in the areas of technology, new ships and shipyards		1,154
Port and excursion agencies		200 (in 190 ports and 73 countries)



## 3.0 OUR SUSTAINABILITY PHILOSOPHY AND STRATEGY

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### **Our sustainability philosophy**

For AIDA Cruises, acting sustainably is acting responsibly. We manage resources carefully and protect the environment, promote cultural and biological diversity and are committed to helping people on board and ashore. We are convinced that a sustainable business model is fundamental in allowing us to continue being a successful cruise operator in tomorrow's world.

### **We are committed to the environment**

At AIDA, we show our guests the most beautiful places in the world. We work to preserve an environment with clean seas and fresh air, and to maintain biological diversity. In concrete terms, that means that we act with foresight, invest in more efficient technologies and work in close collaboration with partners from science and research. We use resources effectively and, wherever possible, we recycle them in technological and biological processes. We take a "cradle to cradle" approach to procurement and purchasing, and set store by environmentally friendly and recyclable products.

### **We take on social responsibility**

The safety and satisfaction of our guests is our utmost priority. Our employees greet guests with the fabled AIDA smile. They are ambassadors of an attitude to life based on tolerance, mutual appreciation and respect of cultural diversity. Our employees are the cornerstone of our corporate culture and ensure high-quality service for our guests. That is why we continually invest in their training and professional development. We also pay attention to fair working conditions and the sustainable manufacture of products in dealings with contractors and suppliers. We share our success with the community by means of donations and sponsorships in compliance with our donations regulations.

### **We believe in responsible growth**

Protecting the environment and social responsibility are indispensable to future business success. We at AIDA are convinced of this. We want to be pioneers – in economic, social and ecological terms. In order to ensure that we continually develop and improve, we invite our partners, friends and critics to engage in dialog with us.

## A systematic approach to sustainability – our standards

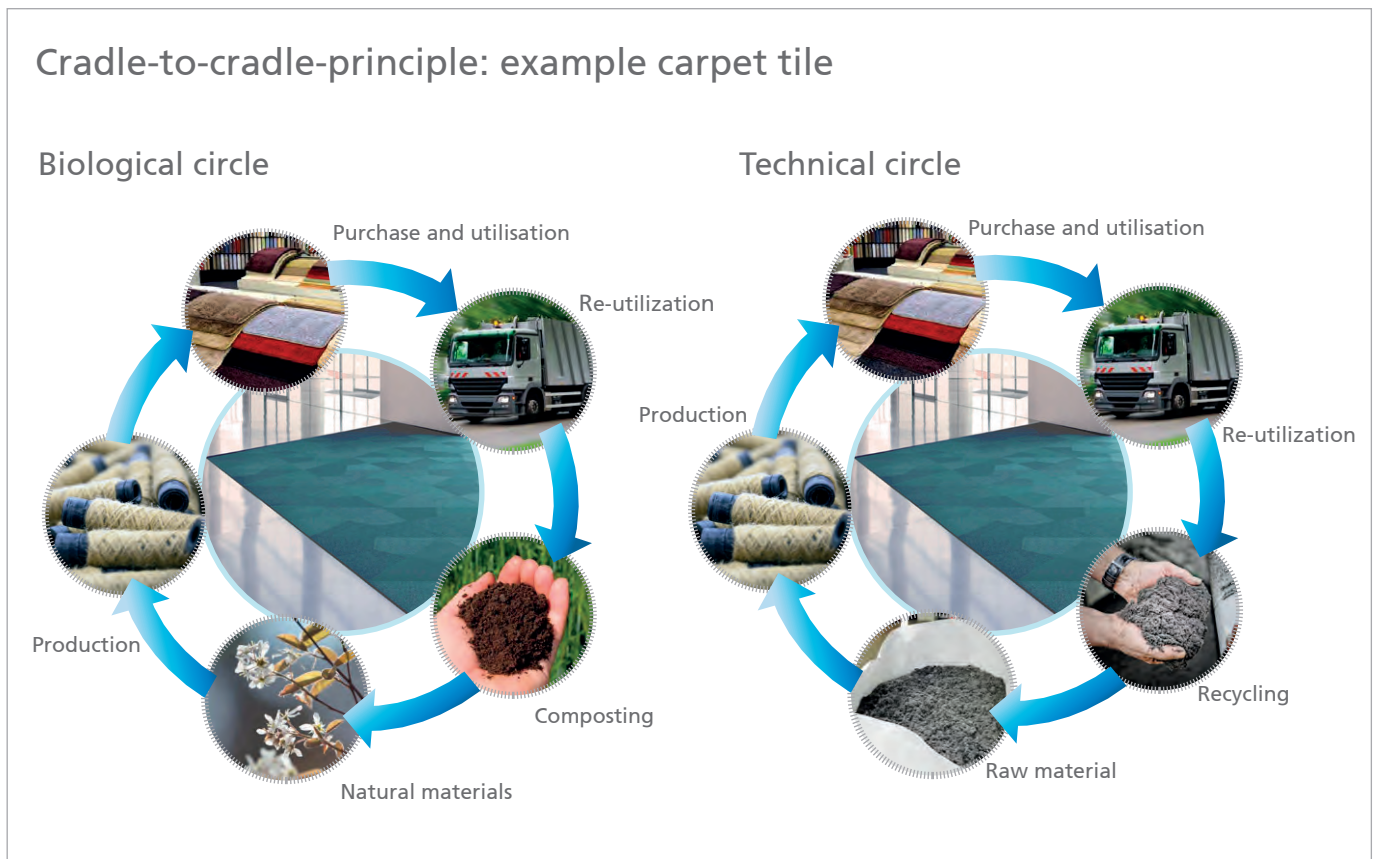
For AIDA, successful and sustainable action means systematically and effectively making our processes and our operating organization consistent with the law. We introduced an integrated management system (IMS) in 2006 in accordance with recognized quality, environmental, safety, service, and social standards. This system is based on well-defined processes that are externally verified on a regular basis both internally and externally [Link to content of image of certificate] and are continuously developed and improved. Since these applicable standards do not take the particular requirements of the cruise industry into account sufficiently, the Carnival Group decided to develop a group-wide and specially customized management system for its members.

Safety management has top priority for AIDA. We are guided by the rules of the International Ship and Port Facility Security Code (ISPS Code), which was developed by the International Maritime Organization (IMO) of the United Nations. For our safety management, we received the Ship Security Certificate from the Federal

Maritime and Hydrographic Agency. It is equally important for AIDA Cruises to offer attractive working and living conditions to employees on board. In 2013 the Maritime Labour Convention (MLC) 2006 of the International Labour Organization (ILO) came into force, which sets international minimum standards for the working and living conditions of seafarers. AIDA Cruises has long complied with this as a standard and exceeds it in many areas.

In order to meet our quality requirements – with the objective of offering our guests an unforgettable vacation with AIDA – we have introduced our own management systems that go beyond the standards mentioned. These include donation management, complaint management, training management, service management, integrated skills management and our sustainability management

An overview of our standards, a description of our management systems and further information on aims and benefits of these standards can be obtained in the following chart.





## 4.0 OUR STANDARDS

### INTERNATIONAL STANDARDS

NAME	OBJECTIVE	BENEFIT	SHORT DESCRIPTION	CERTIFICATION HELD
<b>Environmental Management System</b>	<p>To protect people and the environment.</p> <p>To define, evaluate and continually improve our environmental achievements (e.g. reduction of energy consumption) above and beyond the standards required by law.</p>	<ul style="list-style-type: none"> <li>• Process transparency</li> <li>• Increased eco-efficiency</li> <li>• Increased legal security</li> <li>• Protection of resources</li> <li>• Elimination or reduction of environmental damage</li> <li>• Cost reduction</li> </ul>	<p>Environmental protection strategies are developed based on regular environmental surveys. Measures taken to implement the strategies and ensure that the required processes function include the creation of onboard environmental officer posts and the compilation of operating procedures. Employees receive regular training on environmental issues.</p>	<p>DIN EN ISO 14001</p> <p>since 08/17/2006</p>



NAME	OBJECTIVE	BENEFIT	SHORT DESCRIPTION	CERTIFICATION HELD
<b>Quality management system</b>	To improve our process quality, performance and thus the products and activities that increase guest satisfaction.	<ul style="list-style-type: none"> <li>• An increased focus on quality among all employees</li> <li>• Rapid identification of any discrepancies</li> <li>• Transparent operating processes</li> <li>• Documented procedures</li> <li>• Continual improvements</li> <li>• Greater employee and guest satisfaction</li> <li>• Clients and business partners have greater trust in us</li> </ul>	Operating processes are carefully thought-out and described. We carry out internal audits to systematically evaluate our processes and find ways to improve.	DIN EN ISO 9001  since 08/17/2006
<b>Occupational Health and Safety Assessment Series – OHSAS</b>	To protect employees with a safe workplace.  To recognize hazards, evaluate risks and take preventive and protective measures.  To respect the relevant health and safety guidelines.	<ul style="list-style-type: none"> <li>• Prevention and reduction of occupational accidents, injuries and working days lost due to accident</li> <li>• Motivated employees in a safe, healthy working environment</li> <li>• Legal security</li> <li>• Reduction of number of claims and a lower insurance premium</li> </ul>	The international OHSAS 18001 standard includes the obligation to comply with the legal requirements applicable. Steps are taken to improve occupational health and safety based on risk assessment. This includes measures such as the provision of personal safety equipment, dealings with outside companies, communication and consultation with staff and their representatives, as well as emergency response and security arrangements (e.g. First Aid).	OHSAS 18001  since 08/17/2006

NAME	OBJECTIVE	BENEFIT	SHORT DESCRIPTION	CERTIFICATION HELD
<b>ISM-Code</b> (International Safety Management Code)	<p>The code has the objective of preventing injury or loss of human life. It should also help avoid damage to property and to the environment.</p> <p>Our goal is to provide secure processes and safe working conditions, and to take precautionary measures against risks.</p>	<ul style="list-style-type: none"> <li>• Prevention of injury or loss of human life</li> <li>• Avoidance of damage to property and to the environment</li> <li>• All stakeholders are prepared for emergencies</li> </ul>	<p>Became mandatory for all ships in the international shipping community in 1998.</p> <p>The code defines standards for the organization of safe ship operation and stipulates that all ship-owners and anyone else operating a ship must ensure implementation of a "Safety Management System" (SMS). This includes continually improving personnel training compliance with all laws and regulations – and paying attention to guidelines and recommendations. We guarantee ship operating safety and protection of the marine environment by means of defined processes.</p>	ISM-Code  since 07/01/1998
<b>ISPS-Code</b> International Ship and Port Facility Security Code	Security arrangements in ships and ports to increase supply chain security.	To protect and supervise the port/ship interface, in other words the place where the security of the ship may be compromised by unauthorized access from the shore.	This agreement was reached on December 12 2002 under the guidance of the International Maritime Organization (IMO). Ports are assigned one of three different security levels depending on the potential hazards. Before a ship docks, we communicate what cargo it has on board, for example. The authorities of the port at which the ship docks have full inspection rights.	ISPS-Code  06/03/2004

NAME	OBJECTIVE	BENEFIT	SHORT DESCRIPTION	CERTIFICATION HELD
<b>ISO 22000</b> Food safety	To monitor food quality and guaranteeing it seamlessly over the entire food chain.	<ul style="list-style-type: none"> <li>• Structured, regular and independent inspection of all relevant processes</li> <li>• Timely identification of potential physical, chemical or biological hazards</li> <li>• Minimized risk (HACCP concept)</li> <li>• Being able to take preventive action</li> </ul>	Food processes are monitored even before the products are completed. Quality inspections are defined and implemented based on the HACCP (Hazard Analysis and Critical Control Points).	ISO 22000 since 04/23/2008  In March 2015, ISO 22000 will be replaced by a new cruise-specific standard of the Carnival Group which fulfills and exceeds the requirements of ISO 22000. This will be examined and certified by DNV GL.
<b>Maritime Social Responsibility Standard (GLC MSR)</b>	Common standards for working and living conditions on board sea vessels.	<ul style="list-style-type: none"> <li>• To maintain dignified working conditions, with an emphasis on guaranteeing the rights of employees, particularly suppliers.</li> <li>• To prevent social dumping</li> <li>• To increase competitiveness</li> </ul>	We comply with and exceed the minimum standards, for example in terms of medical services and treatments, accommodation and leisure time, as well as in training sailors, and this is also a requirement for our business partners.	GLC MSR since 08/17/2006
<b>The ILO's Maritime Labour Convention / MLC 2006</b>	International minimum standards for the living and working conditions of seafarers	The regulations of the MLC cover fundamental working conditions including healthcare, safety, minimum age, recruiting, accommodations on board as well as social security. They also guarantee appropriate living and working conditions on board.	<p>The MLC 2006 went into effect on August 20, 2013, and consists of five articles, the individual standards of which are divided into two groups:</p> <p>a) Mandatory standards for all flag states and shipowners</p> <p>b) Standards that have the nature of guidelines</p> <p>All employment contracts of AIDA/ASH comply with the MLC. All crewing agencies commissioned by AIDA work in accordance with the MLC 2006 and are certified accordingly.</p> <p>We maintain and exceed the minimum required standards, for example when it comes to medical care, accommodations, leisure facilities, and catering for our crew.</p>	MLC 2006 Since August 20, 2013

## INTERNAL STANDARDS

NAME	OBJECTIVE	BENEFIT	SHORT DESCRIPTION
<b>Code of Business Conduct and Ethics</b>	To avoid conflicts of interest Business relations based on partnership	Prevention of corruption Minimized risk	With the Code of Business Conduct and Ethics we undertake to ensure fair business practices with our business partners, suppliers and competitors, and accuracy and integrity in business deals.
<b>Donations management</b>	To contribute to sustainable development	Improved systemization and transparency for donations and sponsorships	Our donation guidelines stipulate the criteria on which decisions to allocate donations are based, for example. Responsibilities are also regulated for the administration of our donations budget.
<b>Complaints management</b>	To ensure systematic and rapid processing of guest complaints	Increased guest satisfaction	We have implemented diverse strategies to improve dialog with our guests, including carrying out a complaints handling satisfaction survey.
<b>Training management</b>	To support our employees in continually developing their own potential and knowledge	Qualified, motivated employees Employee loyalty Increased guest satisfaction	We offer all of our employees diverse, practical courses for training and professional development that are focused specially on the cruise industry.
<b>Service standards</b>	To regulate employee conduct	Allows us to exceed guests' expectations in terms of service, quality and variety of experiences	Our service motto at AIDA is "With pleasure!" It's just two little words – but what an unbelievably positive effect!

NAME	OBJECTIVE	BENEFIT	SHORT DESCRIPTION
<b>Integrated skills management</b>	Bringing together each individual's skills and abilities to foster strengths and derive long-term target-oriented development strategies – that are directly linked to current corporate objectives.	Our corporate success is based on the commitment and skills of our employees. Recognizing and making use of an overview of the potential and capabilities of our employees	Regular employee appraisals are used to discuss the criteria needed for success and to evaluate these.  Agreement of individual strategies – from support from supervisors right through to coaching, mentoring and long-term development programs.
<b>Sustainability management</b>	To preserve an intact environment with clean seas and fresh air, as well as cultural and biological diversity.  To take social responsibility seriously	A secure basis for our lives and business  Positioning as an attractive employer	Enjoy the treasure trove that is our sustainability reporting!





## 5.0 IN DIALOG

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Open channels of communication have always been part of AIDA corporate policy. Our firm belief is that an intensive exchange of knowledge, ideas and different points of view is essential to further development and smart decision-making. That is why we value and actively seek dialog with various interest groups.

Former Environment Minister for Lower Saxony and Greenpeace co-founder Dr. Monika Griefahn has been our Director for Environment and Community since May 2012. In this role, she is responsible for AIDA Cruises' sustainability commitments and reports directly to executive management. Dr. Monika Griefahn and her team work in close collaboration with the different specialist departments. Together, they are the driving force for the implementation of our sustainability strategy.

In addition, Dr. Monika Griefahn is the public face of our commitment to sustainability. Therefore she is in dialog with representatives from politics, research and economy, as well as from environmental organizations. And when our Director for Environment and Community is on board one of our ships, she makes the most of the opportunity to provide information on our commitments, together with the environmental officer on board. She also chats with and provides answers to interested guests.



**Dr Monika Griefahn**

To ensure that contacting us is quick and easy, we have set up various channels of communication, across which we can be reached directly. You can reach our Chief Sustainability Officer, Dr. Monika Griefahn via the following email-address: [m.griefahn-sustainability@aida.de](mailto:m.griefahn-sustainability@aida.de).

