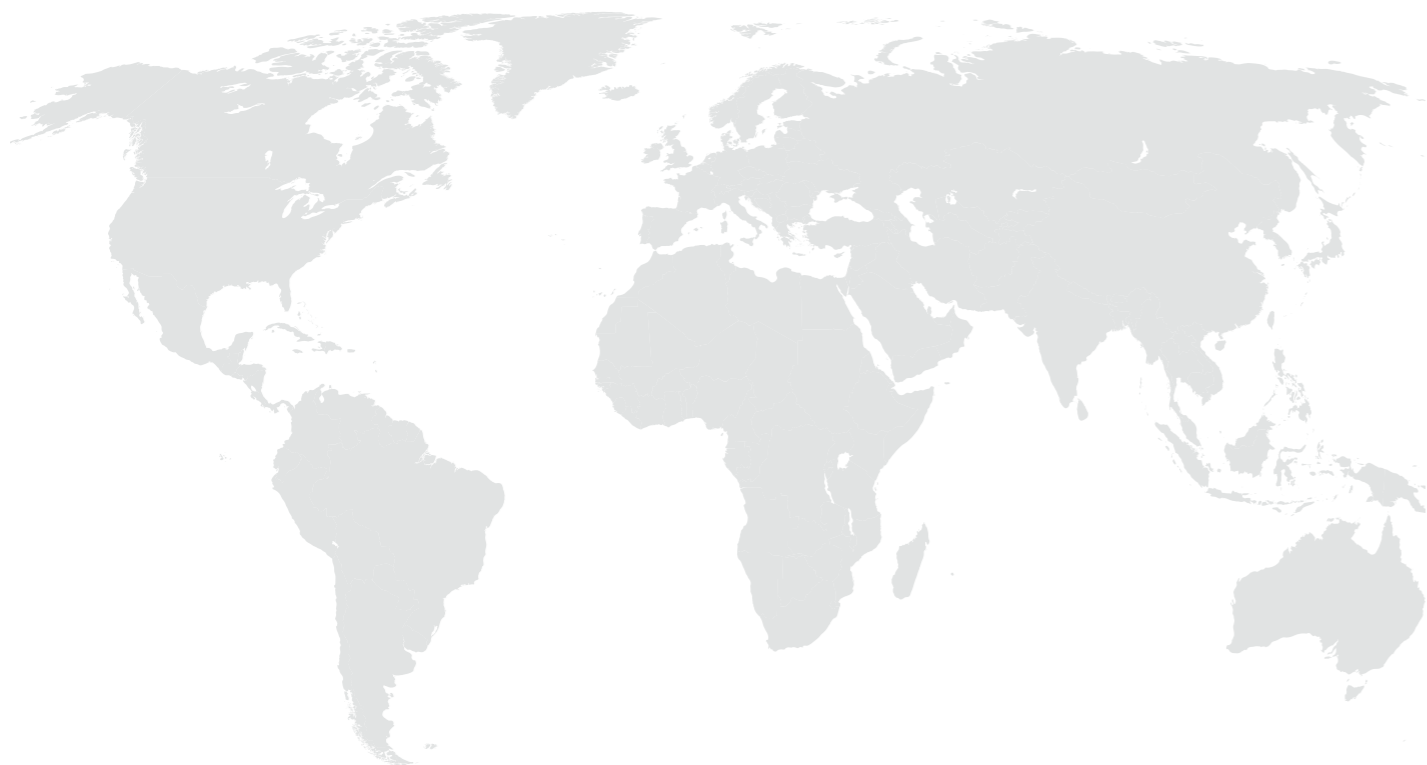


# AIDA cares

2010 Sustainability Report





Michael Thamm, President of AIDA Cruises

## Ladies and gentlemen, dear AIDA friends,

I am delighted to present you with our latest sustainability report. In this, our third report, we document once again how we are fulfilling our economic, ecological, social and cultural responsibilities. We also detail how we are systematically pursuing our goals. Join us in reviewing the past year – and in looking to the future.

Our success story continued in 2009. And that's thanks to you too! We have inspired over 400,000 guests with enthusiasm for AIDA, added new destinations to our portfolio, launched our sixth ship, AIDAluna, and made great progress in terms of environmental protection. Our success is founded on our ethically correct behavior and willingness to take on responsibilities that far exceed the standards required by law.

Cruises are dependent on the preservation of nature and the rich cultural heritage of our world. We will therefore continue to be passionately committed to preserving the beauty of the sea and earth for our guests and for future generations. AIDA cares!

We have set ourselves the clear goal of making our sustainability strategies and activities even more accessible and understandable in the coming years. Find out about our vision for the years ahead from Hansjörg Kunze, Corporate Marketing and Communications Director, on page 8.

We truly welcome input and suggestions from all of our readers, so please don't hesitate to get in touch.

Sincerely,

Michael Thamm  
President of AIDA Cruises

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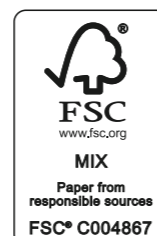
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Please feel free to contact us at any time with your questions.

AIDA Cruises  
Hansjörg Kunze  
Director Corporate Marketing &  
Communications

You can find this sustainability report and additional information on our website at [www.aida.de/sustainability](http://www.aida.de/sustainability)



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Title:  
AIDAcara in the Stockholm archipelago

In 2009 we  
**inspired 414,000 guests** to travel with us.

**12,300 partners**  
 work with us around the world.

We are committed to the  
**protection of the Baltic Sea.**

In 2009, we reduced specific emissions of CO<sub>2</sub> and NO<sub>x</sub> by  
**a further 1.9%.**

We are researching innovative methods in propulsion technology through the  
**e4ships project.**

**73% of our employees**  
 on board and ashore took part in training during 2009.



### 1. Sustainable business in cooperation with our partners

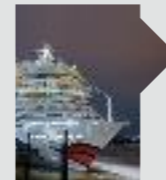
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# 1. Sustainable business in cooperation with our partners



## Corporate responsibility in the world market

AIDA Cruises operates within a complex network of economic, political, social and community partnerships. To us sustainable corporate management means the responsibility to achieve our economic goals without harming the environment and the quality of life of other cultures. Instead, we take the concerns of the various interest groups into account in the formulation of our goals. In our sustainability strategy, we consider our relationships with the various interest groups and commit ourselves to continuing to shape our growth responsibly in the future.

As a company, we need to continually improve our operating results and corporate processes. We would like to do this in line with the interests of relevant stakeholders. Therefore we foster close contact with them. These include political institutions, associations, certification authorities, non-governmental organizations (NGOs), innovation partners and social and cultural institutions, as well as business partners such as suppliers and service providers. First and foremost, though, these include our guests and employees.

### Market leader in Germany

AIDA Cruises is Europe's third most successful cruise company and Germany's No. 1. We are also present on the Austrian, Swiss and Benelux markets. AIDA Cruises, a 100% subsidiary of Costa Cruises, has been part of the world's leading cruise ship operator Carnival Corporation & plc since 2004. As a listed company Carnival Corporation & plc performance indicators can be viewed at any time. Therefore, the individual cruise ship brands do not publish their business figures.