As a company, we also reap clear benefits from this dialog. It creates a lively exchange of ideas on issues that are of interest not only to us, but also to our employees, guests and other partners. This opens up our horizons and creates opportunities for new developments and solutions. It is of central importance to us that each interchange takes place in a transparent and fair way. At the end of the day, all participants must be willing to learn from one another and share their knowledge. In this way, everyone can benefit. One example of this is our participation in research projects for the development of new technologies in the cruise industry. As well as this, we collaborate with our partners to evaluate how we can further expand sustainable development in our destination countries. In addition, we are in regular contact with representatives from German, European and international politics, allowing us to play a role in shaping the framework conditions for a sustainable cruise industry.



## 6.0 OUR MAJOR FIELDS OF ACTION

### ▶ 6.1 ENVIRONMENTAL AND CLIMATE PROTECTION:

Cruises with AIDA are always vacations spent in nature. That's why it's only natural for us to take responsibility and ensure that our business activities are sustainable and environmentally conscious. This includes research and use of innovative technology, environmental and climate protection, conservation of marine flora and fauna, and making our guests environmentally aware travelers.

#### 6.1.1. INNOVATIVE TECHNOLOGY

One of the key challenges in environmental protection is the reduction of emissions – for example sulfur, nitrogen oxide and particulate matter. To reduce these emissions even further in the future, we are committed to the development of alternative ways to generate and use power in maritime transport.

It's full speed ahead in the application of innovative environmental and efficient technologies. As German market leader, we feel we have a particular responsibility to set an example and thus be a technological pioneer.

#### Exhaust treatment technology

After years of research work in the Carnival Group, we were able to announce a technological breakthrough for exhaust treatment in August 2013. With the upcoming ship generation to be put into service in 2015 and 2016, AIDA Cruises is setting standards for environmental protection. The new ships will receive a comprehensive filter system for reduction of exhaust. With this yet unrivaled technology, we have been able to filter emissions from soot particles, nitrogen oxides, and sulfur oxides for the first time, thereby reducing them between 90 and 99 percent. Simultaneously, we reduce carbon



monoxide emissions by 70 percent and emissions of unburned hydrocarbons by 85 percent. This comprehensive filter concept is a milestone for AIDA Cruises and for the cruise industry as a whole.

**The concept of the filter:**

Developed within the Carnival Group for treating emissions, the system relies on cutting-edge technology with an especially compact design. This makes it possible for the first time to technically accommodate all relevant treatment processes. Nitrogen oxides are chemically bound in a catalytic converter, and soot and fuel residues are precipitated in a filter. The sulfur oxides are removed in a scrubber without any chemicals being added.

Installation of the exhaust aftertreatment systems aboard AIDAprima, which is to be put into service in October 2015, has already been completed. The sister ship under construction will also be taken over by AIDA Cruises in 2016. This is equipped with the same technology.

We don't just want to set new standards with our new ships, however – we want to continually improve the eco-balance of our entire fleet. That's why we will gradually fit our other ships with the new comprehensive filter system as well.

In 2014 AIDAluna and AIDAvita were equipped with the first stage of the new filter system. It reduces sulfur oxides by about 99 percent. In January 2015 AIDamar and in May 2015 AIDAdiva received the first installations of the system for exhaust gas aftertreatment. Retrofitting of other vessels will be carried out during regularly scheduled dry dockings.

AIDA Cruises is investing a total of about 100 million euros into environmental and climate protection between

2013 and 2016. This sum is part of an extensive investment program.

In addition to new filter technology, AIDA Cruises relies on further innovative concepts for also reducing emissions during docking times, e.g. through the use of liquefied gas or shoreside power.

**Shoreside power**

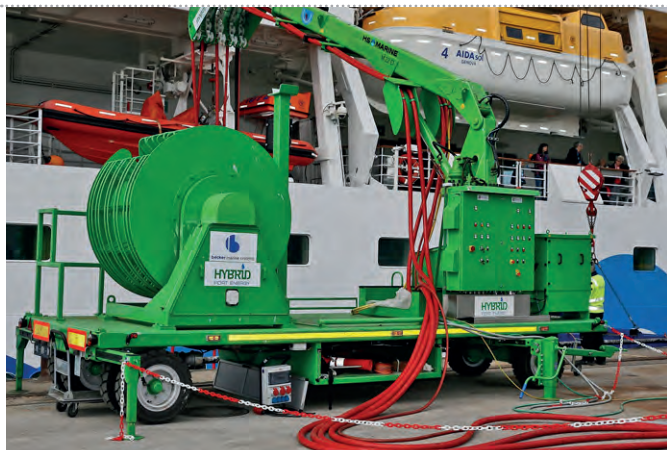
On average, AIDA ships spend 40 percent of their operating time in port. They must also have a power supply there to ensure onboard operations can continue. In port, shoreside power can represent an environmentally friendly option, as fuel no longer needs to be burned for power generation on board. We support ports where genuine possibilities for shoreside power supply are being created. In September 2013, the Senate of Hamburg adopted a resolution for introducing shoreside power in the port of the Hanseatic City and has thereby given the green light for provision of the corresponding infrastructure.

Today, all ships in the AIDA fleet that were put into service from 2007 on have been prepared for supply with shoreside power during laytime. In July 2013, AIDAsol was completely equipped for shore power as the first ship of the fleet and could be supplied with environmentally friendly shore power via a plug connection wherever the infrastructure is in place. In the 2015 cruise season, the City of Hamburg will put into operation Europe's first shoreside power supply system for cruise ships at the Cruise Terminal Hamburg Altona. AIDAsol will be the first cruise ship in Hamburg to be supplied with environmentally friendly electricity from shore power.



Die Bilder zeigen den Filtereinbau auf AIDAluna.





Energieversorgung von AIDAsol über die LNG Hybrid Barge



For us, it is essential that shoreside power generation for use on AIDA ships be generated in a manner that is more environmentally friendly than with the modern systems on board the ships themselves.

## LNG Hybrid Barge

As an alternative to shoreside power supply, we teamed up with Becker Marine Systems in 2012 to develop a groundbreaking pilot project for power supply of cruise ships during time spent docked in the Port of Hamburg. The power required to operate the cruise ship will no longer be generated by the ship's own diesel engines but by the floating LNG Hybrid Barge with engines from a CHP and generators using liquefied natural gas (LNG). In the gas processing plant, the cryogenic (-163°C), liquid gas is heated and then passed on to the generators, which produce electricity for the operation of the ship while in port. The power provided by a total of five gas motors on the LNG Hybrid Barge is 7.5 megawatts. The power generated can be fed into the supply network of the cruise ship as needed.

In contrast to the use of traditional marine diesel containing 0.1 percent sulfur, emissions with power generation using liquefied natural gas on the LNG Hybrid Barge will be significantly reduced: Sulfur oxide emissions and soot particles will be completely eliminated. Nitrogen oxide emissions will be reduced by up to 80 percent and carbon dioxide emissions by 20 percent.

With the LNG Hybrid Barge, Becker Marine Systems has provided the technical solution "on the shoreside." The environmental technology experts at AIDA Cruises supplied the necessary know-how for the special requirements of cruise ships and installed the final fittings on AIDA ships.

The world's first LNG Hybrid Barge of Becker Marine Systems was christened with the name "Hummel" on October 18, 2014, in HafenCity Hamburg. The ceremo-

ny sponsor of the inaugural event for the floating LNG power plant for environmentally friendly energy supply of cruise ships was Dr. Monika Griefahn, Chief Sustainability Officer at AIDA Cruises.

On May 30, 2015, AIDA Cruises and Becker Marine Systems celebrated a world premiere in the Port of Hamburg: Upon successful completion of the final technical tests, AIDAsol was provided during its time spent docked in Hamburg's HafenCity for the first time with low-emission electricity from liquefied natural gas (LNG) via the LNG Hybrid Barge as part of the practical testing.

With this pilot project for supplying power to cruise ships at berth using LNG, which is thus far unique worldwide, AIDA Cruises and Becker Marine Systems have opened a new, pioneering chapter on environmental protection in the Port of Hamburg.

For the LNG Hybrid Barge project developed together with AIDA Cruises, Becker Marine Systems was honored on May 21, 2015, with the GreenTec Award 2015 of the DRV (German Travel Association) in the category "Travel."

In 2013 AIDA Cruises and Becker Marine Systems received the Baltic Sea Clean Maritime (BSCM) Award 2013 in the category "Environmentally Friendly Infrastructure Development" in the Baltic Sea region for the innovative concept of the LNG Hybrid Barge. This award, presented by the Baltic Sea Forum in collaboration with the InnoShip project, promotes innovative ideas, projects, and solutions that help to protect the highly vulnerable Baltic Sea ecosystem.

## Dual-fuel-engines

To protect our environment, we are already prepared now for the requirements of tomorrow. With the prospect of expanding onshore infrastructure for use of liq-

uefied gas (LNG) in future, we are equipping our latest generation of ships to be put into service in 2015 and 2016 with dual-fuel engines already today. These can run on all traditional ship fuels or on liquefied natural gas. At ports that provide the required infrastructure, we will supply AIDAprima and its sister ship with eco-friendly energy while they are docked.

On June 15, 2015, AIDA Cruises announced that it is continuing its long-standing strategic partnership with the Meyer Werft shipyard in Papenburg with an order for two new ships of the latest AIDA ship generation. The ships will be added to the AIDA fleet in 2019 and 2020. As a pioneer in the industry, AIDA Cruises is again setting an example for environmental protection with a revolutionary ship design: With the "Green Cruising" concept, AIDA will be the first cruise line in the world to operate its new ship generation completely with LNG. This eliminates emissions of soot particles and sulfur oxides.

### MALS technology

The hydro-dynamic optimization of our ships – such as through current-optimized hull design or highly efficient propellers – plays an important role in saving energy. However, there is even more potential for savings in the reduction of drag. We use measures such as a underwater paints to achieve this. This is something that we have been using on our ships for years now.

Our new AIDA ship generation 2015/2016 also makes use of the innovative MALS technology (MALS = Mitsubishi Air Lubrication System) for the first time. Thanks to this cutting-edge technology, AIDAprima and her sister ship will glide on a carpet of bubbles with very little friction. This results in significantly less frictional resistance and savings in energy used for propulsion. This allows us to reduce our propulsion power, cutting fuel consumption by 7 percent. It is already the case today that the ships of the AIDA fleet on average consume only three liters of fuel per person on board per hundred kilometers. Thanks to the MALS system, we can further reduce fuel consumption to 2.8 liters.

### Reduction of fuel consumption

The best ton of fuel is the one we don't use. Fuel consumption per guest and per voyage has been reduced by 28.2 percent since 2007.

An AIDA ship today consumes just three liters of fuel per person over 100 kilometers. This was confirmed in a report in 2012 by independent experts of the ship classification society DNV GL.

For a long time, we have been cruising our routes at a considerably lower speed. This represents another way of saving large amounts of fuel. Efficient route management and optimization of scheduling and docking times are methods for saving substantial amounts of fuel. Propulsion energy is also saved through improved hull and propeller design. All AIDA ships feature an underwater paint made of silicone, which is renewed regularly and prevents fouling on the bottom of the ship. This reduces drag during the voyage, thus cutting down on fuel consumption and emissions. Divers regularly polish the propellers of our ships and clean the hull.

In 2014 we started a pilot project to optimize waste heat recovery on board our ships which were put into service in 2007 or afterwards. We use the heat of the cooling water of the engines and channel it specifically to other consumers on board. This means not only that less energy is lost through unused waste heat but that we are saving energy at the same time, since we now need to produce less steam for the operation of the equipment on board. The aim of the project is to reduce fuel consumption of the oil boiler and at the same time increase production of fresh water on board. Initial testing was successful in 2014. In 2015 we want to make further improvements.

### Innovative energy management and monitoring

In 2014 AIDA Cruises began with the installation of the innovative energy monitoring and management system EMMA from ABB on the ships of its fleet. In this way we are setting new standards for energy management on board. In addition to collecting a comprehensive database of operational and technical information, the system's main benefit is to give real-time decision support for operating the ship and its systems as close to the optimum as possible. One of its most important features is its direct link to the ship's automation system as well as to the shore-side organization of AIDA Cruises.



With its comprehensive scientific approach to analyzing operational data, EMMA has enormous potential for further improving the fleet's energy performance. As of now, the new energy monitoring system has already been set up and commissioned on six AIDA ships, and the rest of the fleet will have the system installed in 2015. Just months after the first installations, the system allowed us to identify important focus areas and to assign new priorities for technical improvements as well as optimization of operations.

For AIDA it is important to analyze energy management on board the vessels objectively and scientifically in order to achieve maximum efficiency in the daily practice. A total of 500 signals per second are transmitted from the ship's automation system to EMMA. The seven top-level categories that can be tracked this way are: propulsion power, propulsion efficiency, vessel trim, hotel and auxiliary power, air condition power per person, specific fuel oil consumption of the main diesel generators, and total fuel consumption.

This gives valuable information to the crew and enables a detailed drill-down of each parameter in detail as required. Systems and singular setpoints on board can thus be adjusted as needed, contributing to energy-efficient operation of the ship. Practical examples of this are changing the engine configuration and loading, route planning with speed management, or optimization of the trim or waste heat recovery.

## Reducing emissions, preserving resources

One of the biggest challenges in environmental protection is air pollution – for example through emissions of sulfur and nitrogen oxides and particulate matter. To avoid harmful emissions even more effectively in the future, we are committed to developing alternative methods of power generation and utilization in maritime transport, and we invest in new technologies. Environmentally conscious treatment of resources, including fuel, is a central aspect of everything we do.

The best ton of fuel is the one we don't use. For us it doesn't matter which fuel is used but how we best prevent emissions. In the past few years, a number of technical innovations for alternative modes of power generation for ships have been developed. Today, no one can be certain which will be globally established in the future. AIDA Cruises has invested significant sums in order to be prepared for all forms of energy generation that are technically available today. This makes us independent of the supply and flexible.

We support the phased plan of the IMO to reduce emissions from ships and even go beyond it. Our engines can process high-quality fuels, such as low-sulfur heavy fuel (low sulfur HFO) and gas oil (marine diesel). Low-sulfur fuel has been a reality on important routes for many years. On the North and Baltic Sea and off the coast of North America, we only use low-sulfur fuel with a maximum of 0.1 percent sulfur content. In all European ports, the engines have also been operating exclusively on diesel with a maximum sulfur content of 0.1 percent already since 2010. AIDA has been doing this voluntarily in the port of Hamburg since 2007. Sulfur emissions have thus been cut by 90 percent. This is a tangible result. But low-sulfur fuel is not available everywhere. According to experts from CLIA (Cruise Lines International Association), demand cannot yet be met today. Therefore, the UN's International Maritime Organization (IMO) has decided to introduce a plan that will be phased in gradually. Refineries will have to update their equipment in order to be able to produce the required amounts.

To efficiently reduce our emissions, AIDA has comprehensively invested in new technologies. With the exhaust treatment, we can reduce our emissions further than would be possible with low-sulfur fuel alone. To date this is not available everywhere. The dual-fuel engines in our new ships in 2015/2016 can be operated using all conventional ship fuels and are the world's first ships which can also be operated with liquefied natural gas in port. As part of its "Green Cruising" concept, AIDA will become the world's first cruise line to operate ships on 100 percent LNG (liquefied natural gas) with the next generation of AIDA ships to be put into service in 2019 and 2020. The use of liquefied natural gas (LNG) is currently the most eco-friendly solution for ship operation, as it is nearly emission-free. LNG does not produce any soot particles or sulfur oxide; in comparison to the use of marine diesel, nitrogen oxide is reduced by 80 percent, carbon monoxide emissions by 20 percent. In addition, we have prepared all ships put into service since 2007 for shoreside power and have launched the LNG Hybrid Barge as an alternative concept.

We also save energy with continuous improvement of processes on board every day. For example, we optimized the processes in our laundry facilities – including better use of the machines and improved operation times – and were thereby able to save around one fourth of the required energy. At the same time, we are also reducing CO<sub>2</sub> emissions of the laundry facilities by 25 percent.

With regard to CO<sub>2</sub> emissions, cruise ships have been shown to be among the most efficient means of transport. Prof. Dr. Ing. Holger Watter from the Maritime

▶ ENERGY [EN3]		2012	2013	2014
<b>Total energy consumption</b>	[GJ]	6,538,405	7,268,843	6,619,164
<b>Energy consumption on board</b>	[GJ]*	6,532,640	7,264,222	6,612,480
Heavy fuel oil portion	[GJ]	4,051,320	4,167,062	3,838,680
Gas oil portion	[GJ]	540,360	675,707	607,440
Low-sulfur heavy fuel oil portion	[GJ]	1,940,960	2,421,453	2,166,360
<b>Fleet energy consumption</b>	[GJ]**	5,765	4,621	6,684
<b>Company car consumption</b>	[g/km]	140	130	125
<b>Energy consumption on board per person per day</b>	[GJ/Pxday]	0.870	0.833	0.725
Heavy fuel oil portion	[GJ/Pxday]	0.540	0.478	0.421
Gas oil portion	[GJ/Pxday]	0.072	0.077	0.067
Low-sulfur heavy fuel oil portion	[GJ/Pxday]	0.259	0.278	0.238

\* 40 MJ/kg of fuel; GJ = gigajoule

\*\* Diesel

Center at Flensburg University of Applied Sciences is a renowned expert in sustainable power systems. He says: "Just 3 percent of CO<sub>2</sub> emissions are generated by maritime shipping and travel. Ships are the most efficient means of transporting goods and people. They have emission rates that are a fraction of those of other modes of transport (automobile, train, airplane). The maritime "power stations" achieve degrees of efficiency that are above those of shoreside stations. Furthermore, cruise ships also provide hotel accommodations, catering, and infrastructure for leisure activities, as well as pure transport. These additional services are included in the evaluation of power use.

Overall, we are a pioneer in the industry in terms of environmental and climate protection. This is shown by our key indicators for energy. In recent years we have a continuously reduced the total energy consumption per person and day on board.

### Waste management on board

Systematic waste management on board is standard practice at AIDA. Already in the route planning of our ships, the disposal options at the individual ports are

thoroughly examined. Based on the findings, waste management for each voyage is planned so that we may use the most environmentally friendly disposal option. Waste separation is a high priority at AIDA. Metal is pressed and glass is broken down to save storage space. Food waste is also compacted and dehydrated. The result is a biologically degradable substance. At all destinations, AIDA works with the best waste disposal companies. Whenever possible, we use the services of certified waste disposal companies. In Europe, this is the case at all ports. At other destinations where corresponding standards need to be developed, we select the best available alternative. To ensure that waste is disposed of correctly, our environmental officers visit the waste management companies on site and conduct company audits and inspections.

But however well our waste management system works, it is of course even better to generate as little waste as possible. That is why we're working on significantly reducing our waste generation per guest and per day. From 2012 to 2014, we were able to reduce the waste per person per day from 4.6 to 3.9 kilograms. In this way 2904 tons of waste could be avoided over the past year.

▶ CO <sub>2</sub> EMISSIONS [EN 16]		2012	2013	2014
<b>Total CO<sub>2</sub> emissions</b>	<b>[mt]*</b>	525,007	580,142	538,620
On board fuel and coolant portion	[mt]*	524,184	579,805	538,134
Company car fleet portion	[mt]*	291	322	486
On-land power consumption portion	[mt]**	532	15	0
Average CO <sub>2</sub> value per vehicle per km	[g/km]	135	130	125
<b>CO<sub>2</sub> emissions per person per day</b>	<b>[kg/Pxday]</b>	69.9	66.5	59.1

\* 1 mt fuel corresponds to 3.2 mt of CO<sub>2</sub>

\*\* 1 kWh of electrical energy from gas corresponds to 0.6 kg of CO<sub>2</sub>

▶ NO <sub>x</sub> , SO <sub>x</sub> , FINE DUST [EN20]		2012	2013	2014
NO <sub>x</sub>	[kg/nm]*	16.50	16.50	15.20
SO <sub>x</sub>	[kg/nm]**	8.88	8.51	7.80
Fine dust	[kg/nm]***	0.30	0.30	0.28

\* 1 mt fuel corresponds to 65 kg of NO<sub>x</sub>

\*\* Calculation based on the fuel sulfur content

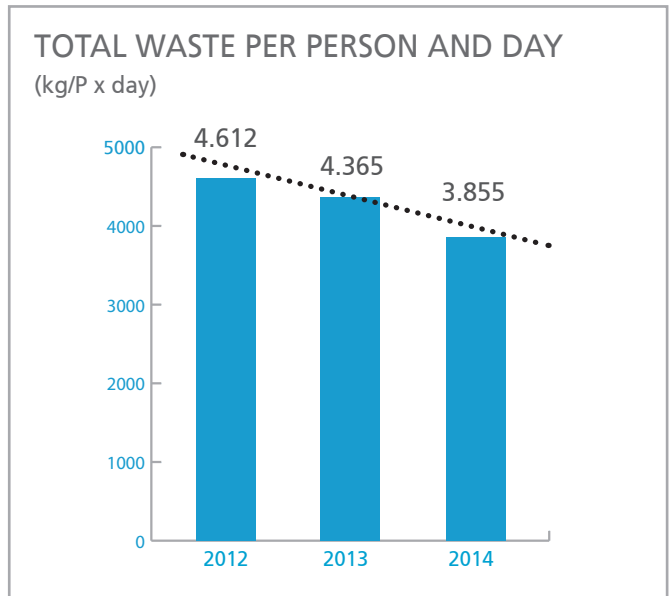
\* 1 mt fuel corresponds to 1.2 kg of fine dust

▶ INDIRECT PRIMARY ENERGY CONSUMPTION [EN4]		2012	2013	2014
<b>Total energy purchase*</b>	<b>[kWh]</b>	1,806,543	2,275,175	2,574,368
Natural gas portion	[kWh]	787,960	25,470	50,000
Renewable energy portion	[kWh]	1,018,583	2,249,705	2,524,368
<b>Energy consumption per person</b>	<b>[kWh/P]</b>	2,492	2,420	2,665

\* Refers to the AIDA HQ in Rostock. No indirect energy consumption by primary source occurs on board. These indicators are based on figures provided by the power supplier utility.

Many beverages on board AIDA are no longer purchased and offered in bottles but in special beverage containers with large volume capacities. In figures: Each year, 3 million liters of wine are delivered to our ships in reusable containers with a capacity of 1045 liters rather than in the usual containers. We thereby save the equivalent of 4.2 million wine bottles with 0.75 liters each. Analogous to this, we avoid the following packaging waste: 6 million soft drink bottles with 0.33 liters each, 5.75 million beer bottles with 0.33 liters each, and 800,000 Tetra Packs of fruit juice concentrate with 1 liter each.

It is often small changes that make a big difference. For example, we were able to reduce our plastic waste in the kitchen area by doing away with cocktail stirrers and switching to cling film that is a 10 cm narrower. In 2014 we also replaced numerous single-use products, such as tasting spoons in the kitchen, disposable aprons, and disposable bottles, with reusable products. In regard to the remaining disposable products on board, such as paper napkins or straws, we make sure that they are biodegradable if possible.



### Waste water treatment

AIDA Cruises does not dump any untreated waste water into the ocean. The possibilities of disposal in approved facilities on land are considered already during the route



► WASTE [EN 22]		2012	2013	2014
<b>Total waste</b>	[mt]	34,631	38,060	35,156
Waste landfill	[mt]	11,572	13,033	10,324
Combustion	[mt]	3,189	3,785	2,908
Ground-up food waste	[mt]	5,240	5,655	5,686
Special waste landfill	[mt]	5,302	6,028	7,110
Preparation for recycling	[mt]	9,328	9,559	9,128
Recycling rate	[%]	26.9	25.1	26.0
<b>Waste per person per day</b>	[kg/(P x day)]	4.612	4.365	3.855
Waste landfill	[kg/(P x day)]	1.541	1.495	1.132
Combustion	[kg/(P x day)]	0.425	0.434	0.319
Ground-up food waste	[kg/(P x day)]	0.698	0.649	0.623
Special waste	[kg/(P x day)]	0.706	0.691	0.780
Preparation for recycling	[kg/(P x day)]	1.242	1.096	1.001

planning. If such facilities are not available, we recycle the waste water to almost drinking water quality in the biological membrane waste water treatment plants on board our ships. This allows us to meet the currently most stringent international environmental standards for the treatment of waste water in the maritime industry, referred to as the Alaska guidelines. To further improve the quality of our treatment systems, we cooperate with partners including the Testing Institute for Waste Water Technology in Aachen. Together we are looking for technical solutions to further improve our water treatment. With a pilot project we launched in 2012, we want to achieve the new HELCOM threshold values for nitrogen and phosphorus before they are required.

Each of our ships already has two de-oiling facilities. Within these, separators are used to isolate condensation water (known as bilge water) from any oil residue. Furthermore, we check the oil content of the waste water using a sensor system, known as the White Box. If the internationally applicable threshold value of 15 ppm (parts per million) is exceeded, the White Box issues an immediate warning – and the release of bilge water is suspended. The filtered residual materials containing oil are given onshore to a licensed disposal company or, if

this is not possible, the best available alternative is used. The table provides an overview of the various types of waste water and their levels for 2014.

Definitions: “Gray water” means waste water containing a low level of contaminants. It can be generated from showers and washing of hands, for instance. Used water from toilets is called black water. Bilge water is condensation which has accumulated from the engine room and which gathers in what is known as the bilge, the lowest compartment in a ship.

The applicable rules on the protection of the marine environment are in the International Convention for the Prevention of Pollution from Ships, the MARPOL Convention (MARPOL = marine pollution), which is administered by the IMO (International Maritime Organization). This convention defines globally binding regulations and maximum permissible values for all offshore platforms and ships. In addition, special regions for various emissions are defined and stricter values established for these regions. For example, according to the MARPOL directives, there is a ban on untreated waste water disposal within twelve sea miles from the coast.

▶ WASTE WATER [EN 21]		2012		2013		2014	
		To the sea	On land	To the sea	On land	To the sea	On land
<b>Total waste water</b>	[mt]	1,280,251	39,196	1,380,883	33,050	1,342,711	36,914
Untreated black water	[mt]	0	0	0	0	0	0
Treated black water	[mt]	52,813	350	50,026	218	47,772	737
Permeate (treated water of near-drinking water quality)	[mt]	845,700	25,601	978,437	16,694	978,437	17,868
Untreated gray water (incl. pool water)	[mt]	355,572	12,467	325,048	14,605	283,230	16,620
Biomass and sludge (extracted solids from the treatment process)	[mt]	26,166	778	27,372	1,533	33,272	1,689

		2012		2013		2014	
		To the sea	On land	To the sea	On land	To the sea	On land
<b>Total waste water per person per day</b>	[l/(P x day)]	170.51	5.22	158.37	3.79	147.23	4.05
Untreated black water	[l/(P x day)]	0.00	0.00	0.00	0.00	0.00	0.00
Treated black water	[l/(P x day)]	7.03	0.05	5.74	0.03	5.24	0.08
Permeate (treated water of near-drinking water quality)	[l/(P x day)]	112.64	3.41	112.22	1.91	107.29	1.96
Untreated gray water (incl. pool water)	[l/(P x day)]	47.36	1.66	37.28	1.68	31.06	1.82
Biomass and sludge (extracted solids from the treatment process)	[l/(P x day)]	3.48	0.10	3.14	0.18	3.65	0.19





### **Fresh water savings**

We have switched to using various water-saving applications, including special shower heads, flow regulators on wash hand basins and showers, and timer switches and infrared control in washroom areas. This has allowed us to make continual reductions in the amount of water consumed per person in recent years. Our research shows that AIDA has the lowest per capita consumption in the entire cruise industry. A vacuum system is used to operate toilet flushing. This saves water, meaning that only one liter of water is used per flush. In comparison to the previous year, we have again been able to significantly reduce our fresh water consumption per person per day in 2013. While it was still 183 liters per person and day in 2012, in 2013, it is only 168 liters per person per day.

We have also installed a vacuum food waste system on our Sphinx series ships. This uses considerably less water

than conventional food waste disposal systems. That's because instead of the waste being pumped through pipes with water, we transport it to the waste storage tank using a vacuum system.

### **Protecting biodiversity: Ballast water treatment**

As well as protecting the environment and the climate, we are also committed to preserving biodiversity. That's why the latest addition to our fleet, AIDAstella, is now our first ship with a ballast water treatment system. We thereby fulfill the standards of the IMO International Convention for the Control and Management of Ships' Ballast Water and Sediments\* before its entry into effect.

Different organisms are regularly carried in the ballast water that serves to stabilize vessels at sea. These can

▶ WATER [EN 8]		2012	2013	2014
<b>Total water consumption of fleet</b>	[t]	1,363,862	1,463,462	1,575,772
Portion of water obtained from land	[t]	416,589	428,193	396,004
Portion of water produced on board from seawater	[t]	947,273	1,035,269	1,179,768
<b>Total water consumption on board per person per day</b>	[l/Pxday]	181.6	167.8	172.8
Portion of water obtained from land	[l/Pxday]	55.5	49.1	43.4
Portion of water produced on board from seawater	[l/Pxday]	126.2	118.7	129.4

include plankton and other microorganisms, which are then released when the ballast water is discharged. The challenge lies in making sure that species and organisms taken up with the seawater are not transferred to other ecosystems. If they are, there is the risk that they will establish themselves in the new ecosystem, proliferating and threatening native species. Treating ballast water makes it possible to prevent the unwanted transfer of these organisms in future.

The modern ballast water treatment system on AIDAstella complies with the IMO D-2 standard for ballast water treatment and destroys bacteria without the use of UV rays. That means that no harmful waste is produced.

\* To protect fragile ecosystems and to prevent that microorganisms proliferate beyond their native waters, the IMO adopted the International Convention for the Control and Management of Ships' Ballast Water and Sediments in 2004. This regulates the provisions and criteria, maximum permissible values and inspection methods for prevention of unwanted transfer of ocean organisms, pathogens or sediments to foreign ecosystems.

## Research projects

AIDA Cruises is involved in various research projects to develop new technologies to advance environmental protection.

For example, since 2009 we have been participating in the research project "Toplaterne" of the lighthouse project e4ships relating to the ecological, technical, and economic assessment of the use of fuel cells on ships. Another essential part of the project is formulating rules and standards for the approval and installation of fuel cells on ships and the use of low-emission fuels. The use of especially low-emission, gas-operated engines on board can be more quickly realized than the fuel cells.

Our new generation of ships, which will be put into service in 2015 and 2016, will be equipped with dual-fuel engines for the use of environmentally friendly liquefied natural gas as the first cruise ships worldwide. Within the framework of the EU project "BunGas," since 2011 AIDA has been working with experts from the maritime industry and research on the development of safe gas tanks for cruise ships. In 2014 the project was successfully completed. The next step is to have the results presented to national and international parliaments.



Together with the testing institute for waste water technology in Aachen, we are investigating the technical possibilities for continuous optimization of water treatment in order to achieve the HELCOM values for phosphorus and nitrogen before they become binding. The project NAUTEK also deals with the treatment, purification, and reuse of waste water on cruise ships.

With our partner Futouris e.V., we successfully advanced the issue of "sustainable land excursions" over the last two years. Having created a catalog of criteria for more sustainable shoreside excursions in 2013, in 2014 the focus of the joint research was on sustainable organization of excursions. Currently AIDA offers its guests worldwide 138 sustainable land excursions as well as some 230 mountain biking and pedelec trips in 160 ports.

The cooperation with Futouris will continue in 2015. The launch of a project for sustainable procurement and processing of food on cruises is planned.

## 6.1.2. OUR ENVIRONMENTAL AND CLIMATE PROTECTION: EVERYDAY PRACTICE

Sustainability at AIDA doesn't just include technological innovations. It also means acting in an environmentally friendly way, both on board and ashore. Whether ship furnishings, excursion programs, or product purchasing – the environmental impact is crucial for all of our decisions. Furthermore, we sensitize our employees and guests to sustainable behavior.

### Personal environmental commitment

We don't just want to impress our guests with our outstanding service. We also want to design our services to be as sustainable as possible. Our excursions perfectly illustrate how protecting the environment can be a lot of fun. We are careful to ensure that waste is disposed of or taken back on board during shoreside excursions. In our diving excursions, we make sure that our guests marvel at but do not touch the underwater world, as this ecosystem in particular is very fragile. For reasons of animal welfare, we do not offer trips to dolphinariums or elephant riding. At AIDA, we like to lead by example and sensitize our guests to sustainability.

In 2014 we outlined our ecological and social engagement in an informative film for our guests. The film is part of the nautical hour on board and can also be viewed at any time by interested guests on I-TV in their stateroom.

Our environmental officers are available on board as contact persons to answer any questions about environmental protection at AIDA. Our environmental officers are key players and contacts for our guests. They are responsible for ensuring that all legal requirements and the company's own standards for environmental protection are complied with. We base our activities on local, national, and international legislation, such as the provisions of the International Maritime Organization (IMO), a special organization of the United Nations. Our environmental officers are supported by our internal sustainability organization and our integrated management system. What's more, the environmental officers are also responsible for waste management and training employees on environmental issues.

The active involvement of all of our employees is essential for the success of our sustainability strategy. From their very first working day at AIDA, we sensitize our colleagues to the responsible use of natural resources. Every new crew member is obliged to complete special environmental training program on environmental management and how to deal correctly with resources, waste water, and waste. Our officers also give job-specific training that specially prepares officers, engineers, and managers on board for the environmental requirements of their daily work on deck or in the engine room. Transparency is particularly important here. In the event of legal or internal amendments, employees are immediately informed of the changes that are being made to everyday working procedures and the reasons for these. For us it is important not only that our employees are environmentally conscious in accordance with our guidelines but that they also understand why this is necessary.