Senior management comprises Michael Thamm (President), Paul Soulsby (Senior Vice President & CFO), Michael Ungerer (Senior Vice President Operations) and Jörg Eichler (Senior Vice President Marketing & Sales). Management members are remunerated according to their responsibilities and performance.

The AIDA fleet currently consists of 7 ships (March 2010). Just recently, in February 2010, AIDAbly was launched. The fleet's average age of five years makes it the most modern in the world. 414,000 guests booked an ocean cruise in 2009 alone, representing growth of 23.2 percent compared to 2008. In 2009, our revenue also increased by 27.6 percent compared to the previous year. We expect that the market will continue its double-digit growth in the coming years.

As a leading cruise operator and shipping company, AIDA Cruises calls at 140 ports in over 60 countries throughout the world. Our destinations include the Canaries and the Caribbean, North America, Asia and Orient, not to mention the North Sea, the Baltic Sea and the Mediterranean. New regions are added annually, for example South America and the Amazon

region for 2010, and the Black Sea and Red Sea for 2011.

### Responsible growth

Thanks to continuous growth, AIDA Cruises guarantees jobs both worldwide and at the headquarters in Mecklenburg-West Pomerania, making it one of the region's main employers. We currently have 5,000 employees from 26 nations (March 2010), 4,500 of whom work on board. The departments Operations, Newbuildings, Marketing, Sales, Administration, Finances and Human Resources are located at headquarters in Rostock, where 500 employees currently work. On-board entertainment is provided by SeeLive Tivoli Entertainment & Consulting GmbH, a Hamburg-based company established in 2001 by AIDA Cruises and Schmidts Tivoli.

In 2010, it is our goal to further enhance our leading position in Germany and Europe, increase our market share and increase revenue. By 2012, we will be operating a further two ships.

### Our sustainability strategy

The AIDA cares sustainability strategy dates back to a 2006 senior management initiative. Since then, the Corporate Communications department has regularly reported to management on the status of AIDA cares. Sustainability management is in constant dialog with the relevant company departments. Using a defined process, these departments establish which partners are to be taken into consideration. Reporting is also integrated into the reporting structure of our parent company.

In 2009, we continued the systematically develop our sustainability strategy. We carefully examine the expectations of our political and non-political interest groups and cooperate closely with these partners. Our goal is to make our sustainability strategies and practices even more accessible and understandable. That's why we used the Global Reporting Initiative (GRI) guidelines as a reference. These guidelines set out an internationally recognized reporting framework for sustainability reports. The Carnival Group as a whole defined and introduced performance indicators in line with GRI standards in 2009 in order to optimize the comparability of the reports and improve accessibility. In the annual sustainability report, we document how we fulfill our economic, ecological and social responsibilities, and



AIDA calls at 140 ports in over 60 countries.

the extent to which we have achieved the relevant goals. We also detail the future challenges we will face.

The previous report covered the year 2008 and was published in April 2009. This sustainability report refers to the year 2009.

### Listed in the FTSE4Good Global Index

With our sustainable company management, we continue the tradition of our parent company Carnival Corporation & plc, which has been listed in the FTSE4Good Global Index since 2005. The British Financial Times-Stock Exchange Index series helps make responsible investment easier. The series only includes companies which specifically commit to sustainable protection of the environment and to dialog with various interest groups, and which support human rights.

## Code of Business Conduct and Ethics

Our corporate culture at AIDA Cruises is based on trust, respect and appreciation. The AIDA motto, "Home of the smile", is consistent with these values and is brought to life by all employees – in all areas. The ethical guidelines, as defined in the Code of Business Conduct and Ethics, provide the foundations for these values, and apply to the entire Carnival Group. With these basic principles, AIDA Cruises makes several commitments including implementing practices to protect the environment, guaranteeing fair dealings with business partners and suppliers and preventing any form of bribery and corruption in dealings with contractual partners.

Data protection guidelines are also given high priority. All employees are duty bound to treat information confidentially, and only pass on only the details necessary to a process.

With the Code of Business Conduct and Ethics, AIDA Cruises commits to:

- carry out business in compliance with legal and ethical standards
- set out company expectations with regard to personal and professional honesty and integrity to all employees
- guarantee compliance with corporate guidelines.

AIDA Cruises expects every employee, as well as the management team, to carry out business activities with good judgment and in accordance with high ethical standards. Respecting these principles are to avoid conflicts of interest.

## Certified management system

We manage our fleet in accordance with the highest quality, environmental, safety, service and social standards. AIDA Cruises introduced an Integrated Management System (IMS) in 2006. The IMS is a comprehensive system geared towards the development and improvement of structural and operational organization in line with the demands of the market, guests, investors, the community and the government. Internal corporate standards are determined according to national and international regulations. Company processes are continually evaluated and improved on the basis of ISO standards.

AIDA Cruises has been certified by Germanischer Lloyd, a global leader amongst classification societies in the maritime field, and its compliance with ISO standards was confirmed. Internationally applicable regulations for cruises are consistently reviewed. The same applies to further requirements, particularly in terms of quality, environment, occupational safety, hygiene and social responsibility.

### Ship Security Certificate

Together with other guidelines, the International Ship and Port Facility Security Code (ISPS Code), a sub-segment of the IMS, regulates safety requirements. It was developed by the International Maritime Organization (IMO) for port and administration facilities as well as shipping companies. If ship operators fulfill all the safety requirements that are defined in the code, the Federal Maritime and Hydrographic Agency issues them with a Ship Security Certificate (ISSC). In addition, AIDA Cruises complies with the requirements of the International Safety Management Code (ISM Code), which was also developed by the IMO.

Two sets of requirements are also part of the regulatory framework governing AIDA Cruises' activities. These are ISO standards, which govern the quality and environmental management system, and International Maritime Organization regulations, which are designed to guarantee operational safety and prevent maritime pollution. Furthermore, standards guaranteeing safety in ports apply which are also binding for occupational health and safety management. In 2007, AIDA Cruises was awarded the "GL Excellence – 5 Stars" by Germanischer Lloyd due to its adherence to these high quality standards.

## Statement by Hansjörg Kunze, Corporate Marketing & Communications Director

### We don't see any contradiction between dynamic growth and sustainable business.

On the contrary. Our success is based on high ethical standards, the responsible way in which we treat our guests, employees, shareholders and business partners, and our conscientious use of natural resources. We are increasingly prioritizing to sustainable business more than ever, and it is now integrated into all parts of our company strategy.

### We have set ourselves clear objectives for the coming years.

We intend to strengthen our position as market leader, allowing us to create many more attractive jobs. In order to continually capture our guests' imagination with the world of AIDA, we are adding new and exciting destinations to our itinerary every year. Dialog with our guests helps us to quickly understand their desires, continually improve our product and set new trends. We have set concrete goals in terms of environmental protection. The constant optimization of our highly modern fleet and our routes will allow us to further reduce specific fuel consumption and CO<sub>2</sub> emissions per guest and per day. In the selection of and cooperation with our partners, we place a high value on adherence to the highest of standards in terms of quality and safety. Naturally, our workers' skill is essential in reaching our objectives. We are preparing for the challenges that lie ahead with professional development and a large number of training opportunities.