### CO<sub>2</sub> – Compensation

In March 2015, AIDA and the climate protection organization atmosfair launched a climate protection program that sets standards in the cruise industry. The program features direct reduction of CO<sub>2</sub> ship emissions along with voluntary CO<sub>2</sub> compensation for cruises.

All AIDA guests may book the CO<sub>2</sub> compensation of their cruises at [www.aida.de](http://www.aida.de) under MyAIDA. By 2020 we want to have 20 percent of all AIDA guests make a voluntary contribution to climate protection with CO<sub>2</sub> compensation.

Through atmosfair climate protection projects, AIDA compensates CO<sub>2</sub> emissions from all business travel of its employees by plane or rental car.



The proceeds will go to a biomass power plant in northern India which produces green electricity from harvest residues for 40,000 households, saves 30,000 tons of CO<sub>2</sub> annually, and contributes to the region's development by offering new employment opportunities and income sources for farmers.

In a joint pilot project with atmosfair, AIDA Cruises also wants to evaluate the possibility of supplying its cruise ships with liquefied natural gas (LNG) which is manufactured entirely CO<sub>2</sub> -free with the power-to-gas method and wind or solar power. If successful, this could be the beginning of CO<sub>2</sub> -free cruises. Crucial for all ocean-going vessels are internationally uniform legal conditions and technical standards, in particular for the transport of LNG on board passenger ships, as well as technical standards for the relevant infrastructure in the ports. AIDA Cruises urges and supports the introduction of uniform standards and guidelines for the use of LNG on ships.

### Protection of resources made easy

We can also achieve a great deal on board our ships with environmentally conscious action: In the hotel area, for example, we save around 30 percent of the energy required for lighting on all ships starting with AIDA Sol through innovative lighting equipment and a comprehensive light management system. To be able to save even more energy, we of course also need the support of our employees and guests. To ensure that lights and air conditioning are not switched on unnecessarily, each guest on our four newest ships can use a key card switch to switch lights on and off when they enter or leave their cabins. To save more energy, all staterooms of ships from 2010 and later are equipped with a modern air recirculation system that includes waste heat recovery. The temperature in each cabin can thereby be controlled separately (HVAC

Control System). This modern technology reduces energy consumption in the cabins by up to 20 percent. For operating air conditioning, we only use refrigerants that do not damage the Earth's ozone layer. This has allowed us to reduce emissions of ozone-depleting refrigerants to zero.

Conserving water is also an important issue for AIDA. Through water-saving applications, including special shower heads, flow regulators on wash hand basins and showers, timer switches, and infrared control in wash-room areas, along with the use of vacuum technology in the hotel and food area, we have been able to make continual reductions in the amount of water consumed per person and day in recent years.

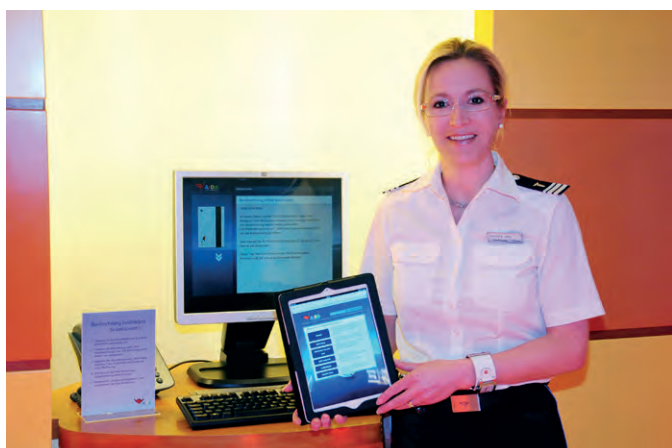
Our paper-saving measures are a further important contribution to conserving resources. In the next section, we have compiled detailed information.

### Saving paper

Our paper-saving measures are a further important contribution to conserving resources. Through numerous other initiatives, we have also significantly reduced the consumption of printer ink and toner.

At our company headquarters in Rostock, we exclusively use floor printers instead of individual printers at each workstation. Printing of documents is carried out only after confirmation by our employees directly on the printer. To save paper, we have set all printers to double-sided printing.

Since 2012, AIDA has been supporting the initiative "CEOs pro Recycling Paper." In response to urging by the Federal Ministry for the Environment, the German Nature and Biodiversity Conservation Union (Natur-



schutzbund Deutschland), and the German Association of the Club of Rome, we immediately committed to using only recycled paper with the blue angel emblem for our office materials and printed documents. All the paper we use is certified accordingly. Where possible, our existing range of office supplies is being replaced by sustainable products or supplements to it. At the same time, material-saving and recyclable packaging is used.

There are many ideas for reducing paper consumption not just on land. Since the introduction of on-board invoicing in 2013, documents are now printed out on our ships only upon request. Only around 20 to 50 guests have their invoices printed out on board. That means we save an average of 4400 sheets of paper and envelopes per cruise. There are no drawbacks for our guests. After their trip, they can also view their invoices on MyAIDA at their leisure or receive them by e-mail.

So-called SignPads are another technical innovation. These devices enable electronic signing. They have been in use successfully since 2013 at check-in, and are increasingly being deployed for booking and organization of excursions as well. They are used for excursion bookings, issuing tickets, or handling, for example. Through the use of SignPads, AIDA avoids printing around 1 million receipts per year.

In 2013, we successfully tested the introduction of digital photo stations on board AIDAbella in the Photo Shop. These guests can view, individually select, and place an order for their personal vacation memories upon request. Thanks to digitization, AIDA has reduced

the photo paper and chemicals used for development by around 50 percent – thus making another contribution to protecting the environment.

During the scheduled time in the shipyard of our ships, in 2014 digital photo stations were installed on board AIDAluna and AIDAvida and in the spring of 2015 on AIDamar and AIDAdiva. One of a total of 11 digital photo stations on the latter two ships can also be individually adjusted, making it easy for children and wheelchair users to operate.

In 2014 we introduced the Digital Media Lounge on board our ships. In cooperation with the Internet portal i-Kiosk for newspapers and magazines from the Axel Springer Publishing House, AIDA guests are offered an exclusive range of media products that they can read on their mobile devices – notebooks, tablets, or smartphones.

Our guests can also inform themselves quickly and comprehensively with our own onboard media such as the port information and the onboard newspaper AIDA Today. For guests who don't wish to do without their smartphones or tablets on vacation, port information and "AIDA Today" are available in digital format on the MyAIDA onboard portal, where guests can download the desired documents in PDF format at any time. The user figures for the MyAIDA onboard portal show that this service is very well received. The "cabin account," FAQs, and the Onboard ABC functions are also digitally integrated on MyAIDA. With all of these measures, it is important to us that we take these steps together with





the guests. Through their active involvement and ideas on saving paper, our staff on board and ashore contribute to our continuous reduction in consumption.

### Sustainable operation of our fleets of ships and automobiles

It is of course the case that optimized operation of our ships also plays an important role in environmental protection. We have long since been traveling on many routes only with greatly reduced speed, saving a lot of fuel. Effective route management, specification of shipping lanes for route optimization, and adjustment of schedules and docking times are important factors in the reduction of fuel consumption on board.

In 2014 AIDA Cruises also began with the installation of the innovative energy monitoring and management system EMMA from ABB on its fleet. In this way we are setting new standards for energy management on board. In addition to collecting a comprehensive database of operational and technical information, the system's main benefit is to give real-time decision support for operating the ship and its systems as close to the optimum as possible. For more information, see section "Innovative energy monitoring and management system".

The motor pool of AIDA Cruises at the company headquarters in Rostock consists of 80 vehicles and corresponds to the latest standards. In 2014, we were able to

reduce CO<sub>2</sub> emissions of our pool vehicles from 130 to 125 grams per km.

In addition, the first electrically powered cars were added to our car fleet at the beginning of 2014. When new company cars are ordered, natural gas vehicles are also offered to employees. Since 2013 AIDA Cruises has been making a contribution to environmental protection through the use of car sharing. Pool vehicles were replaced by car-sharing cars, saving 1.7 tons of CO<sub>2</sub> per car annually. In addition to improving the eco-balance, switching to the car sharing system also provides very personal advantages to AIDA workers. The attractive BMW models and the fleet of Minis can also be used privately. Employees at AIDA Cruises have another option to travel about in a way that is environmentally friendly and good exercise at the same time. At its location in Rostock, 20 company bicycles are available for use by employees. This option is used gladly and actively by the employees. Every year many employees answer the call to switch from car to bike and participate in a big way during the City Cycling campaign in Rostock. During the 2014 campaign, they all left their cars in their garages and traveled 13,854 kilometers with their bikes, thereby saving some two tons of CO<sub>2</sub>.

AIDA Cruises was recognized with the Green Fleet Award for its environmentally friendly motor fleet management in 2013. The prize is awarded by TÜV Süd and honors the most innovative and economical ideas for greater environmental protection in fleet management.

## Energy efficient buildings: Example AIDA home

First building with DGNB silver certification in Mecklenburg-Western Pomerania



### Environmentally friendly building and office solutions

In October 2014 AIDA Cruises moved into its new, modern, and light-flooded office complex AIDA Home in the Rostock city harbor. The complex can accommodate up to 400 people.

With the new building, AIDA Cruises also set an example in the area of sustainable construction. The new office complex was built according to the latest environmental standards and certified in May 2015 with the Silver quality seal of the German Sustainable Building Council (DGNB) as the first office building in Mecklenburg-Vorpommern to be recognized in this way.

In the evaluation of AIDA Home, factors including resource-conserving use of natural materials, renewable primary energy, and drinking water were examined. Criteria such as land use, accessibility, and thermal and sound insulation were also included in the certification. For example, a combination of geothermal energy, vapor-compression refrigeration, and district heating is

used for heating and cooling. AIDA Home also features a modern indoor climate concept with hybrid facade, thermal component activation, and displacement ventilation, as well as radiant heating and cooling ceiling panels. This guarantees a perfect indoor climate any time of the year.

Efficient lighting and a lighting control system ensure good visibility. This results in up to 60 percent energy savings and considerably reduced CO<sub>2</sub> emissions.

The "Go Green" project is also centered on the reduction of our CO<sub>2</sub> emissions. We've been cooperating with Deutsche Post (the German postal service) since March 2011 as part of this. By compensating for the resulting CO<sub>2</sub> emissions, the mail we send is climate neutral. Our participation fees allow us to support climate protection projects in China, Africa and India.

### Comprehensive quality

In addition to technological efficiency, our comprehensive quality strategy is also part of our sustainability plan.





In all our decisions, we always keep the overall context in mind. For us, sustainability and commercial success are not a contradiction, but the secret to our success.

When we purchase products, we make sure that they can be recycled and fed back into biological or technological processes. As in nature, as many products as possible that are used in one process should be recycled in another. This reduces generation of actual waste to a minimum. Over the long term, it is our goal to gradually evaluate all products used up to this point, including furniture, work wear, and food products [Link ID 1601 Allergy sufferers] to see if they can be recycled in biological and technological closed-loop processes. If necessary, adjustments will be made or these products will be replaced. For example: Since 2013, we have been gradually changing the carpets in the crew cabins of our ships during shipyard times.

The new carpet flooring meets our requirements for sustainable products from closed-loop recycling processes. It is made from environmentally friendly and recyclable materials. In addition, the carpet flooring is non-hazard-

ous to health throughout its life-cycle, from fabrication to recycling. It contains no components or substances that could emit hazardous materials during its manufacture or use. On our new ship AIDAprima, we even go a step further. In all passenger and crew areas, over a total area of about 64,000 square meters, AIDAprima will be furnished with environmentally friendly carpeting. The carpeting is made from natural and sustainable raw materials, mostly from lambswool. The carpets also fulfill the rigid provisions of the program Green Label Plus of the Carpet and Rug Institute. Once the carpeting has reached the end of its useful life, it can be returned to the manufacturer as part of an exclusive take-back program. This program will be further developed to the effect that, after its exchange, old carpeting from the entire AIDA fleet will be recycled and used as carpet underlay. This is a big step for the environment because thousands of tons of carpeting will no longer simply be disposed of after use but recycled and fed back into other loop processes.

## ACHIEVEMENTS ENVIRONMENT

### CARNIVAL CORPORATION & PLC – Corporate sustainability goals

	ENVIRONMENTAL GOALS
#1	Reduce the intensity of CO <sub>2</sub> e (equivalent carbon dioxide) emissions from our operations by 25% by 2020 relative to our 2005 baseline, measured in grams of CO <sub>2</sub> e per ALB-km.
#2	Continue to improve the quality of our emissions into the air by developing, deploying and operating Exhaust Gas Cleaning systems capable of reducing sulfur compounds and particulate matter from our ship's engine exhaust.
#3	Increase Cold Ironing coverage of our fleet wide capacity in relation to future port capabilities.
#4	Increase Advanced Waste Water Purification System (AWWPS) coverage of our fleet wide capacity by 10 percentage points by 2020 relative to our 2014 baseline.
#5	Continue to improve water use efficiency of our shipboard operations by 5% by 2020 relative to our 2010 baseline, as measured by liters per person per day.
#6	Continue to reduce waste generated by our shipboard operations by 5% by 2020 relative to our 2010 baseline, as measured by kilograms of non-recycled waste per person per day.



## AIDA CRUISES – Brand sustainability goals and measures

### ENVIRONMENT

GOALS	MEASURES	STATUS/2014	NEXT STEPS/ 2015 FF.
<b>AIDA – to Carn. Corp. #1</b>	Modernization of the heating ventilation and air conditioning system on the first generation of AIDA ships to increase energy efficiency and reliability	AIDAcara is equipped	AIDAvita and AIDAaura installation in 2015
<b>AIDA – to Carn. Corp. #1</b>	Installation of ABB EMMA energy monitoring and management software, which gives decision support for optimizing ship and system performance.	6 Ships equipped 7 <sup>th</sup> ship (AIDAstella) equipped end of September 2015	Installation fleet-wide
<b>AIDA – to Carn. Corp. #1</b>	Installation of dual-fuel engine on AIDA newbuilds 2015/2016	Dual-fuel engine installed on AIDAprima in 2014	Newbuild 2016 being equipped with dual-fuel engine
<b>AIDA – to Carn. Corp. #1</b>	Equip new ships with innovative MALS technology to reduce fuel consumption	MALS technology installed on AIDAprima	Newbuild 2016 also gets MALS technology
<b>AIDA – to Carn. Corp. #1</b>	Improve waste heat recovery through technical improvements resulting in reduced oil-fired boiler use and increased fresh water production	Improvements completed on 7 Sphinx-class vessels	Planned installation for AIDAvita and AIDAaura
<b>AIDA – to Carn. Corp. #2</b>	Installation of comprehensive exhaust gas treatment system (reduction of soot particles, NO <sub>x</sub> , SO <sub>x</sub> by 90-99 percent) on newbuilds  Step by step retrofit of exhaust gas treatment on current fleet	Installation of comprehensive exhaust gas treatment on AIDAprima completed  4 ships equipped with 1st installations of the comprehensive exhaust gas treatment system to reduce sulfur oxides	Installation of comprehensive exhaust gas treatment on newbuild 2016  Continue retrofit installations at regular yard times
<b>AIDA – to Carn. Corp. #3</b>	Use cold ironing facilities as one possibility to lower emissions in port	AIDAsol and newbuilds 2015/2016 equipped for cold ironing  6 further ships prepared	AIDAsol to be powered via cold ironing in Hamburg Altona for the 1 <sup>st</sup> time in 2015

ENVIRONMENT			
GOALS	MEASURES	STATUS/2014	NEXT STEPS/ 2015 FF.
<b>AIDA – to Carn. Corp. #4</b>	Implementing Advanced Waste Water Purification Systems (AWWPS) and additionally fulfill HELCOM requirements on board newbuilds.	In process	AIDAprima and newbuild 2016 to be equipped with AWWPS and fulfilling HELCOM requirements
<b>AIDA – to Carn. Corp. #6</b>	Reduction of waste generated per guest per day  a) Conduct regular waste disposal audits and inspections on site and in ports  b) Reduction of non-recyclable products. Introduction of closed-loop processes  c) Tighten requirements for contractors, e.g. with regard to sorting quotas  d) Increase use of biodegradable products	Continuous process	Continuous process
<b>AIDA – to Carn. Corp. #5 to #6</b>	Decrease consumption of water and energy resources by optimizing working processes on board	Continuous process	Continuous process
Low-emission energy supply with LNG in port	Worldwide unique pilot project: LNG Hybrid Barge for power supply from LNG  Dual-fuel engine on board newbuilds 2015/2016	1 <sup>st</sup> energy supply of AIDA Sol by LNG Hybrid Barge in May 2015  Dual-fuel engine installed on AIDAprima in 2014	Test and evaluation of LNG Hybrid Barge as pilot project  Newbuild 2016 being equipped with dual-fuel engine
Increase of sustainable products	Increase of sustainable products, e.g. furniture, clothes for guests and employees (Cradle 2 Cradle = C2C), food etc.	Continuous process e.g. C2C-carpets in crew cabins and onshore (AIDA Home)	Continuous process e.g. we strive for an C2C-Silver-Certification for our cabin fabrics in 2015

ENVIRONMENT			
GOALS	MEASURES	STATUS/2014	NEXT STEPS/ 2015 FF.
CO <sub>2</sub> compensation	CO <sub>2</sub> compensation by AIDA for all business trips of AIDA employees by rental car and plane	CO <sub>2</sub> compensation of AIDA business trips taken in 2014	Continue CO <sub>2</sub> compensation of business trips
	CO <sub>2</sub> compensation of their cruise as optional offer for AIDA guests	Introduction of optional CO <sub>2</sub> compensation of their cruise for AIDA guests in March 2015	Increase number of guests who choose to compensate their cruise
	Further increase efficient solutions for IT and office work (printer, resetting IT clients, etc.)	Continuous process e.g. first re-setting to virtual clients	Continuous process e.g. resetting to virtual clients fleet-wide
Increase digitalization	Increase digitalization to save resources on board and onshore (paper and toner)	Continuous process e.g. installation of digital photo stations, e-magazines on board etc.	Continuous process





## ► 6.2 EMPLOYEES

Our employees are at the heart of our success. They are the face of the AIDA joie de vivre and impress our guests with their professionalism and warm welcome. We encourage commitment and satisfaction among our employees with an extensive range of apprenticeship and professional development programs, opportunities for personal development and a healthy working environment that offers a secure future.

### 6.2.1 AIDA AS AN EMPLOYER

The AIDA values form the supporting pillar of our company culture, which rests on diversity, respect, passion and trust. We are convinced that only satisfied employees can greet our guests with the AIDA signature smile. Employee satisfaction is not only achieved through an attractive working environment, but also by being confident in one's own abilities. We offer our employees diverse career options and promote their talents with suitable training opportunities for their personal and professional development.

The Top Employers Institute honored us as a top employer and the news magazine Focus designated us as the best employer in the tourism industry. Our corporate benefits also help to secure the future of our employees.

### Occupational areas

Our career opportunities are diverse, ranging from jobs in the hotel, tourism, and business administration sectors to nautical science and technology, all the way to environmental management. We offer qualified applicants in a wide variety of professions exciting career development opportunities. To show our onboard crew members their career prospects in the context of employee development, we developed department-specific career models in 2014. The "AIDA Career Compass" shows in detail which requirements are needed for the next step up the ladder – in terms of performance and potentials, language skills in German and English as well as qualifications and participation in AIDA training programs.

Our Career Days, or Applicant Days focus on jobs at sea and provide insight into what it is like to live and

work on board a cruise ship. It is also possible to start a career at AIDA in the areas of entertainment, wellness, or nautical science. Those who complete their maritime training with us in marine engineering, nautical science, or marine electrical engineering will also become familiar with the traditional seafarer's way of life. A multi-week internship aboard the sail training ship "Grossherzogin Elisabeth," also known as "Lissi," is more than just a great experience. It also provides trainees with basic knowledge about seafaring and boosts team spirit. As a subsidiary of Carnival Corporation & plc, we utilize the synergies within our group. In 2014, for example, eight cadets from Carnival UK completed their nautical training onboard the "Lissi" for the first time together with the AIDA cadets. This cooperation strengthens the exchange of future employees within the Carnival Group and contributes to a diverse and multinational education. We want to expand this successful program even further in 2015. In June 2014, AIDA received its sixth award from the Rostock Chamber of Commerce for its top training program.

The same thing is true in all career fields at AIDA: We have an open outlook on the world, are highly committed to quality, and are completely convinced that diverse cultural influences enrich our lives. Learning from one another is not something to which AIDA merely pays lip service. Instead, it is a fixed element of our corporate culture. It goes without saying that our focus on safety is also part of our quality standards. That is why we train and qualify our employees on an ongoing basis from the time they begin working for our company. In order to do this, we have developed a holistic training concept called HESS, which stands for Health and Hygiene, Environment, Safety, Security. These training programs are held at the AIDA Academy, at CSMART Rostock, on board, as well as at select educational partners. In 2014 alone, our seven HESS traveling trainers conducted 8,434 training courses for employees on board. All employees generally receive comprehensive initial training and refresher courses in every HESS category.

## Employee benefits

We offer our employees an attractive working environment with an atmosphere of mutual trust and respect. In addition, we make it possible for them to achieve a good work-life balance. Employees can benefit from our varied AIDA leisure offerings both ashore and on board. We have also put together the AIDA Plus package, which features offers such as trips at employee rates, discounts on board, special conditions for sport, wellness, health and leisure activities as well as for affiliated companies. Other advantages of the AIDA Plus packa-

ge include a corporate, employer-financed pension and employee bonuses.

Since 2006, the AIDA Crew Day and other special events have been held for employees on board. To honor outstanding service, the onboard Employee of the Month Program distinguishes crew members for their extraordinary commitment. This distinction is accompanied by a financial bonus.

We also foster the health of our employees by informing them about the benefits of an active and healthy lifestyle and providing incentives for recreation and exercise. Preventative care also includes check-ups with the in-house medical service and flu vaccinations. The annual health days with various workshops on exercise, fitness, nutrition, and relaxation are also a special event each year. The 2014 Health Day was devoted to the topic of "Healthy & Fit for the Fall" and was also held for our colleagues in Hamburg for the first time. The diverse range of offerings included everything from tips for maintaining and boosting performance, meditation and compensation exercises to fitness classes. Another highlight in 2014 was our offer to employees in Rostock to take an evening cruise on the Baltic Sea on board of the sail training ship "Grossherzogin Elisabeth" on various dates.

A family-friendly workplace is also part of a successful work-life balance, which is why AIDA offers its employees spaces for their children in kindergartens along with special conditions at childcare centers as well as vacation offers and flexible working hours. To ensure that our employees have unlimited mobility during their time off, we offer them the opportunity to rent bicycles



free of charge after work hours and on weekends and encourage them to use especially low leisure time rates for the vehicles in our carsharing pool.

### The Maritime Labour Convention (MLC) goes into effect

All of the ships in the AIDA fleet were certified according to the 2006 Maritime Labour Convention (MLC) by June 2014. The 2006 Maritime Labour Convention, enacted by the International Labour Organization, went into effect on August 20, 2013. The International Labour Organization (ILO) is a specialized agency of the United Nations headquartered in Geneva, Switzerland, which is responsible for formulating and implementing international labor and social standards. The globally applicable minimum standards are meant to ensure the rights of workers and thus humane working conditions for everyone in the world. The MLC as well as previous ILO conventions lay the international foundation for labor law on cruise ships. The goal of the MLC is to provide international standards for the working and living conditions of seafarers. The regulations defined in it cover fundamental working conditions including healthcare, safety, minimum age, recruiting, accommodations on board as well as social security. They also guarantee appropriate living and working conditions on board. All of the flag states and home countries of employees are asked to incorporate the MLC and preceding ILO conventions into national laws.

At AIDA we were very glad to see the MLC go into effect around the world. The satisfaction of our guests – and thus the success of our company – strongly depends on the quality of work of our employees. Our motto is: “Home of the smile.” We can only live up to this motto if our crew is satisfied and highly motivated. From the very beginning, AIDA has been a pioneer in the industry when it comes to fair working conditions for our employees. AIDA, for example, allows crew members to enter the public areas for passengers and take advantage of our offers on board. The MLC standards and the demanded rights have been a standard practice at AIDA for many years. In many areas we even exceed them.

With the MLC, the fourth pillar of international maritime law goes into effect. The others are the International Convention for the Safety of Life at Sea (SOLAS), the International Convention for the Prevention of Pollution from Ships (MARPOL) and the International Convention on Standards of Training, Certification, and Watchkeeping for Seafarers (STCW).

More information about the Maritime Labour Convention can be found on the ILO website ([www.ilo.org](http://www.ilo.org)).

### AIDA values

“We are AIDA” and “Home of the smile.” What exactly do these statements mean? Which values do they imply, how are these values lived out, and what is it that connects us in our everyday work on board and ashore? In an ever-changing environment, we want to use our “Value” project to answer these important questions and have revitalized our company values in 2013/2014. Our employees were instrumental in designing and directing this process. We held a total of nine workshops on board the AIDA fleet, in Rostock and Hamburg, as well as in our training centers in Manila and Goa to collect their ideas and opinions regarding values and modes of behavior in their daily interactions. The workshop results were subsequently integrated into the re-orientation of our AIDA values. The research-based Corporate Energy Model was used for the evaluation. The four color fields, each of which stand for an aspect of the corporate culture, are characteristic for this model. The statements and opinions that employees shared in the workshops were analyzed and quantified according to this model. The AIDA Value Steering Committee then formulated the new values based on these results. The goal was to develop a concise and catchy mission statement. Since values mainly have to do with how they are actually practised in real life, behavioral descriptions were defined for each value. These substantiate the content of the values and clearly reflect the statements that employees made during the workshops.

The presentation of the new corporate values in early 2014 was followed by an internal engagement process in spring. This included townhall & department meetings as well as workshops and creative campaigns on board and ashore with the goal of giving life to the new values. In this process, the employees entered into a thorough discourse with our new mission and worked on how they wanted to implement the values in their own daily life and practice them as a team. The results were captured and exhibited on four posters for each of the four AIDA values in each department.





**UNITED we are COLORFUL, we show RESPECT,  
we have PASSION, we build TRUST –  
for a SAFE and SUCCESSFUL future.**

### I am **COLORFUL**

because ...

- ... I enjoy working in a diverse team
- ... I am friendly and engaging
- ... I stay curious and open minded

### I show **RESPECT**

by ...

- ... valuing and appreciating the individual
- ... treating people equally and with kindness
- ... taking the time to listen

### I build **TRUST**

by ...

- ... being fully committed to safety
- ... communicating transparently
- ... acting responsibly, reliably and professionally
- ... learning and allowing people to develop

### I have **PASSION**

when ...

- ... I am proactive and innovative
- ... I am ambitious for results
- ... I deliver high quality and service
- ... my enthusiasm and energy contribute to a happy environment.

## Integration of the AIDA Values into practice

Values need to be embodied. In order for us to keep them firmly instilled, they are going to be integrated into existing tools and regularly measured. The following steps in actively implementing the values were already completed or are planned for the near future:

## Leadership workshops

Values live through the exemplary behavior of the managers. That is why we implemented the AIDA Values in 2014 with special leadership workshops, for example. Their objective was to instruct the AIDA managers in acting and leading with a value orientation in everyday work as well as stress situations and to motivate them to firmly establish these values in their own teams by setting an example.



### **Training Managers on board the fleet**

We introduced the position of training managers on-board the ships in 2014. A total of seven training managers are expanding our employees' advanced learning opportunities onboard. They offer language courses in English and German. The training manager also provides instruction in the area of guest services, sales and employee management. By creating the new position of training managers, we are responding to the desire expressed by the crew to improve their language skills and expand their expertise.

### **Seniority Award on board of the AIDA ships**

We introduced the Seniority Award in 2014 to pay tribute to our respect and appreciation of the service of longstanding AIDA Cruises employees as well as thank them for their loyalty and engagement.

### **Equality Program**

As part of the equality program, training sessions on intercultural collaboration, diversity and respectful teamwork are being developed and implemented onboard by the training manager.

### **Crew survey**

We have planned a crew survey for 2015 in order to solidly establish the company values and make them specifically measurable. Each crew member is invited to participate in the survey and give us feedback on the perception and implementation of the new values.

### **"We are AIDA" platform**

Our new platform for internal communication, the new AIDA Intranet, will start in 2015. It will be accessible to on-shore and onboard employees around the clock, including with private mobile end devices. The new Intranet gives our employees the opportunity to inform themselves about news from the company as well as the relevant subject areas and important projects. We want to use the new digital platform to promote interactions and simplify cooperation between individuals and specialized departments.

### **Awards as an employer**

Motivated and well-qualified employees are the foundation of our success. We continually invest in practical training and further education for our personnel and support motivated employees with potential in formulating their personal career plans.

AIDA Cruises has once again been recognized for this by the international research company Top Employers Institute as the "Top Employer in Germany 2015." Conducted annually, the study analyzes leading employers worldwide. Ratings are given for the company's offers in the areas of human resources planning, training and career planning, manager development, compensations & benefits, corporate culture, and more.



AIDA Cruises scored high as an attractive employer in a direct comparison with other tourist companies as well. In 2014, AIDA Cruises was recognized as one of the best employers in the tourism industry by the news magazine 'Focus'. In the largest survey of its kind in Germany, Focus collaborated with Xing and kununu to identify the best employers with over 500 employees from 22 sectors. The representative survey is based on the ratings of employees from all hierarchical and age levels. Employees review their employers and their bosses. The survey respondents indicated, among other things, how satisfied they are with their supervisor's management style, their career opportunities, their salary, and their employer's image. The survey also asked how likely the respondents would be to recommend their own employer as well as other employers in their respective industry. Focus issued the "Best Employer Award" to the three top employers in all industries, divided up according to large companies and small and medium-sized enterprises.

AIDA also has top standards when it comes to training. This commitment was honored with the "Top Training Facility 2014" by IHK in Rostock. The IHK awards this seal of quality to regional companies that distinguish themselves with special initiatives for trainees as well as continuity and creativity in career training. We are proud of these recognitions and view them as motivation to continue developing our personnel management.





## 6.2.2 ATTRACTING EMPLOYEES

### Attractive prospects and personalized career planning

The job families at AIDA Cruises are called “Marine” and “Guests” on board and “Business” on land. There are exciting fields for skilled workers and managers to discover within all of these areas, including navigation and technology, catering and hotel services, wellness and exercise, as well as tourism and business administration.

We want to recruit the best talent for all of our job families, which is why we organize our Applicant Days throughout Germany and Austria and are present at national and international career fairs.

In 2014 we also initiated an Open House for the first time at the AIDA Customer Center. Here interested par-

ties were able to get information about job profiles for Customer Center employees and travel consultants. About 140 participants used the opportunity to familiarize themselves with AIDA through workshops, presentations and personal talks with our employees.

### Attracting employees

In order to get the attention of potential applicants, we have an extensive career site and are present on social media. We also initiate a number of different career events and work closely with various universities. To make sure that prospective applicants can get comprehensive, specific information about career opportunities at AIDA from anywhere, we gave our career portal a face lift and expanded the offer on mobile end devices as well as our social media presence on Facebook, XING, and LinkedIn in 2014. In 2014 the number of followers on our “AIDA Jobs” Facebook page rose to more than 15,000.

In addition to the specific job profile, the international atmosphere and many career opportunities at AIDA play an important role in making us an attractive employer. We also offer exciting opportunities to artists. They can showcase their talent at our global castings calls [Link to Casting Video]. Our Career Days also support us in adding new, qualified members to our ever-growing AIDA family.





AIDA is a globally operating company, which is why we are also committed to recruiting and training our young talent around the world: We work with selected training centers in the Philippines, India, Vietnam and Indonesia. In 2014 alone we trained a total of 1,785 employees in 135 training programs there, some of which lasted several weeks.

The first AIDA recruiting days for the hotel staff took place in Port Louis, Mauritius, in 2014. About 80 qual-

ified candidates were selected and then prepared for employment on board. The first AIDA Recruiting Days for hotel staff in Vietnam were just as successful and we were able to hire 100 new employees. Additional recruiting activities with the training centers in the above-mentioned markets as well as Mauritius are planned in 2015. AIDA Cruises is also increasing its recruiting initiatives in Europe.

### 6.2.3 TRAINING AND PROFESSIONAL DEVELOPMENT

At the AIDA Academy, our training and professional development center in Rostock, we bring courses of study as well as training and development programs together under one roof. This is the best way to ensure the bi-directional transfer of expertise and to make sure that practical on-board experiences are integrated into research innovations. In November 2014 we moved the AIDA Academy into our new office complex AIDA Home in the city harbor of Rostock. Our maritime simulation center for nautical and technical officers, which covers an area of 200 square meters, is located at the former premises of the AIDA Academy in Neuer Markt, Rostock. This is where the officers and junior staff receive regular training in the mastery of safe navigation methods and the technical operation of the ship. This training far exceeds the requirements of international safety standards.