**This report will also document the other activities that are part of our vision for the years ahead.**



## Certifications of AIDA Cruises

The following standards are binding for AIDA Cruises:

- **ISO 9001** defines the requirements of a quality management system. The objective is to provide products and services that fulfill customer requirements and to continually improve customer satisfaction.
- **ISO 14001** is an environmental management system for avoiding negative environmental impacts.
- **ISM** is the International Safety Management Code of the International Maritime Organization (IMO). Its objective is to facilitate safe operation of ships and prevent pollution of the oceans.
- **ISPS** is the International Ship and Port Facility Security Code of the International Maritime Organization. It establishes specific standards to guarantee safety in ports.
- **OHSAS 18001** is an Occupational Health and Safety Management System for management of occupational health and safety, i.e. prevention of accidents.
- **ISO 22000** is a management system to guarantee food safety.
- **GLC MSR** is an internationally applicable standard developed by the Germanischer Lloyd Certification for socially responsible company management (Maritime Social Responsibility). It provides a comprehensive instrument to uphold humane working conditions, with an emphasis on guaranteeing the rights of employees, particularly suppliers.

### AIDA Cruises has introduced the Safety Management Manual (SMM) as part of the Integrated Management System (IMS):

- There are two dedicated safety officers on board every ship. The entire crew regularly conducts safety exercises and trains for emergency situations.
- Independent experts regularly check adherence to safety regulations. The systematic approach to ship safety has been accredited by independent institutes:
  - Certification according to ISM Code
  - Certification according to ISPS Code

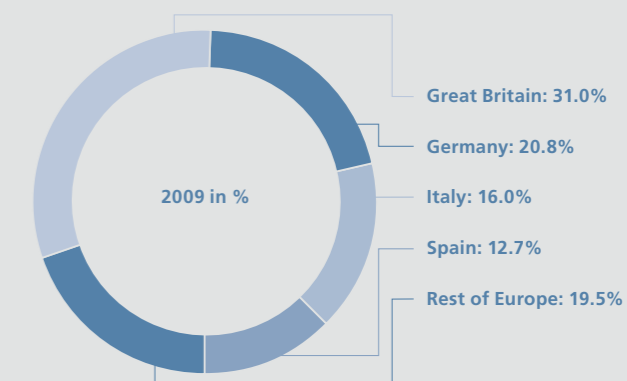


## European cruise market grows

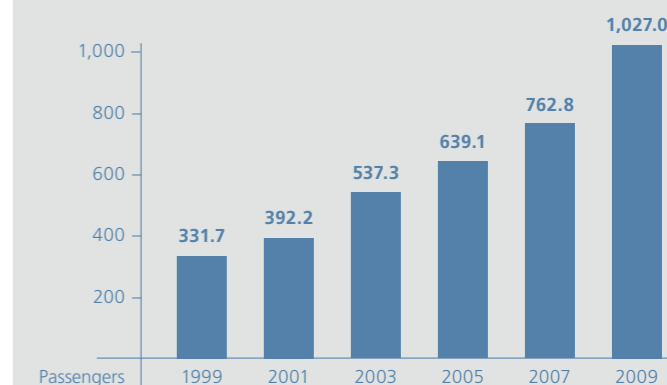
Despite the difficult economic climate in 2009, demand for cruises remains huge. According to the European Cruise Council (ECC), 21.7 million cruise passengers visited a European port in 2008. 4.7 million passengers embarked on their cruise in Europe. Europe's biggest market continues to be Great Britain, with around 1.5 million passengers. Cruises remain a strong growth segment within the tourism industry in Germany as well. In 2009, the German cruise market registered more than one million passengers for the first time.



### Passenger figures for European cruise market



### Passenger growth of German cruise market in thousands



# Your contact for our sustainability strategy

Overall responsibility for implementation  
of the sustainability strategy in the company

**Michael Thamm**  
President

**Michael Ungerer**  
Senior Vice President Operations

**Paul Soulsby**  
Senior Vice President & CFO

**Jörg Eichler**  
Senior Vice President Marketing & Sales

Responsible for the sustainability strategy AIDA cares:

**Hansjörg Kunze**  
Director Corporate Marketing & Communications

Responsible for the reporting and key performance indicators:

**Bastian Tesching**  
Manager Energy & Environment

Responsible for the sustainability report:

**Katharina Harwik**  
Manager Corporate & Business Development

Responsible for media:

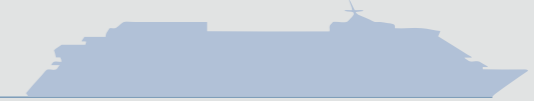
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AIDA Cruises  
Am Strande 3 d  
18055 Rostock  
Germany  
Telephone: +49 (0) 381/444-0  
Email: sustainability@aida.de

## AIDAcara

Built: Turku/FI  
Commissioned: 1996, renovated 2005 & 2009  
Ship length: 193.3m  
Ship width: 27.6m  
Tonnage: 38,557GT  
Draft: 6.0m  
Decks: 11  
Cabins: 590  
Passengers: 1,180



## AIDAvita

Built: Wismar/DE  
Commissioned: 2002  
Ship length: 202.85m  
Ship width: 28.1m  
Tonnage: 42,289GT  
Draft: 6.2m  
Decks: 12  
Cabins: 633  
Passengers: 1,266



## AIDAaura

Built: Wismar/DE  
Commissioned: 2003  
Ship length: 202.85m  
Ship width: 28.1m  
Tonnage: 42,289GT  
Draft: 6.2m  
Decks: 12  
Cabins: 633  
Passengers: 1,266



## AIDAdiva

Built: Papenburg/DE  
Commissioned: 2007  
Ship length: 252.0m  
Ship width: 32.2m  
Tonnage: 69,203GT  
Draft: 7.2m  
Decks: 13  
Cabins: 1,025  
Passengers: 2,050



## AIDAbella

Built: Papenburg/DE  
Commissioned: 2008  
Ship length: 252.0m  
Ship width: 32.2m  
Tonnage: 69,203GT  
Draft: 7.2m  
Decks: 13  
Cabins: 1,025  
Passengers: 2,050



## AIDAluna

Built: Papenburg/DE  
Commissioned: 2009  
Ship length: 252.0m  
Ship width: 32.2m  
Tonnage: 69,203GT  
Draft: 7.2m  
Decks: 13  
Cabins: 1,025  
Passengers: 2,050



## AIDAblu

Built: Papenburg/DE  
Commissioned: 2010  
Ship length: 252.0m  
Ship width: 32.2m  
Tonnage: 71,100GT  
Draft: 7.2m  
Decks: 14  
Cabins: 1,096  
Passengers: 2,192



# 2. Sailing ahead on the world market



## Effects of economic success on the value chain

The international cruise market has grown significantly in recent years. This is especially true in Germany, where in 2009, for the first time, more than a million Germans went on a cruise. It is expected that the double-digit growth in revenue and passenger numbers which began in recent years will continue in 2010. As market leader, we have a key role in shaping this development and offer numerous companies a share in the value chain. Our own corporate success guarantees economic growth and jobs – in Germany, Europe and across the world. Our economic success is an important stabilizing factor for both the tourism industry and local businesses, particularly in structurally weak countries.

AIDA Cruises operates within an extensive network, working globally with 12,300 partners. Alongside travel agencies in Germany, Austria, Switzerland and the Benelux countries, these include numerous suppliers, who support us in providing hotel, wellness and excursion offers or supply us with fuel. Additionally, we have more than 1,500 suppliers for newbuildings and shipyards. We also work with 230 port and tour operators across the world.

### Effect of the maritime economy

The cruise industry has experienced continuous growth over the past 25 years. Between 1998 and 2008, the number of passengers worldwide grew from around 7.8 million to 16.4 million – thus more than doubling. Growing passenger numbers have not only increased the cruise operators' and shipping companies revenues, but also their expenditure, for example in terms of investments – with significant effects on the entire national economy. In Europe alone, the cruise industry's revenue for 2008 was €14.2 billion.

In Germany, we are one of the strongest growing tourist companies. In Mecklenburg-West Pomerania, we contribute significantly to the stability of the regional economy, and in terms of revenue, we are the fifth most successful company in the state.

### Influence on the value chain

Our economic growth has not only enhanced our market position, but has also had positive effects on the entire cruise operator value chain. Since 2007, we have put a new ship into service every year. By 2012, our fleet will have increased to 9 ships. The overall investment in our 6 newbuildings totals €2 billion. With these investments, we can award contracts to partner firms in the Mecklenburg-West Pomerania region in Northern Germany and throughout the world meaning that by 2012, each of our newbuildings will have guaranteed more than 5,000 jobs in the shipyard and supplier industry throughout Germany.

AIDA Cruises works with around 10,200 travel agencies in Germany and Europe. All agencies participate in a support network provided by the sales department and have



AIDA Cruises makes an important contribution to the stability of the regional economy in Mecklenburg-West Pomerania, Northern Germany.

direct consultations with either our sales force or internal sales team. Once a year, approximately 2,000 travel agency employees are offered the exclusive opportunity to get to know our ships before their maiden voyage on a travel agent cruise. Their opinions are very valuable to us and their feedback is carefully reviewed. We carry out an annual survey in order to continuously improve cooperation with our sales partners. The survey allows us to evaluate satisfaction with our products, the work of the sales force and internal sales team, sales support and complaint management.

The 2009 survey results show that compared to other tour operators we are leading in the categories product, catalog offer, sales support, information and promotional materials. Our continuous improvement has therefore carried on the trend of the past years. Our aim is to be the leader in all the main performance indicators.

### Global partner network

AIDA Cruises calls at ports throughout the world. In 2010, we will again expand our routes and call in at additional ports. Local port agencies, which supervise and ensure

the safety of our ships in the harbor, play a central role in our network. Furthermore, we communicate with them on legal and safety issues.

Relationships with our partners are based on mutual trust and are only developed sustainably. We wish to work with suppliers who share our high standards in terms of environment, quality, occupational safety and social responsibility. In order to ensure this, we evaluate our supplier relationships on the basis of defined criteria such as reliability, flexibility, product quality and status. Status defines whether we are dealing with a strategic partner, a main supplier or a temporary supplier.

### Quality management also applies to our partners

We also ask our suppliers to provide a self-disclosure form. In it, they detail the extent to which they enforce their own guidelines in terms of quality, environment, hygiene, occupational safety, health and safety, and social responsibility. They also indicate whether they use a quality or environmental management system, and management systems for food safety, occupational safety and health and safety. We also inquire about social standards and the use of recyclable and pure packaging materials.

We carry out quality checks at regular intervals and we use them to give our suppliers feedback and identify potential for further improving individual performance. During these on-site visits, we use the opportunity to nurture our supplier relationships through personal contact and – if necessary – offer support in improving performance.



We advocate clean competition.

## Guidelines for fair business practices and anti-corruption

Cooperation with our partners is not only based on high quality standards, but also on guidelines to which we have committed ourselves within the framework of our Code of Business Conduct and Ethics.

We therein undertake to ensure fair business practices with our business partners, suppliers and competitors, and correctness and integrity in business deals. Furthermore, we strive to prevent any form of corruption

or bribery in dealings with our contractual partners. All of our employees are made aware of these issues during special training courses and are familiarized with the Carnival Corporation anti-corruption guidelines. These guidelines ensure that the US Foreign Corrupt Practices Act (FCPA) is upheld. As part of our anti-corruption policy, all transactions with port agencies, suppliers and other third parties must take place in compliance with the FCPA.

Every employee is fundamentally obliged to respect the anti-corruption and fair competition legislation of the country in which the company is active. AIDA Cruises also systematically implements anti-trust regulations, which govern open and fair trade on an international, European and national level.

## Service quality requires data protection and data processing

The responsible treatment of personal data respects the right to informational self-determination. Data protection and the responsible handling of such information are important concerns for AIDA Cruises. Naturally, we therefore comply with German laws on data protection and data security when collecting, processing and using personal data. These laws are: the Federal Data Protection Act (BDSG), the Telecommunications Act (TKG) and the Telemedia Act (TMG).

In essence, personal data is only further processed with the customer's prior personal consent. Statistical evaluations to improve our service are provided only in anonymized form.

AIDA Cruises has appointed its own operational data protection officer, who brings service requirements into line with the protection of personality rights. All employees are required to take the utmost care in the use of personal data and are thoroughly and regularly trained. Audits and certifications confirm the responsible treatment of personal data at AIDA Cruises. In this report period, there have been no contraventions of data security. We have received no indication of a violation of individuals' rights of privacy in the processing of personal data.

In terms of quality management, AIDA Cruises has therefore undertaken to continuously optimize products and services and tailor these to meet the needs of our guests. Customer surveys are an important instrument in this optimization process, as they provide us with a clear picture of customer satisfaction. Data collected in the survey process or as part of complaint management are treated confidentially.

## Interview with Tim Marking, Policy Director European Cruise Council, on the development of the European cruise market and European maritime policy



**Passenger numbers on cruise ships have, from a European perspective, risen again since last year, despite difficult economic times. Why do you think that the cruise industry is continuing to grow?**

Europe has become very much the focal point for the global cruise sector in recent years and it is encouraging that, despite the challenging economic times, the European cruise market is continuing to grow. Not far short of 5 million Europeans take cruises annually and with capacity having expanded significantly, an increasing number of people are coming from all over the world to cruise in Europe. This brings huge economic benefits – in particular to coastal regions, with over 21 million passenger visits to European port cities. Furthermore, the cruise industry is responsible for the employment of over 300,000 Europeans, a statistic that perhaps more than any other drives home just how important the cruise industry has become. The good value for money offered is certainly crucial to this development. The high-quality range of entertainment, bars, restaurants and spa facilities, combined with the possibility of experiencing different cultures and countries within the shortest period of time, clearly indicates that the market will continue to grow in the coming years.