When training on the full-mission bridge, maneuvers that account for influencing factors such as swell, wind, current, various sight conditions and precipitation can be simulated 1:1 on the 220 degree panoramic screens. Training is conducted in the regions of the world that AIDA cruise ships visit, including the ports of Hamburg, Bangkok, and Singapore as well as busy areas like the Kadet Trench, the Norwegian fjords, and the Bosphorus. We use the bridge simulator to conduct equipment and system training programs for new officers and students. The engine room simulator reenacts the operation of the on-board machinery, simulates emergency scenarios and offers team and individual exercises.

Since November 2013, we have linked the bridge simulator and the engine room simulator to create an innovation in European simulation technology. As a result, we are now able to conduct even more complex safety exercises under almost realistic conditions.

Since 2014, our crew has also been training for the operation of the first ship of the new AIDA ship generation – AIDAprima – which will begin service in October 2015. One of AIDAprima's special features is its Azipod propulsion. Here the drive system lies in a streamlined pod and can be rotated around the vertical axis by 360 degrees. We introduced specific Azipod training sessions for the operation of this drive system in 2014 together with the system's manufacturer.

We are planning the expansion of our simulation center and training opportunities in 2015. An increasing number of captains and officers from Costa will complete nautical and technical training in Rostock along with the AIDA managers. The open exchange of experiences and intensive cooperation with our colleagues at Costa offer great benefits. The crews are learning with and from each other in order to ensure the safety of our crew and guests as well as a safe and smooth ship operation at all times.

In addition to on-site training courses, simulations, and workshops, we also use modern methods such as blended learning and e-learning to help our employees gain qualifications. This also includes the web-based learning management system known as AIDA Expert, which our employees can access 24 hours a day from anywhere with Internet access for independent learning. The training catalogue includes all of the courses that AIDA offers as well as mobile learning modules on occupational health and safety, management standards, data protection, as well as technical and soft skill training. Our goal is to make online training as realistic as possible. For this reason, we are continuously developing AIDA-specific programs that are precisely tailored to the different job specifications on board. This is also why the training content has been enhanced with special modules such as ethics and compliance courses as well as German, Italian, and English courses. In 2014,

we once again expanded the target group-specific offerings for specialty training, e-learning, management training, and language courses.

We increased the number of training seminars by 26 percent compared to the previous year. In order to train as many on-board employees as possible on issues related to health, environmental protection, and safety (8,434 employee training workshops), we added four extra HESS trainers (HESS = Health Environment Safety Security) to our fleet in 2013. As a result, we were able to roughly quadruple the number of training seminars on board last year. We increased the number of HESS trainers to seven in 2014.

We also employ seven training managers on board of our fleet in 2014, who are instructing our crew in technical areas, providing management and soft-skill training as well as offering language courses in German and English. In 2014, we were able to increase the number of training workshops for land-based employees from 684 to 750. More detailed figures on the education and advanced training can be found under AIDA in figures. In order to recruit the best talent and appropriately prepare them for a job on board, we currently offer three courses of study: nautical science, marine engineering, and marine electrical engineering. We also offer commercial training programs in dialogue marketing at our customer center. AIDA Cruises has offered a trainee program in hotel management since 2012. Now that the

first successful graduates are occupying attractive positions on board about a year and a half later, the second round of our hotel management trainees went aboard the AIDA fleet in 2014.

Studying and vocational training at AIDA means being at the heart of it all from the very start, experiencing the divisions and team spirit at the company, and becoming part of the AIDA crew. Our declared goal is to provide sound training that will allow our students and apprentices to take on interesting challenges and seize opportunities within the company. From day one, we grant comprehensive insight into the corporate structure as well as the various responsibilities and areas related to the respective course of study or training program. Our students and apprentices will always find competent contacts on our crew to accompany and support them through their training.

The Germany Scholarship (Deutschlandstipendium) provides financial support for high achieving, motivated students to allow them to successfully focus on earning their degree. AIDA Cruises has participated in the project for the third time in 2014 and is once again sponsoring two students at the University of Rostock.





## 6.2.4 ETHICS

### Code of Business Conduct & Ethics

All AIDA employees are familiarized with the code of business conducts and ethics. All employees have to renew their certificates every two years. AIDA employees can take the training at any time and in any place, whether on board or on land, as part of a modern E-learning training program. The training content includes such topics as the behavior and ethics codex, anti-corruption, antitrust, insider trading and how to deal with employee complaints. Nearly 100 percent of our employees successfully completed this training in 2014.

As a multinational company with employees from 40 nations, diversity is a natural part of our working lives – and a tremendous enrichment. We have therefore also signed the „Charta der Vielfalt“ (Diversity Charter) initiative. By endorsing this initiative, we expressly commit to respecting all employees – regardless of gender, ethnic origin, sexual orientation, worldview or age. Furthermore, we respect the cultural characteristics of our colleagues from other countries and consider their needs. In accordance with our AIDA Values, we embody a working atmosphere of mutual respect regardless of age, origin and hierarchy. We have joined the “Fair Company” initiative from [karriere.de](http://karriere.de), because fairness in respect to interns, trainees and college graduates is a matter of course to us. We have held the “Fair Company” seal of quality since 2010.

If employees observe unequal treatment, they can contact their supervisors, the employee representation committee, or another trusted person. In addition, the position of an HR manager has been held within our Ship’s Council on all ships since 2007. The HR manager supports the existing personnel work on board and also advises on issues related to labor law. Our Code of Business Conduct and Ethics clearly regulates how we deal with discrimination: In such cases, the specialist departments and the HR department are notified immediately. We thoroughly investigate reported cases and may apply labor law sanctions within the framework of our zero tolerance policy. No cases of discrimination were reported by the CFO in 2014.

In November 2012, AIDA signed the World Tourism Organization’s (UNWTO) Global Code of Ethics for Tourism. By doing so, we made significant progress on our way to achieving responsible and sustainable tourism. As a signatory of the codex, AIDA Cruises regularly accounts to UNWTO regarding the compliance with and further development of its measures to promote sustainable tourism.



## ACHIEVEMENTS EMPLOYEES

### CARNIVAL CORPORATION & PLC – Corporate sustainability goals

SAFETY GOALS	
#7	Striving to be free of injuries, we continue to build on our commitment to protect the health, safety and security of our guests, employees and all others working on our behalf.
LABOR & SOCIAL GOALS	
#8	Continue to build a diverse and inclusive workforce and provide all employees with a positive work environment and opportunities to build a rewarding career to further drive employee engagement.
#9	Further develop and implement vendor assurance procedures ensuring compliance with Carnival Corporation & plc's Business Partner Code of Conduct and Ethics.
#10	Continue to work on initiatives and partnerships that support and sponsor a broad range of organizations for the benefit of our local and global communities.

### AIDA CRUISES – Brand sustainability goals and measures

#### SAFETY & HEALTH

GOALS	MEASURES	STATUS/2014	NEXT STEPS/ 2015 FF.
AIDA to Carn.Corp. #7	Mandatory HESS training courses for all employees  Integrate HESS content in all training programs	Supporting the development of new Carnival Corporation HESS Standards	Implementation of Carnival HESS Training Standards
AIDA to Carn.Corp. #7	Systematic implementation of occupational health and safety strategies	Continuous process	Continuous process
Improved management systems that take the particular requirements of the cruise industry into account	Develop a group-wide and specially customized management system within the Carnival Group that meets and exceeds the ISO requirements	In progress	Implementation of new Carnival standards in 2015

LABOR			
GOALS	MEASURES	STATUS/2014	NEXT STEPS/ 2015 FF.
Targeted development of employee skills	<p>Target-group specific introductory and refresher courses at the AIDA Academy</p> <p>Expansion of the web-based AIDA Expert learning management system</p> <p>Establish international training centers &amp; programs with training partners</p>	<p>Focus on development of competencies in service and leadership as well as career planning, supported by the implementation of training managers on board</p> <p>Expansion of management and language training courses</p>	<p>Expansion of Simulation Training Center</p> <p>Increase offers for e-learning</p> <p>Implementation of new training modules on board</p>
Support managers with their responsibilities and promote their development	<p>Offer comprehensive training for managers and up-and-coming managers,</p> <p>Develop and maintain management standards and tools</p> <p>Enhance intercultural understanding</p>	<p>New senior management program "Maritime Leadership"</p> <p>New: AIDA Leaders Advanced in Asia</p> <p>Workshops: value-oriented leadership</p>	<p>Implementation of "AIDA Spirits" training in Asia</p> <p>Expansion of "Leaders Selection" training courses</p>
Ensure in-house up-and-coming managers in the nautical and technical fields	<p>Offer high quality training and study programs in cooperation with training partners and the AIDA Academy</p>	<p>Formalization of internal advancements for taking up an officer career</p> <p>Further developments in technical courses of study</p> <p>Internationalization of education</p>	<p>Transferal of students to the new ship electrics course of study</p> <p>Development of a one year educational program for becoming an Electro-technical Officer's Assistant (ETOA)</p>
Consolidate educational activities within the AIDA Academy	<p>Company-wide pooling of training and study activities and training programs</p>	<p>Consolidation of training programs at AIDA Entertainment in Hamburg</p> <p>New facility AIDA Home</p> <p>Synergies of AIDA Academy and Costa Campus</p>	<p>Consolidation of training programs at all AIDA sites</p> <p>Corporate LMS (Learning Management System) within Costa Group</p>

LABOR			
GOALS	MEASURES	STATUS/2014	NEXT STEPS/ 2015 FF.
Measure employee satisfaction	Carry out company-wide AIDA employee survey	Develop clear understanding of AIDA values / Implementation of AIDA Values Project	Introduction of crew satisfaction measurement on board
Improve employee health and work-life balance	Offers for health & work-life balance,  e.g. health day events, strengthening of work-life balance, Numerous fitness and regeneration offers	First health day in Hamburg  Virtualization of work-life (introduction of techniques video conferencing etc.)  New concept and modernization of canteen  Introduction of Home Office offerings for employees of the service center	Expand flexible work-time models  Introduction of electronic work-time schedules on board
Positioning as an attractive employer	Comprehensive insights into the various working worlds for prospective applicants via Internet, trade fairs, social media, international and national career days, presentations and partnerships	Employer in the Tourism Industry 2014" by Focus magazine)  Optimized service for job applicants, e.g. - facelift of aida-jobs.de - simplified application process - increased number of applicant's days	Strengthening of internal and external employer branding, e.g. through new image campaigns for recruiting



## ► 6.3 GUESTS

Best service and maximum safety are just two of our requirements for an unforgettable AIDA voyage. Sustainability is always within our purview so voyages with us remain an experience for years to come.

### 6.3.1 SERVICE

Our guests will get a sense of the AIDA crew's exceptional commitment to service at every possible opportunity. We are delighted by all the positive feedback we receive in person on board, in the mail, on social media, and also from external institutions. In 2014, we were recognized as a Service Champion for the fourth time for the highest rated customer service experience.

#### **AIDA Club**

Our guests are important to us, which is why we offer special benefits to loyal guests with the AIDA Club. Guests who have spent at least 10 days on board AIDA over the past five years become members of the AIDA Club and are automatically sent their personal login data to access the AIDA Club portal. You can thus become a permanent member of our ever-expanding AIDA family, which grew to over 900,000 in 2014 alone. Using the club portal, you can look up information such as your club status and associated benefits throughout the year. Depending on the number of days spent on board, the benefits range from special club meetings and free offers to onboard credit and culinary highlights. Our onboard club meetings give members the chance to talk with the crew outside the day-to-day interactions. We also get our club members actively involved in AIDA activities as part of the club program. Furthermore, we actively incorporate what our guests would like to see in our products. For example, we asked all members to

help us decide what the new design should be for the new PREMIUM travel documents.

We will be launching the new AIDA Club on October 1, 2015. Even as soon as the first AIDA voyage, this new club will offer all members exclusive benefits and discounts in the form of credits and Internet packages as well as offers in the AIDA online shop. Starting with this new AIDA Club all our members will earn „sea miles“ with every AIDA vacation that will be credited to them after their trip. For the first time, they will be calculated based on the length of the cruise, the price bracket, and the stateroom category. In addition to the current Blue, Red, Yellow, and Green club levels, we will be adding a new Gold level to show our special appreciation and offer exclusivity for our guests who have the most sea miles. Moreover, after the relaunch our guests as young as 16 will now also be able to collect sea miles and enjoy benefits and discounts for teens.

The new AIDA Club will be launched on October 1, 2015, giving all existing club members ample time to learn all about the new developments. A guest's allocation to a given level in the new club model is based on the guest's level as of September 30, 2015. The existing club model remains in place until that date. Cruises that extend beyond October 1, 2015, but started before that date will be counted based on the new concept. We are guaranteeing all of our club members that the club level they reach by September 30, 2015 cut-off date, will be maintained for one year.

## Dialog online

Our social media presence on Facebook, Twitter, YouTube, and Google+ combined with our AIDA Weblounge gives our guests interactive opportunities to share information about AIDA. This not only benefits the dialog within the communities, but our company as well. We receive honest feedback every day and it is just as quick and easy for us to contact our guests as it is for them to contact us.

In 2014, we saw our number of Facebook fans increase from 650,000 to 836,643. In addition to the latest news, video clips, and information about our company, our Facebook page provides a modern platform for direct dialog and interaction. The content that users share also allows for prospective cruisers to gain personal insight into the world of AIDA. For many followers, it is a valuable tool for planning their next vacation with the AIDA fleet. This community thus offers real added value for our fans as well as potential guests. For AIDA, these platforms also allow us to obtain many valuable tips on how we can continue to improve and keep exceeding guest expectations.

Another important component in our online dialog is the AIDA Weblounge, which grew to 99,120 members in 2014. Of course we are also active on YouTube, Twitter, and Google+, where we provide information on pertinent topics related to vacationing with AIDA. Our guests can stay in touch with family and friends even at sea: All of our ships are equipped with Internet service.

In order to make searching for and booking a future vacation as easy and straightforward as possible, we are constantly working to improve the user-friendliness of our website. We give our guests a convenient option for

booking their next dream vacation online, while also protecting the environment by saving paper.

Our AIDA smartphone app also gives our guests much more than an interactive catalog: It combines a personal cruise experience and a detailed travel planning opportunity so guests on any of our ships can pull up their voyage ahead of time on their smartphone and even customize their travel plans. The AIDA Cruises smartphone app was voted the „Best Travel Industry App - Mobile Services 2014“ by 2,500 WELT magazine readers and Travel Industry Club members in a public, online voting campaign.

## Data protection? Sure thing!

Responsibly handling our guests' personal information goes without saying for us. We collect, process, and use personal data only in accordance with legal regulations. The EU Data Protection Directive and the German Federal Data Protection Act (Bundesdatenschutzgesetz) are decisive here.

The data protection declaration and the data protection provisions are binding for all employees. AIDA's internal data protection officer monitors compliance with the provisions. Our guests can always exercise their right to information and to object at any time by going to [datenschutz@aida.de](mailto:datenschutz@aida.de). In addition, TÜV Süd audits the data protection compliance of AIDA Cruises.





## 6. 3. 2 SPECIAL REQUIREMENTS

We are passionate about our service and ensure that guests with special requirements also enjoy their time on board. They should be able to get around as independently and without barriers as possible. Of course, we gladly support our guests and their accompanying persons as needed.

Our trained employees also provide assistance. This can take the form of:

- A special check-in for guests with special requirements
- Initial information and assistance for guests on all issues related to orientation and support on board
- Installation, explanation, and maintenance of technical devices
- Invitation to a “barrier-free get-together” with proactive, individual consultations on suitable excursions and vacation planning on board
- Contact partners for all special questions related to orientation and support on board
- Reading out menus and other printed materials

### Allergies

We are sensitive to our guests with food allergies or food intolerance. For example, our buffet restaurants always offer gluten-free and lactose-free options. In 2012, we developed an additional offering that far exceeded what we had at that time: Guests suffering from specific food intolerances can inform the AIDA Customer Center even before their trip. On the day of arrival, our reception staff then gives them a time to meet with the head chef who explains the various restaurants on board and also gives them valuable tips for enjoyable

meals in spite of their particular food intolerances. This initiative is our way of offering safety, helpful information, and a comfortable vacation experience to our guests with food allergies. All dishes in the buffet restaurants on AIDA ships are labeled so that people with food allergies can easily select the options that will work for them. Our trained staff is happy to assist guests with any questions.

### Guests with reduced mobility

In order to make an AIDA voyage as comfortable as possible for guests with reduced mobility right from the start, we begin supporting them from the moment they start their journey. We believe that it should be possible for every guest to take an AIDA voyage without difficulties and additional costs. That is why we have been assuming the additional costs for special transfer arrangements (when an AIDA arrival/departure package is booked). We ensure short wait times at a special check-in counter and trained employees attend to the special needs of the guest. This naturally applies for all types of individual special needs.

Our barrier-free staterooms are available at no extra charge. More details about the features of these staterooms can be found on our 360-degree tour and in the FAQs at [www.aida.de](http://www.aida.de).