**What development do you expect in this market in the medium term?**

We certainly believe that there are good prospects for further growth of the European cruise market. Looking back at the last 10 years, the market has more than doubled. In terms of where cruise passengers come from within Europe, the UK leads with 30%, closely followed by Germany at more than 20% and Italy with 16%. Looking forward, the German cruise market appears to have the most growth potential, followed by France and Spain. In addition, the newbuildings in 2010 emphasize the importance of the European market.

**What significance will EU maritime policy have for the ECC in the medium term? Which topics will shape the work of the ECC during the coming months?**

While Europe may take the lead in industry best practices, shipping remains an international and highly mobile sector, and European maritime policies must be tailored to reflect these very aspects. It was therefore encouraging that these considerations were at the heart of the European Commission's Maritime Strategy Paper 2009-18. Environmental matters are a real priority for the ECC. Cruise companies have recognized that with commercial opportunities comes a responsibility to act in a sustainable and environmentally friendly manner. Passengers, as well as national, regional and international organizations, demand and expect companies to operate to the highest standards. From our point of view, we expect the sector to succeed in its efforts to be at the forefront of quality and technologically innovative sea travel. In this context, ECC members are obliged to evaluate the environmental impact of their business activities on the destination regions and to protect our environment.

### Stakeholder dialog on economy: overview of participants and issues

Stakeholder	Issues	Type of contact
<b>Authorities</b>		
Regulatory authorities	Monitoring health and safety requirements in hygiene, food and technical infrastructure	Regulation
Regional officer for data protection in the state of Mecklenburg-West Pomerania	Supervisory authority, data protection	Regulation
Local port agencies	Port management, laytime	Cooperation
<b>Companies</b>		
10,200 travel agencies in Germany and Europe	Marketing, sales, quality management	Cooperation
Suppliers for food, drinks, fast moving consumer goods, ship technology, restaurant businesses	Quality management	Supplier

# 3. Shaping a responsible global community



## Building confidence in the political sphere

The shipping industry has always been a business sector with an international dimension and has been shaped by cultural exchanges between continents. The regulatory framework for sea tourism is therefore set within an international network of relations, regulatory institutions and agreements. The national interests of coastal states, such as Germany with its access to the North and Baltic Sea, converge within these. The North Sea and the Baltic Sea provide the livelihood of many people and economic branches within Germany. Both coasts guarantee jobs and wealth and also provide a captivating natural habitat.

These varied interests require political compromise and international regulation. Companies are under a particular obligation to take responsibility for involving themselves in this process. Only by working together can we sustain marine and coastal habitats and preserve them as an economic zone for industries such as ship construction, logistics, fishing and last, but not least, tourism.

### Working together to reach decisions

AIDA Cruises cooperates intently with political interest groups and expressly makes this part of corporate strategy. International political action also necessitates increasing participation in the various areas of activity that arise from cruise operation and tourism. We include the future of the North and Baltic Sea habitats in our corporate responsibility and specifically wish to cooperate in shaping their future. We therefore participate in the reconciliation of political interests.

### Interest groups and action areas

One key political area for action is guaranteeing safety at sea. This means technical and administrative requirements for the construction and building of ships, traffic regulations for international waters and last, but not least, the political objectives of individual nations and the international community. The UN's International Maritime Organization (IMO), and the international agreements and conventions that it administers including MARPOL (Prevention of Marine Pollution from Ships) and SOLAS (Safety of Life at Sea) are particularly relevant in this context.

On a European level, in 2007 the European Commission developed its integrated Maritime Policy, and the Tourism Sustainability Group defined the framework of action for more sustainability in European tourism. In 2008, the Marine Strategy Framework Directive was adopted for Europe.

In October 2009, the Commission presented its progress report on the EU's integrated maritime policy. It defines a European framework for environmental protection, fishing and shipping.

With 500 employees currently in Rostock and more than 4,500 are working on board (March 2010) – we have long been part of



Continual inspections of our life-saving equipment guarantee the safety of our guests.

the established maritime infrastructure in Mecklenburg-West Pomerania and indeed in Germany as a whole. In this context, a number of organizations, institutions and actors count as important partners for us, including, for example, the federal and regional government, the city of Rostock, and national and regional trade associations.

### Representation of interests

In shoreside policy, AIDA Cruises is regulated by the federal government, the regional government of Mecklenburg-West Pomerania and its subordinate authorities. Our home location in the town of Rostock, Germany, has led to our cooperation with a variety of partners for many years. As a company and as part of the community, AIDA Cruises has undertaken to promote community interests, for example, within the framework of national and international associative work. In representing these interests, we take into account ethical principles and interests of the common good.

In the corporate community, AIDA Cruises belongs to a number of economic corporations and associations, including the Cruise Lines International Association (CLIA), the European Cruise Council (ECC) and the European Community Shipowners' Associations (ECSA). In Germany, trade associations for tourism and shipping are important to us in bringing together and representing politico-economic issues. AIDA Cruises is a member of the Deutscher ReiseVerband e.V. (DRV, German Travel Association) and the Verband Deutscher Reeder (VDR, German Shipowners' Association).

### Worldwide economic cooperation

Public debate places great importance on political objectives for maritime protection. Shipping is one of the resource-saving forms of transport and travel. However, plant and animal habitats can only be protected effectively when international regulation is developed which equally engages politicians, business and citizens. These include technical regula-

tions for reducing waste and for the defense of biodiversity by means of viable preservation areas.

### Progressive environmental policy

The UNEP Regional Seas Programme, the MARPOL Convention, the Oslo-Paris Convention on the protection of the marine environment of the North-East Atlantic and the Helsinki Convention, signed in 1992 by all states bordering on the Baltic Sea, provide the action framework for AIDA Cruises' environmental policy. Innovation is the key to a progressive environmental policy. That's why organizations that advocate the research and development of innovative technologies and improved engines are important partners for AIDA Cruises (see Chapter 5).

Cooperation between companies, technological development and protection of the environment is essential. Environmental protection organizations and local environmental authorities are central to this cooperation, which begins with dialog on environmental policy, develops a framework of action and finally leads to concrete strategies for environmental protection.

## HELCOM Conference unites Baltic Sea policies

AIDA Cruises sees the HELCOM, which governs the 2002 international convention on the protection of the Baltic Sea, as an appropriate instrument to organize all countries, organizations and companies involved for the protection of the Baltic Sea. We have been participating regularly in consultations since 2008, and are correspondingly involved in the current action plan.

### Protecting biodiversity in the Baltic Sea

The 4<sup>th</sup> HELCOM Stakeholder Conference on March 3, 2009 was dedicated in part to improving water quality. The eutrophication of the Baltic Sea has reached a worrying degree in recent decades due in part to the

very slow water renewal with water from the North Sea and the Atlantic Ocean. In addition, measures to protect biodiversity were agreed.

One part of the conference dealt with survey results proving that biodiversity in the Baltic Sea is further threatened. Many areas are therefore endangered. The conference concluded that, at the moment, the existing network of protected zones is not linked closely enough to provide endangered species with the necessary refuge.