Almost all areas on board are wheelchair accessible. Should detours be necessary, they are clearly marked with signage. Special seats are reserved for wheelchair users in the theater and buffet restaurants. Our staff members are happy to continue offering assistance during shore excursions. In 2013, we equipped all ships with wheelchair ca-



terpillar lifts where technically possible to help transport wheelchair users on the occasionally steep gangways. Previously this had to be done manually.

Since 2014, we have been offering guests with reduced mobility the option to rent wheelchairs for a nominal fee. These wheelchairs can be used both on board and on shore excursions.

In our excursion brochures we identify the excursions that are best suited for people special requirements. We also provide information about our “barrier-free get-togethers”. When it comes to shore excursions, we always take local circumstances into account. Moreover, we continue to exert influence on our partners in the individual destinations to establish suitable requirements so that our guests can move freely without barriers on shore as well.

### Guests with hearing impairments

In order to support our guests with hearing impairments, we rely on the ideal combination of technology and people. We make cutting-edge technical devices available, while our AIDA service team naturally provides professional, personal assistance.

Since 2011, AIDA vacations have had even fewer barriers for guests with hearing impairments. We provide a stateroom set, which transforms the sounds of warning signals, door knocks, telephone rings, and alarm clocks into light or vibration signals. We have also installed inductive audio systems at the reception desk and in the onboard theater or “Theatrium” on all of our ships. They amplify the speech volume of reception personnel and the voices and sounds on the stage in hearing aids and implants.

### Guests with visual impairments

Guests with visual impairments will find signage on board with high-contrast tactile lettering and Braille. The signage is located at a height of 1.22 meters. Almost all public areas on board, including bars, restaurants, elevators, stair handrails, public restrooms, and staterooms, are equipped with it.

The stairs and floor coverings have different aesthetics and textures. The main passageways are equipped with handrails. At least one handrail runs through all areas and continues up the stairs. The glass doors on board also feature contrast panels.

We provide our guests with key safety information and a deck plan in a font size they can read or in Braille.

Certified guide dogs may be brought on board under certain conditions and can replace a chaperone. In 2014, AIDA welcomed its very first couple traveling with a guide dog on AIDAsol.

### Medical service

Medical services is yet another area where we do everything we can to ensure that our guests travel as comfortably and safely as possible. Whether our guests suffer from a chronic condition or become sick during the trip: our ship doctors and nurses in our modern hospitals will see to it that guests are provided with reliable care. If an illness cannot be sufficiently treated on board, further care will be administered at a doctor’s office or hospital on shore. Our cooperation partners are available to provide patients with guidance and resources. If needed, we can also organize interpreters and attendants on site.

When they book their trip, guests who are receiving medical treatment or who have a special request should notify us about important issues such as medication requirements and the potential need for medical care while on board. We are happy to provide information and advise our guests on the extent to which it is possible to receive individually required health care on the desired voyage.

Cruises often travel to foreign countries. For this reason, we keep our guests well informed about which vaccinations and health measures are necessary or recommended for the respective destinations.

Physical therapy, including medical massages, is also available on board. Our guests can take advantage of these

services in our Body & Soul spa areas. Furthermore, our onboard hospitals also offer additional services such as diving fitness examinations, chiropractic therapy, Kinesio taping, acupuncture, and first aid courses. More information is available for our guests on board.



### 6.3.3. GUEST SATISFACTION

The satisfaction of our guests is top priority. Here at AIDA we do our best every day to make sure that our guests always feel comfortable and well attended to on their vacation whether on board or on land. Our customer management department is responsible for communicating with our guests before and after the voyage. Customer management includes the three areas of customer dialog & loyalty, customer intelligence, and customer relations. As such, it is our most important tool for doing our best to give our guests what they want. For example, our dialog with guests involves travel information, direct marketing, and our AIDA Club loyalty program. Customer management also compiles all quality assurance information. Customer Relationship Management (CRM) and market research are also included here. Customer management also represents the interests of our guests in corporations and actively works to incorporate their suggestions and requests into developing new products. We capture the satisfaction of our guests in various ways such as detailed guest surveys. These surveys give us valuable insight into how we can further improve. Suggestions and requests are always welcome, but we also appreciate criticism from our guests. In 2014, our guest satisfaction rate was 92 percent.

If any guest has cause for complaint, we have a specific contact person available on board and on land who will gladly address the concern. Making shoreside contact can be accomplished through all communication channels such as phone, email, or social media. Depending on the channel, complaints are processed within five business days or less.

We not only require all guests be offered the best service at all times, we also put ourselves to the test: Hotel and restaurant experts regularly travel incognito on board to see what an everyday cruise experience with AIDA is really like. They evaluate every part of the trip based on clearly defined quality and service standards and give us valuable feedback on further improving our guest satisfaction.

In addition to plenty of positive feedback from our guests we were also delighted to receive the German Cruise Award 2014 in the category of „Best Family Product“. This award is given out each year by the renowned Koehlers Guide Kreuzfahrt (Cruises). In Germany's largest ranking of services, AIDA Cruises once again came in first place in 2014 and was awarded the Golden Seal for best service quality. AIDA prevailed against nine other cruise operators and earned the highest score for the



## ▶ GUEST SATISFACTION [PR5]

	2013	2014
<b>Customer satisfaction index in %</b>	94	92

best customer service experienced in the cruise industry. AIDA was also awarded the German Fairness Prize in 2014. The German Institute for Service Quality worked with TV channel n-tv to survey more than 40,000 users about fairness. The survey's main focus included price vs. value, the reliability of products, services, or company promises, as well as the transparency of information about prices, products, and contractual performance. Around 350 companies from 31 industries were assessed.

We are very pleased with these awards, but not in terms of contented complacency. Instead, we see them as further incentive to continue improving our service.

### 6.3.4 SAFETY

Safety is top priority at AIDA. The entire crew takes responsibility for our guests and are trained according to HESS standards (Hess = Health, Environment, Safety, and Security). Safety drills with our guests are standard and are conducted at port before the ship even sets sail.

#### Technical ship safety

Of the 10 ships tested in the Mediterranean by the 2012 ADAC cruise test, the ships of the AIDA fleet, AIDAbella and AIDAdiva, were the only ones that received a top rating of „excellent“. ADAC confirmed that our ships have cutting-edge technology, and safety, rescue, and fire-protection equipment, diligent security checks for passengers and luggage when boarding the ship, a professional and helpful crew with a heightened sense of responsibility and safety awareness, and routinely conducted evacuation drills. The excellent test results motivate us to be relentless in our diligence and responsibility.

#### Organizational safety

To ensure that employees react properly when faced with potential danger, we start training all of our employees in safety matters before their first day on the



job, and later at every stage of their careers – before, during, and between deployment times.

In 2012, AIDA Cruises opened the first center for maritime simulator training in Germany with its CSMART Rostock at the AIDA Academy. This simulator training is specifically geared toward the quality requirements in training and continuing education and thus the safety of the cruise industry. We invest heavily in training and continuing education for our nautical and technical managers. Well-trained personnel is vital to the safety of our guests and crew. In addition to having first-class nautical and technical training, we expect our officers to have mental strength and team spirit. Everyone must be able to make sense of potential emergency situations in the shortest amount of time and make the right decisions. It is for this reason that we have also incorporated the latest scientific findings in aviation and other safety-critical industries into our training content.

CSMART stands for Center for Simulator Maritime Training and is a world-renowned competency center for providing training and continuing education for nautical and technical officers. CSMART Rostock at the AIDA Academy is Europe's 2nd simulator training center after CSMART Almere in the Netherlands. The „Full Mission Bridge Simulator“ is a replica of the bridge on AIDAblu, which was commissioned in 2010. The comprehensive safety concept of the maritime simulator training center also includes a machine room simulation modeled after the SIEMENS control system on board the AIDA ships. It is possible to simulate maneuvers on the 220-degree panoramic screens that consider factors such as swells, wind, current, different visibility conditions, or precipitation 1:1. Training is conducted in the regions of the world that AIDA cruise ships visit, including the ports of Hamburg, Bangkok, and Singapore as well as busy areas like the Kadet Trench, the Norwegian fjords, and the Bosphorus.

We use the bridge simulator to conduct equipment and system training programs for new officers and students. The engine room simulator simulates the operation of the onboard machinery as well as emergency scenarios for team and individual exercises. Since November 2013, we have linked the bridge simulator and the engine room simulator to create an innovation in European simulation technology. As a result, we are now able to conduct even more complex safety exercises under almost realistic conditions.

Since 2014, our crew has also been training for the operation of the first ship in our new AIDA ship generation, namely AIDAprima, which will begin service in October 2015. One of AIDAprima's special features are its Azipod drives. The drive system has a streamlined pod and can be rotated 360 degrees around the vertical axis. For the purpose of operating this drive system, we worked with the manufacturer in 2014 to introduce a special Azipod training program.

We are planning the expansion of our simulation center and training opportunities in 2015. An increasing number of captains and officers from Costa will complete nautical and technical training in Rostock along with the AIDA managers. The open exchange of experiences and intensive cooperation with our colleagues at Costa offer great benefits. The crews are learning with and from each other in order to ensure the safety of our crew and guests as well as a safe and smooth ship operation at all times.

On our ships, our safety officers guarantee the strictest compliance with regulations. The crew must demon-

strate in exercises that they react professionally in an emergency situation and are capable of utilizing all rescue equipment. With respect to fire protection, each ship has a specially trained fire protection team that ensures the safety of our guests. All actions are clearly defined in the HESS management system.

### Standardized Safety

Complying with national and international laws and directives is a matter of principle for us. We implement new provisions as fast as possible – often even above and beyond what is required. Requirements stipulated by the United Nation's International Maritime Organization (IMO) are binding for AIDA internationally. IMO regulations also include the SOLAS Convention (Safety of Life at Sea). It specifies standards for the construction, equipment, and operation of ships. This includes central regulations such as the International Ship and Port Facility Security Code (ISPS-Code) and the International Safety Management Code (ISM). They ensure security in ports and safe ship operation.

## 6.3.5 CONSCIOUS TRAVEL

At AIDA, we believe that acting sustainably and creating unforgettable vacation memories go hand in hand. We inform our travel agency partners and our guests about our commitment. We are also continuously expanding our selection of sustainable and attractive excursions. The „AIDA Friends of the Ocean“ organization is actively committed to marine and coastal protection.

### Bike excursions

AIDA biking excursions offer many advantages: They are healthy, environmentally friendly, and give guests a more authentic experience in the destination region. Biking excursions have been a part of our program for a long time, making us a pioneering, trendsetter in the cruise industry.

With our new "fleet" of Segways and pedelecs on AIDA ships that continues to expand, we will be able to offer guests even more opportunities in the future to explore destinations while being environmentally conscious and having a lot of fun.

In 2014, we equipped each ship in the AIDA fleet with 21 pedelecs, and added Segways to the fourth ship. Just like our trusted biking excursions, the guided Segway or



pedelec tours offer an exceptionally relaxing experience on two wheels. If you have any questions about our tours, please contact the AIDA biking team directly at [biking@aida.de](mailto:biking@aida.de).

### Sustainable shoreside excursions

Sustainably designed shore excursions do not just allow our guests to enjoy unforgettable experiences; they can also play an important part in economic development, protecting and promoting the environment, preserving cultural heritage, and helping maintain the livelihoods of local populations. We sent a clear signal for sustainable tourism when we signed the UN-WTO Code of Ethics for Tourism in 2012.

AIDA Cruises is one of the cruise industry's pioneers in „sustainable shore excursions“ and continues to expand its options. In 2013, we started working with the sustainability initiative Futouris e.V., the State Chancellery of Mecklenburg-West Pomerania, and the Leuphana University in Lüneburg to develop standardized criteria for sustainable shore excursions as part of a joint project. The goal was to create a transparent basis for comparing the sustainability of individual shore excursion

options and to base the assessment on measurable and scientific criteria.

In early 2014, the Baltic Sea was assessed as being a model region based on the new catalog of criteria. By the end of 2014, the assessment model had been transferred to AIDA shore excursions in all destination regions. At the moment, 138 shore excursions as well as 230 biking and pedelec tours carry the sustainability seal. These excursions also include kayaking tours and fun sports. In the spring of 2014, we tested standup paddleboarding for the first time in the Canary Islands on AIDAblu. Since it was so well received, we will be offering it in the Caribbean in 2015.

All AIDA excursions that meet social, environmental, and cultural criteria are specially marked with a tree symbol. Our guests can thus easily identify which options are particularly sustainable even when they first book their excursions on myAIDA.

The four main criteria for assessing the individual shore excursion options include transport services, the content as well as the main focus of the excursion (e.g. culture, nature, etc.), the dining options, and the local partner agency's commitment to sustainability. The assessment

## Sustainable Shoreside Excursions



also considers numerous subitems. With respect to the transport component, preventing CO<sub>2</sub> emissions is the primary focus. Biking excursions leaving directly from the ship are thus scored higher than using low-emission buses. If the commissioned local agency offsets the CO<sub>2</sub> emissions produced by an excursion, then this also positively impacts the assessment. Nature excursions are also scored particularly high on sustainability if, for example, a trained ranger tells the visitors about wildlife conservation and special aspects. Dining options is another main topic. Sustainable excursions are focused on using regional products for local specialties. Complying with minimum standards for the staff of our agencies on site according to the core labor standards of the ILO (International Labor Organization), a specialized agency of the United Nations (UNO), also plays an important role in the catalog of criteria.

On all AIDA shore excursions it is very important to us that any packaging we bring along or any other waste

we generate is disposed of on site in an environmentally friendly way. If this is not possible, our participants take the garbage back to the ship where it is appropriately separated and recycled or disposed of.

### Animal welfare and wildlife conservation

The AIDA team is convinced of the merits of acting sustainably. It is precisely this conviction that we want to pass on to our guests. For example: for animal welfare reasons, we do not offer dolphinarium visits or elephant rides because the animals in most of these facilities are not housed under proper conditions. We have accordingly decided not to support these institutions. However as an exception, we do support a few select theme parks that are actively committed to species conservation and promoting the protection of animals through their educational and research work. These parks provide the animals with living conditions that exceed the minimum

defined standards for animal welfare. AIDA is a member of the Futouris e.V. initiative, which aims to work together with environmental organizations and researchers to review and improve how animal welfare standards are defined and adhered to. AIDA Cruises recommends that guests who are interested in whales and dolphins observe them in the wild, for example on a whale watching tour. We support soft tourism and are continuing to expand our range of shore excursions. This is also why for many years we have been offering our guests excursions where they can see whales, dolphins, and other marine life in their natural habitats. We work with select providers who make sure that tourists will not disturb the animals. We want our guests to have the opportunity to consciously experience the many different facets of sustainability – in everyday life on board and on shore excursions, or during our informational events on culture and the environment. With our program – through what we offer and what we don't – we want to inspire our guests to travel with greater awareness.

### Training our travel agent partners

In addition to the actual vacation experience, the eco-friendliness of a planned trip is becoming a key booking factor for more and more people. AIDA Cruises thus provides our travel agency partners with transparent information about our commitment to the environment. We are also available to speak with them and answer any questions they have in order to thoroughly advise their customers. In 2014, sustainability was a key point on the agenda at about 253 evening events for travel agencies and about 204 trade fairs. We have also firmly integrated environmental protection into our office and field staff teams. In November 2014, we began the EXPlidition program, a multipart series of training workshops for travel agency employees, which included an online test with questions about the environment.

### AIDA Friends of the Ocean e.V. (AIDA Freunde der Meere e.V.)

As a cruise company, conserving a pristine environment and maintaining clean oceans is a matter of principle for us. They are part of an unforgettable vacation experience that we also want to be able to offer our guests in the future. Many employees as well as guests support our efforts to protect this sensitive ecosystem and want to actively contribute to preserving it. But how and where can they get involved?

At the suggestion of AIDA employees, a committed team lead by Dr. Monika Griefahn, Chief Sustainability Officer at AIDA Cruises, decided to tackle this very question. The result: On March 12, 2013, the founding meeting for the AIDA Friends of the Ocean („AIDA Freunde der Meere e.V.“) was held on board AIDAstella.

AIDA Friends of the Ocean operates as a non-profit and is managed separately from AIDA. The organization has set the goal of using various projects to promote the concept of environmental and marine conservation at both the national and international level. According to information from the United Nation Environment Programme (UNEP), each year around 6.4 million tons of trash are dumped into the world's oceans. According to Germany's Federal Environmental Agency there was 100 to 150 million tons of trash in the oceans in 2013 and plastics made up 60 percent of it. About 70 percent of the trash settles on the ocean floor. AIDA Friends of the Ocean wants to do something to stop this. It cannot stand idly by and watch as more and more animals perish and the vital habitats of birds, fish, and other living creatures are destroyed.