Our strategies for improving water quality in the Baltic Sea, reducing cruise liner emissions

and increasing their energy efficiency are detailed in chapters 4 and 5 of this report.

## European and national associations for environmental protection

In March 2009, the European Cruise Council (ECC) adopted an initiative for the protection of the Baltic Sea from the effects of eutrophication. All companies engaged to dispose of waste water only where suitable infrastructure was available in ports. The port of Helsinki is a leader in this respect. The ECC is committed to close cooperation with HELCOM.

In response to the Copenhagen Climate Conference, the Verband Deutscher Reeder advocated an international climate fund governed by the IMO as a solution, following Denmark's proposal. According to a recent IMO survey, shipping creates a total of 2.7% of global emissions, the cruise industry merely 0.07%. The fund should be administered according to the example of the International Oil Pollution Fund (IOPC Fund).

The European Community Shipowners' Association (ECSA) also considers the IMO as the international institution to develop the reduction of CO<sub>2</sub> emissions from international shipping.

## Intercultural dialog

The cruise industry thrives on our fascination with foreign cultures and encourages intercultural dialog. AIDA Cruises considers itself responsible for making both employees and guests aware of respectful behavior and encouraging mutual understanding. Tourism thus links aspects of the maritime working world, training and quality of services with the objectives of work, health, family and cultural policies.

### International vocational training

We view national ministries and authorities, as well as employee organizations, as cooperative political partners for defining standards in training and in the working environment. AIDA Cruises has many years of experience and cooperation in the field of international vocational training, and has also built up comprehensive project experience (see Chapter 6). We are ready to contribute this knowledge to political dialog on vocational training and labor market policy. We work together with the German Federal Ministry of Family Affairs, Senior Citizens, Woman and Youth, the German Federal Agency for Work and the signatories of the Charter of Diversity. This makes us part of a political network that is committed to the community-oriented aspects of the working world and to striking a balance between work, leisure, family, relaxation and integration – both in policy and in corporate attitude.



Working with international organizations, we are committed to the protection of the Baltic Sea.

### Stakeholder dialog on politics: overview of participants and issues

Stakeholder	Issue	Type of contact
<b>Politics and administration</b>		
German Federal Government	Economic and financial policy, environmental policy, labor and social policy, educational policy, family affairs policy, transport policy	Information sharing, implementation, cooperation (BMFSFJ)
European Commission	Integrated maritime policy, Marine Strategy Framework Directive, Strategy for the Baltic Sea Region	Information sharing, implementation
State government of Mecklenburg-West Pomerania	Economic and location policy, environmental policy	Information sharing, implementation
City of Rostock	Shoreside policy	Cooperation (selective), implementation
<b>International organizations and non-governmental organizations (NGOs)</b>		
Helsinki Commission (HELCOM)	Baltic Sea Action Plan	Continuous dialog and cooperation
International Maritime Organization (IMO)	MARPOL, SOLAS	Implementation
United Nations Environmental Program (UNEP)	2010 International Year of Biodiversity, Regional Seas Program	Information sharing
<b>Trade associations</b>		
Cruise Lines International Association (CLIA)	Shipping	Member
Deutscher ReiseVerband e. V. (DRV)	Trade association Tourism	Member
European Community Shipowners' Associations (ECSA)	Trade association Shipping	Member
European Cruise Council (ECC)	Shipping	Member
Verband Deutscher Reeder (VDR)	Trade association Shipping	Member

# 4. Protecting natural environments – preserving habitats



## Sustainable corporate management for environmental protection

The fascination with cruises lies in the human desire to experience foreign countries and cultures. In accordance with the principle of sustainable tourism, we aspire to reconcile economic and ecological interests while also preserving the natural environment for future generations. We consult closely with organizations such as the International Maritime Organization (IMO) and work together with non-governmental organizations (NGOs), as well as with partners from the fields of science and research.

The economic success of AIDA Cruises is dependent on a healthy marine habitat. That's why we aim to keep negative impacts on the environment as low as possible and continually strive to reduce them, while still offering our guests the highest levels of comfort. The development and application of resource-saving technologies plays a significant role in this strategy. At the same time, their effectiveness depends on staff commitment. Every single person on board and ashore is asked to examine their actions for their environmental impact.

### Binding guidelines

By means of intensive awareness training, extensive provision of information and specially designed training events, we sensitize our entire team to issues relating to corporate environmental protection. The binding guidelines are detailed in the Code of Business Conduct and Ethics (see Chapter 1). Accordingly, AIDA employees undertake to

- adhere to environmental legislation and the company's environmental guidelines,
- progressively implement working practices which are negotiated within the framework of the company-wide environmental management system,
- immediately inform the relevant line manager, the Fleet Services & Operating Line Compliance Director and/or the company's Energy & Environment Manager about instances of reportable environmental pollution, and
- make us aware of ways in which we can improve environmental programs and their implementation.

AIDA Cruises' sustainability strategy is based on international and national legislation to protect the world's ocean environments. The work of the International Maritime Organization (IMO), based in London, is decisive in this area. The aim of this United Nations special organization is to reduce sea pollution caused by ships in order to make national and international sea travel safer.



We treat the marine environment with respect.

The Marine Environment Protection Committee (MEPC) is the primary body responsible for sea protection.

The MARPOL agreement and the SOLAS convention are amongst the most important IMO regulations that apply to AIDA Cruises. MARPOL is an international treaty designed to reduce sea pollution caused by ships. It currently consists of six special regulations, for example relating to protection from oil pollution, the transport of potential environmental pollutants or avoidance of ship waste.

### Reduced emissions

The most recent extension to MARPOL (Annex VI) regulates the emission of air pollutants. Particularly high requirements must be fulfilled in Sulfur Emission Control Areas (SECA), which include the North Sea and the Baltic Sea.

SOLAS stands for the International Convention for the Safety of Life at Sea. The Convention is constantly being modified and extended in line with current developments. It contains standards for the construction, equipment and operation of ships, which are intended to guarantee the highest possible protection when at sea. Amongst other things, the convention specifies regulations for fire prevention, the provision of rescue equipment and all ship management systems. Signatory states undertake to ensure that all ships flying under their flags adhere to these standards. AIDA Cruises naturally complies with all SOLAS and MARPOL conventions.

Adherence to international guidelines and legislation is a matter of course for AIDA Cruises. We implement new regulations as quickly as possible. As far as possible, we try to exceed the requirements and implement them even before they become legally binding.

As an example, a new regulation that has been in place for all EU harbors since January 1, 2010 stipulates that only fuels with a maximum sulfur content of 0.1 percent may be used.

We have been voluntarily complying with this guideline in the Port of Hamburg since 2007. During laytime there, AIDA Cruises uses gasoil with a sulfur content of less than 0.1 percent for boiler operation, thus significantly reducing sulfur oxide emissions.

### Protecting ecosystems

Water quality and biodiversity are the most decisive factors for a healthy marine ecosystem. As part of our sustainability strategy, we have committed ourselves to safeguarding the basic existence of plants and animals in the oceans and coastal landscapes through the use of resource-saving processes and technologies.