The organization is focused on raising awareness of the threat posed to the ocean's fragile ecosystems and educating the public on appropriate initiatives to protect the maritime environment. AIDA Friends of the Ocean wants to get as many people as possible excited about the fascinating world of the ocean and thus increase conservation efforts and the willingness to protect our oceans and coastal landscapes over the long term. This should particularly be done through practical nature protection projects, but also through educational and PR work.

In 2014, special attention was given to the issue of "plastic waste and microplastics in the ocean". In September 2014, AIDA Friends of the Ocean participated in International Coastal Cleanup Day with tremendous success and held coastal cleanup activities in Hamburg and Warnemünde. Furthermore, AIDA Friends of the Ocean worked with the Tourism Center of Rostock & Warnemünde and the Mecklenburg Association of Baltic Sea Resorts e.V. in order to distribute over 3,000 beach ashtrays in and around the Baltic Sea resort areas of Warnemünde. The objective was to raise environmental awareness of tourists and locals, and make it easier to properly dispose of cigarettes at the beach.



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Another important focus for AIDA Friends of the Ocean is its committed opposition to using microplastics. What many of us don't know: many toothpastes, exfoliating shower gels, and other everyday products contain small "plastic pearls" that are supposed to enhance the cleaning action. You can particularly tell if a product has microplastics when polyethylene (PE) and polypropylene (PP) are listed as ingredients on the packaging. These micropastics travel from bathroom drains right into our water sources, and the particles are not biodegradable. They endanger not only the environment, but also birds and fish which mistake them for plankton and then perish in misery. With the consumption of fish, microplastics also enter our food chain thereby endangering human health as well. AIDA Friends of the Ocean wants

to raise awareness about the impact of microplastics and encourage consumers to make conscious product decisions. All cleaning and cosmetic products on board AIDA ships are naturally free of microplastics.

The AIDA Friends of the Ocean organization is open to anybody who wants to be actively involved in protecting our oceans. Donations and memberships will help the organization continue to grow and promote its projects. We warmly welcome new members who wish to actively contribute their ideas and work on projects.

More information about AIDA Friends of the Ocean, membership applications, and contact details can be found at [www.aida-freunde-der-meere.de](http://www.aida-freunde-der-meere.de).



## ACHIEVEMENTS GUESTS

GUESTS			
GOALS	MEASURES	STATUS/2014	NEXT STEPS/ 2015 FF.
Increase guest satisfaction	Differentiated recording of customer needs and wishes  Qualitative and quantitative evaluation of all guest feedback	Overall satisfaction at 1.64  Guest satisfaction index at 92%  (Customer satisfaction index as an overall percentage, Consideration of all weighted satisfaction levels for the different aspects of the cruise in relation to overall satisfaction)	Maintain the level of guest satisfaction
Improvement of accessibility for persons with individual requirements (hearing & visual impairments and wheelchair accessibility)	Expansion of services for people with individual needs  More transparent travel information for people with disabilities and special needs	Introduction of wheelchairs for rent  Optional board card (pass for people with handicap)  First guests with guide dog on board  Extended menu options for people with food allergies	Continuous process, e.g. tests of new stairs systems for shore excursions & more transparent travel information for accessibility
Open customer dialog in social networks	Present on major platforms such as Facebook, google+, Youtube, Twitter and in the AIDA web lounge	836,643 fans on AIDA Facebook page & 99,120 members on AIDA web lounge (May 2015)	Further increasing the number of members
Increase customer loyalty	AIDA Club for frequent travelers with attractive and complimentary benefits	976,694 members reached (May 2015)	Further increasing the number of members



## ► 6.4 SUCCESSES

### Acting responsibly for business success

AIDA revolutionized the German-speaking cruise market with an innovative travel concept in 1996. Today we're number one in Germany. Our economic success is closely linked with sustainable action: We take on social responsibility and continuously set new standards in environmental protection. We want our guests to keep enjoying cruises to the most beautiful places in the world.

#### 6.4.1 AIDA DRIVES THE ECONOMY

The cruise industry is booming. AIDA Cruises is one of the most important growth drivers in the German cruise market. We are commissioning four new ships by 2020, creating new jobs and contracting with numerous local partners in Germany and in our 73 current destination countries.

In 2014 a total of 6,000 employees from 40 nations worked aboard our ships, in addition to 900 employees at the company locations in Rostock and Hamburg. With every additional ship we put into service, we create around 1,000 new jobs at AIDA Cruises.

According to the study "The German Cruise Market on the High Seas 2014" by the Cruise Lines International Association (CLIA) Germany and Deutscher ReiseVerband e.V. (DRV), the number of passengers in Germany has more than tripled within ten years. In 2014, 1.77 million guests spent their vacation on a cruise ship, more than ever before. Germany, with a five percent growth compared to the previous year, has advanced to the largest market for high sea cruises in Europe, now

ranking in second place worldwide behind the United States. With a market share of 28 percent in Europe, the German market grew ten times more than the total European market last year. In 2014, the German cruise market had a total turnover of 2.71 billion Euros in the travel sector, which indicates significant growth of 7.55 percent compared to 2013. Since they account for around 12 percent of total revenues in the travel operator market, cruises are clearly an indispensable part of the tourism landscape and an important driver of growth in the German tourism market. Cruise lines create jobs and increase the added value in local markets. AIDA is also cooperating with local agencies to organize shore excursions, employs numerous local suppliers, makes purchases in the destination regions, and utilizes the services of local port agencies and harbors.

As the cruise market study for 2014 shows, 80 percent of all Germans prefer European cruise destinations. The Mediterranean region was the most popular area in 2014 with a share of 32.1 percent. Northern and Western Europe as well as the Baltic Sea are also among the favorites. A total of 36 percent of all Germans took a cruise into these regions in 2014. More than 600 ship arrivals by cruise ships were registered in German ports



in 2014. Hamburg was the frontrunner in terms of passengers with a total of 588,690 travelers, followed by Rostock/Warnemünde with 509,000 passengers and Kiel with 354,000 passengers. These three ports absorbed 93 percent of the traffic volume. AIDA Cruises also contributed to this success with a total of 122 calls at these three German ports in 2014.

According to its own statements, the home port of AIDA Cruises in Rostock-Warnemünde set a new record in 2014 with 378,000 passengers. Results of a study conducted by the University of Rostock on the spending behavior of cruise passengers and crew members show that the travelers and employees spent at least 16 million Euros at local and regional retailers, hotels and restaurants, on public transportation, as well as on taxis and parking services in Rostock, Warnemünde, and the surrounding area in the 2014 season. This does not even include the revenues that bus companies, rail service operators, shore excursion companies, utilities and waste management companies, ship brokers, pilots, and port operators generated as a result of the cruise industry.

Cruises combine a great lifestyle with diversity and comfort, and this at an unbeatable price/benefit ratio. There is a trend towards multi-generational vacations. No other branch in the tourist industry addresses the demographic shift as specifically as a cruise. It excels at providing innovation, high flexibility and individual offers for all target groups and age levels. This is what makes this

kind of travel so attractive and also accounts for its high growth potential.

When it comes to making travel decisions, the ship and its offers are becoming all the more important. Ports in Northern Europe are increasingly turning into all-year destinations. Beginning in 2016, AIDA Cruises will have a ship – AIDAprima – based in Hamburg year round.

AIDA fundamentally believes that growth is a byproduct of sustainable business practices. At the same time, we strive to include our business partners, while focusing on our comprehensive quality concept. This means that we always think about the environment, society, our business partners, and the well-being of our guests when making business decisions. The products that we procure, use, and offer should be recyclable or reusable whenever possible. It is ideal if they are already made from recycled materials, since this protects our natural resources. In the long-term, our goal is to create a nearly complete circular economy in which waste is practically no longer produced. Comprehensive quality also means that the products that we and our business partners use are healthy and practical for their users. Because they contain recyclable resources, these products equally benefit the environment and the economy. In addition to technical efficiency, this comprehensive quality strategy is also the foundation of our sustainability concept – and the basis for our economic success in the future.





## 6.4.2 SHARING SUCCESS

“AIDA cares” is not just the name of our sustainability program but also expresses our company culture. We take on responsibility and contribute to sustainable development at home and abroad with our social engagement. Our commitment shows employees, partners and all social stakeholders what we stand for and care about most. We take it for granted that we will share our achievements and return some of our success to society in the form of donations and sponsorship activities. We allocate these means according to our donation guidelines. The decisions are therefore based on pre-determined criteria and always transparent.

SOS-Kinderdorf e.V. (Children’s Villages) and AIDA Cruises are celebrating their 10-year partnership in 2015. AIDA Cruises has donated a total of about 820,000 Euros to different projects by SOS-Kinderdorf e.V. in Germany, Africa and the Philippines from 2004 to 2014. These funds are proceeds from the traditional new year’s raffle, which AIDA Cruises organizes on its fleet each year. The fleet owner partly added to this funding. The proceeds of the new year’s raffle for 2014/2015 in the amount of 100,000 Euros were donated to the SOS Youth Center and SOS Social Center in Iloilo, Philippines. These centers make it possible for local children and adolescents to get a school education and training.

AIDA Cruises also supported the SOS Children’s Villages in the Philippines in 2014, since they were especially dependent on aid after the severe Haiyan typhoon.

You can find out more about the aid project in Iloilo in the Philippines supported by AIDA Cruises in this video by SOS Kinderdorf e.V.

Sports are an integral part of our AIDA activity centers on board as well as on shore. In our AIDA Sports Crew, we therefore support our sports teams in the disciplines of rowing, cycling, football, golf, hockey and marathon. AIDA Cruises sponsored new track and field athletes in the throw/strike division of the SC Neubrandenburg under the management of coach Gerald Bergmann with a donation of about 15,000 Euros in 2014. The Sports Club Neubrandenburg is one of the oldest and most respected sports clubs in Mecklenburg-Western Pomerania. AIDA Cruises is also supporting the application of the city of Hamburg to become the venue for the Olympic and Paralympic Games in 2024 by sponsoring the initiative “Fire and Flame for Hamburg.”

As an international company with employees from 40 countries, AIDA Cruises stands for tolerance and diversity. In 2014 we supported the democracy initiative “WIR. Erfolg braucht Vielfalt” (“WE. Success needs diversity”) by the state of Mecklenburg-Western Pomerania, which is directed against right-wing extremism.

AIDA Cruises also participates in cultural sponsorships: Since 2002, for example, we are the main sponsor of the Mecklenburg-Western Pomerania Festival, one of the largest classical music events in Germany.

We are also highly committed to our headquarters in Rostock and have been a partner for various social and



cultural events and institutions in the region for many years. We support organizations such as the German Seafarers' Mission as well as the University of Rostock, the Rostock University of Music and Theatre, the local School Music Weeks, and the Rostock Zoo.

### 6.4.3 OUR AWARDS

We are proud of the prizes and awards we received for our achievements last year:

Trust is the basis for successful and, above all, long-lasting relationships with our guests and sales partners. For this reason, we are especially delighted that consumers in Germany selected AIDA Cruises as the most trustworthy brand in the "Cruise Line" category in Europe's largest consumer survey for the fourth year in a row in 2014. As a result, we were recognized with the prestigious Pegasus Award.

AIDA Cruises was also honored as the service champion for the fourth year in a row in 2014. Once again we secured the first place and thus the gold rank in Germany's largest service ranking in the "Cruises" category. We aspire to not just fulfill the expectations of our guests, but exceed them! This award confirms the experienced guest satisfaction of AIDA's travelers.

The news station n-tv gave the German Fairness Award to AIDA Cruises in 2014. In cooperation with the n-tv

news station, the German Institute for Service Quality conducted a survey among more than 40,000 consumers on the topic of fairness.

The survey focused on such topics as the price/benefit ratio, the reliability of the products, services or company statements as well as the transparency in the information about pricing, product and contractual responsibilities. About 350 enterprises from 31 industries were evaluated.

Environmental protection is a top priority at AIDA. Our commitment as a pioneer in terms of sustainability in the cruise industry shows that environmental protection and economic success are not mutually exclusive. In October 2014, AIDA President Michael Ungerer and Dr. Monika Griefahn, Chief Sustainability Officer for AIDA Cruises, received the renowned B.A.U.M. Environmental Award in the "Large Enterprises" category. This award honors companies and personalities who are mastering the connection between economy and ecology by creating a bridge between the environment and business. A vacation on AIDA's ships means relaxation and diversions, enjoyment and excellent entertainment. For this we received the Deutsche Kreuzfahrtpreis 2015 (German Cruise Line Award) in the categories "Best Restaurant" and "Best Entertainment Program." This highly coveted award is given out each year by the renowned Koehlers Guide Kreuzfahrt (Cruises).

In a public poll, 2500 readers of the newspaper WELT and members of the Travel Industry Club voted the AIDA Cruises smartphone app as the "Best Travel Indus-

try App – Mobile Services 2014.” With the free hybrid app for iOS and Android, users can explore numerous routes, ports and destinations of the AIDA ships with their fingertips, finding exact positions along with current webcam images and weather data. More than 800 panorama photos invite viewers to a virtual 360° tour of the decks. The app even lets users book their preferred trip.

AIDA has always placed great emphasis on being family-focused. AIDA Cruises was chosen as the most family-friendly cruise line in Germany in 2014. The family-friendliness of more than 400 companies in 58 industries was evaluated in a Germany-wide survey by ServiceValue GmbH. More than 40,000 families with one or more children were surveyed in the process.

We were especially pleased by the vote for AIDAstella as the most popular cruise ship for families by “Holiday Check” in 2014. More than 6,800 users of the largest German-language travel portal chose the ship as one of their absolute favorites for vacationing with children. This is according to statistics for all ship ratings from 2013. Among other things, the award recognized the child-friendly features on AIDA ships, the family-oriented offerings and childcare services, family-friendly cabins (for example with connecting doors), as well as child and youth discounts. Also making it into the ratings were AIDAluna, AIDAsol, and AIDAvita, which ensured that three more AIDA ships landed in the top ten.

In January 2014, AIDA Cruises was recognized with the Focus quality seal as “Best employer 2014” in the tourism industry. In the largest German survey of its kind, the news magazine Focus partnered with XING, the leading professional network in German-speaking

countries, and Kununu, the largest German employer rating site, to determine the 800 best employers with more than 500 employees in a total of 22 industries. The representative survey conducted by Statista is based on the reviews of 19,700 employees from all hierarchical levels and of all ages as well as 23,200 employer reviews on Kununu. The survey respondents indicated, among other things, how satisfied they are with their supervisor’s management style, their career opportunities, their salary, and their employer’s image. The survey also asked how likely the respondents would be to recommend their own employer as well as other employers in their respective industry.

The “Top Employers Institute” also honored the personal and professional development of our employees. On March 6, 2014, AIDA Cruises was recognized as a Top Employer in Germany 2014 for its outstanding personnel management.

The independent Top Employers Institute (formerly the CRF Institute) certifies leading employers around the world with ideal conditions that ensure personal and professional development opportunities for all of their employees.

The Chamber of Industry and Commerce in Rostock recognized AIDA Cruises as a top training company in May 2015 for the 7th year in a row. We were again honored with this seal of quality for our high-quality, practical training in the field of mechatronics. Training at AIDA is of high practical relevance for work on board. AIDA Cruises cooperates with organizations such as the training ship association Großherzogin Elisabeth e.V. The maritime training of mechatronics technicians, ship operation engineers, navigators, and ship electricians includes an internship lasting several weeks aboard the tall ship Großherzogin Elisabeth. The basic seafaring training is completed prior to duty on board.

We see all of these prizes and awards as an incentive to continue doing our best to live up to our leading position in the cruise industry.



## ACHIEVEMENTS SUCCESSES

ECONOMIC GROWTH			
GOALS	MEASURES	STATUS/2014	NEXT STEPS/ 2015 FF.
Expand our fleet	Commission of newbuilds Increase berth capacity	No new ship 2014 18,636 berths	Launch of newbuilds in 2015 and 2016  25,136 berths by 2016
Intensify positive impact on the local economy	Create new jobs	6,000 employees on board and 900 em- ployees onshore  New (additional) office complex AIDA Home in Rostock opened in 2014	Recruiting of additional employees, especially with the commission- ing of AIDAprima and the newbuild 2016  Approx. 1,000 new jobs with each newbuild
Intensify positive impact in local & destination coun- tries	Expand partner network and build on partner relationships	13,479 partners (in Germany, 190 har- bors & 73 countries)	Further development of partner networks (optimizing, con- solidating & stricter selection of suppliers according to sustaina- bility criteria)
Expand the range of travel offerings	Add new destinations to our portfolio	New destinations in 2014: Tampa, New Orleans, San Juan	Continuous process New in 2015: Amber Cove, Colón, Puerto Limon, Cartagena
Further develop market position in Germany	Increase recognition of the AIDA brand Strengthen positive image	Number 1 of cruise lines on the German market  Brand awareness in Germany 66 % (2013)	Continuous process, Strengthen market position & increase brand awareness

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