Protecting the Baltic Sea region is very important to us. As the impacts of travelling by ship cannot be completely avoided, we strive to achieve optimal results together with independent research facilities and non-governmental organizations (NGOs).

## Water – a resource for life

Consistent adherence to environmental protection regulations is an integral part of our employees' day-to-day work. This largely relates to the careful management of our water resources. We have sensitized our crew to the importance of considerate water use and have saved a considerable amount through the use of innovative concepts and modern technologies. Drinking water is supplied with the help of desalination facilities, where regular controls ensure that the highest standards of quality are met. Switching to water-conserving applications such as specially made shower heads, timer switches and infrared control in sanitary areas has enabled the amount of fresh water consumed per person to be continually reduced. In comparison to last year's levels, it has been possible to achieve a 5 percent reduction in freshwater usage per guest without reducing passenger comfort.

The newbuildings include a vacuum food waste system, which requires considerably less water than conventional food waste disposal systems. In conventional processes, food waste is washed away through pipelines. The amount of water required can be reduced with the help of the innovative vacuum system.

### Sophisticated sewage disposal

Sewage disposal is one of the greatest challenges for maritime environmental protection. Every ship in the AIDA fleet is equipped with a biological purification facility which treats sewage before it is released and, for example, purifies waste water from toilets. On our new generation of ships, after purification, waste water approaches the same quality as drinking water. In addition to specified purification values, we are also aiming to achieve, among other things, a significant reduction in phosphate content.

MARPOL enforces a ban on the disposal of untreated waste in the Baltic Sea within four nautical miles of the coast. Even here, AIDA Cruises goes above and beyond the target guidelines – as a matter of principle, we do not release any untreated waste into the Baltic Sea and only release treated waste in the event that there is not sufficient available shoreside capacity.

### Dry Bilge Concept

During ship operation, bilge water – waste water containing oil – accrues. In order to avoid bilge water, every ship in the AIDA fleet has two deoiling facilities at its disposal. In addition, we have implemented a dry bilge concept. This prevents oil and water from mixing. In addition to the legally required deoiling facilities, we also operate

## Outstanding environmental commitment

AIDA Cruises' commitment to responsible travel has been recognized on many occasions, earning us the following awards, amongst others:

- **GL Excellence – 5 stars:** since 2007, we have held the Germanischer Lloyd Certificate for the highest standards of quality. The requirement for qualifying for this award was the provision of excellent service in relation to safety issues, working procedures, environmental protection, ethical standards and comfort.
- **GL Environmental Passport:** Germanischer Lloyd also awards this classification, which honors a company's voluntary commitment to maritime environmental protection.
- **Green Planet Award, the seal of approval from Kuoni, the largest Swiss tour operators:** in addition to beach holiday hotels, cruise ships which are required to meet high standards in water, energy and waste management or in terms of the ecological training/advanced training for staff have also been recognized by this award since 2003. The entire AIDA fleet has been honored with the Kuoni award since 2008.

**GL Excellence**  
★★★★★



a White Box on board each ship in order to permanently control oil content in accordance with MARPOL requirements. This continually records the oil content of released bilge water and ensures adherence to the boundary value agreed upon by the MARPOL treaty. In accordance with the treaty, waste water may not contain more than 15 ppm (parts per million) of oil. If the boundary value is exceeded, the release of bilge water is immediately interrupted to prevent any oil from being released unchecked. Residues containing oil (oily sludge) are handed over to specially licensed disposal companies ashore. The White Box is standard equipment for our fleet.

In 2009, we fulfilled all legal provisions relating to the environment completely. Thanks to a permanent reporting system,

we ensure that irregularities are recognized promptly and fully clarified. This reduces the risk of recurrence and gives us confidence in our ability to guarantee legally mandated requirements in the long term. We have not been liable for any fines during the current reporting period. No sanctions have been imposed for failure to comply with regulations. We only reported two incidents in which small amounts of oil were spilled on the pier during disposal. Relevant measures were taken to ensure that no oil reached the sea water. In both cases, the escaped oil during disposal was caused by the commissioned waste disposal company.

## Effective route management

One of our primary aims is to reduce fuel consumption. Effective route management has enabled us to continually optimize travel plans and laytime, thus reducing fuel consumption by up to 5 percent on certain routes. Routes are adjusted on the basis of up-to-date information on wind and current flow provided by IFM-GEOMAR and WetterWelt Kiel. This enables us to make route alterations independently at short notice.

Another important instrument which allows us to identify additional conservation potential during route planning is the AIDA Power Monitor. This analytical instrument collects data regarding energy consumption, temperatures, wind speed and ship speed and evaluates these, thereby giving us information regarding the effectiveness of energy conservation methods. The Power Monitor allows information about machine capacity and machine efficiency to be determined. It also allows information about different routes in terms of distance, fuel consumption and cost-effectiveness to be compared, which enables us to gain important insights that will impact on future course planning.

### Interview with Bastian Tesching, Energy & Environment Manager at AIDA Cruises, on the subject of the Power Monitor and route management



**Lower fuel consumption doesn't only save on costs, but is also good for the environment. What role does the Power Monitor, developed by AIDA Cruises, play in this?**

The Power Monitor allows us to obtain information about the optimal mode of operating a ship. We look to it when planning our journeys and do our best to improve our route planning by optimizing distance as well as departure and arrival times. Depending on the time of year, current flow conditions, wind and weather, we can use the time that we, as tour operators, need in advance of the cruise, in order to optimize routes so that the ships not only travel efficiently but also arrive at their destinations on schedule.

**What technical and organizational steps were necessary to set the Power Monitor up on board?**

I would say that there are three essential steps for implementing the Power Monitor project. First of all, we designated over 100 physical measuring points throughout the ship. These include energy-producing components – i.e. the four generators – as well as the main energy consumers on board. Secondly, software had to be developed that clearly organizes the measured data and summarizes it logically for analysis purposes. Our aim is to be able to directly investigate individual measures in terms of their effects on fuel consumption. The third step is to gather data for long-term analysis or to enable us to compare all ships within one class. Moreover, the data can be looked at in relation to other environmental influences such as wind, temperature or atmospheric humidity.

**What are the most significant advantages of the system, and what implications do they have for energy consumption?**

We provide the crew with an instrument that allows them to use up-to-date information to make quick decisions about travel speed and engine operation. To put it very simply, we can say that optimal engine configuration involves letting a ship like the AIDAdiva sail powered by two engines at 15 knots.

**What plans do you have to further optimize route management?**

For us, route management is an important instrument for effective operation of our ships. The more we learn about the subject, the more potential we recognize. This is something we can make the most of in the coming years.

**Are there any other proposals for optimizing energy consumption and/or the consumption of resources?**

In 2010 we're intensifying our efforts to optimize the operation of our ships as far as possible. We will keep working to reduce sailing speeds. In terms of energy, however, we are concentrating on the use of fuel cell technology and shoreside electricity and gas supplies in the medium term.

## Energy-efficient drive concept

The majority of our fleet is equipped with a diesel-electric drive concept which means that the diesel motors on the ships are physically separate from the propeller drive shafts. They exclusively drive large electricity generators which distribute electricity across the onboard power supply. In this way, the amount of electricity generated is exactly the amount required by the consumer. This means that energy is used more efficiently. We also use waste heat boilers to recycle waste heat energy from the engines to generate steam.

## Waste avoidance and recycling

Waste management is a central theme in maritime environmental protection. We want to keep the amount of waste as low as possible and have introduced a waste management system for this purpose. On board the ship, the waste is separated according to the most up-to-date standards before being disposed. Combustible material is incinerated, while metal and glass are shredded into small pieces to save space when storing the remnants. The same process applies for waste containing oil, which is collected separately. As a rule, we take care to use recyclable materials wherever possible. All shoreside waste is handed over to a licensed disposal company. Suppliers are chosen and assigned according to ecological criteria, and products which produce little waste are preferred.



An underwater coat of paint with a silicone or fluoropolymer base reduces fuel consumption.

## Reducing emissions – protecting the climate

Next to reduction of water and fuel consumption, reducing emissions has high priority in our sustainability strategy. Ships sail with fuels containing sulfur which release sulfur oxide into the air when burnt. The extension to the MARPOL convention has been regulating boundary values for fuel sulfur content since 2006. Thanks to a variety of measures, we managed to partially reduce our specific emissions per passenger kilometer in 2009. In comparison to last year's levels, AIDA Cruises has been able to reduce sulfur oxide emissions by 3 percent per passenger kilometer. On the other hand, NO<sub>x</sub> and CO<sub>2</sub> emissions have each risen slightly by 0.4 percent per passenger kilometer.

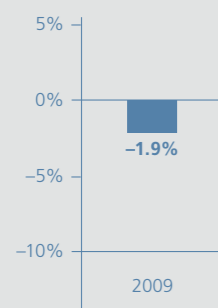
In the past, we have used performance indicators borrowed from the automotive industry in order to enable better comparability between our emission values. However, these do not take our hotel services into consideration. Thus, we are currently working on a new basis of calculation which takes increasing passenger numbers into

account. In the future, annual comparisons should be carried out on the basis of a benchmark which is no longer based on passenger kilometers, but on reference values which make progress in emission reduction transparent. Bringing the number of passenger days travelled into the equation meant that, in 2009, we were able to reduce sulfur oxide emissions by 5.7 percent per guest per day and reduce both CO<sub>2</sub> and NO<sub>x</sub> emissions by 1.9 percent.

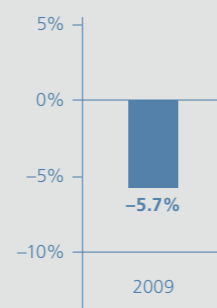
We are focusing on the implementation of more energy efficient solutions in order to further decrease fuel consumption in the future. One example of this is the underwater paint with a silicone and/or fluoropolymer base, which guarantees efficient operation. The coating is free from biocides and other polluting toxins and substantially reduces friction during the journey in comparison to conventional coatings. Due to the anti-fouling surfaces, any fouling on the ship's hull slides off after a certain travelling speed has been reached. As fouling inhibits propulsion – i.e. the power with which a ship moves forward – the coating allows fuel consumption and emissions to be significantly reduced. Last year, our ships with an anti-fouling coating reduced fuel emissions and consumption by around 3 percent. This is equal to approximately 3,700 tonnes of CO<sub>2</sub>.

Reduction in emissions per passenger day in comparison to 2008 in percent

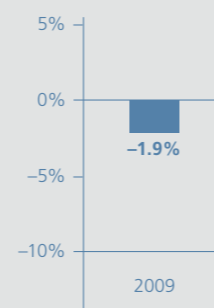
Reduction in CO<sub>2</sub> emissions



Reduction in SO<sub>x</sub> emissions



Reduction in NO<sub>x</sub> emissions



## Small measures, big impact

The use of complex, environmentally friendly technologies has been enhanced by a number of different measures which together contribute to the reduction of emissions. For example, when consistently used, economical lighting can considerably reduce energy requirements. With the help of the HVAC control system on board our ships like AIDAdiva, the entire process of cabin climatization can be centrally controlled. This reduces fuel consumption by about half a tonne per ship per day.

In order to prevent light and air conditioning systems operating unnecessarily and therefore wasting energy, a hotel card switch was introduced in 2009. This reduced fuel consumption by around another half a tonne per day, as lights and air conditioning are automatically switched off when guests leave their cabin.

Thanks to modern technology, it is now possible to automatically adjust heating and/or air conditioning systems in the restaurants and other communal areas. In this way, we can save energy and still ensure a comfortable room temperature at all times. On board ships like AIDAdiva, energy efficiency can be increased by three-way valves on the ventilation grids of the air conditioners. This corresponds with a daily reduction of around 3 tonnes of fuel per ship per day.

As regards the use of cleaning materials, a dispensing station ensures the smallest possible usage. We also regularly test new, environmentally friendly products. Furthermore, all land based procedures are also adjusted in accordance with environmental protection requirements. For example, excursions are planned together with regional partners in accordance with ecological requirements. The standards for this are the "Ten golden rules", which outline environmentally friendly conduct and function as protocol for tour guides.

## Ten golden rules for shore excursions

1. We ensure that all participants stick to the paths during the tour.
2. Our group sizes are ideally designed to keep the number of vehicles on site to a minimum.
3. We use the best vehicles available on site so as to keep emissions as low as possible.
4. We either take our waste back to the ship or dispose of it properly ashore.
5. We do not drop anchor near reefs.
6. We advise our guests on the best way to behave in order to preserve their natural surroundings when snorkeling or diving.
7. We ensure that our guests only swim on public beaches.
8. Throughout the tour, we advocate the protection of the natural environment and make sure that our guests also abide by the rules.
9. We observe regional differences and cultural rules when sightseeing.
10. We take immediate action if we notice that a tour is having a negative impact on nature or on cultural attractions.

## Environmental reporting

International efforts and initiatives are required in order to do justice to the requirements of global environmental protection. This process can only be organized through open, honest dialog involving all stakeholders. In order to achieve transparency in our own activities and in the implementation of environmental standards, AIDA Cruises has been carrying out detailed environmental reporting since 2008. All key figures in relation to environmental protection are compiled, evaluated and refined in order to optimize measures already in place.

## Principles of our environmental strategy

1. We adhere to current laws, guidelines and regulations in all aspects of maritime environmental protection. In many areas, our own standards go above and beyond legal requirements.
2. We are continually improving our ecological performance. This is achieved as a result of the permanent reduction in both energy consumption and daily production of waste/waste water per passenger, as well as by other means.
3. We invest in research and further training in a targeted manner. Our ships are built and operated in accordance with the highest environmental standards. We develop existing technologies with the help of our partners in industry and science, with the aim of continuing to further improve our ecological performance.
4. Within the framework of an Integrated Management System (IMS), we are certified by the international environmental management system ISO 14001 and others.
5. We only work with licensed suppliers and disposal companies which meet our high expectations in terms of quality and ethical, environmentally friendly conduct. We regularly audit implementation of and adherence to these requirements.
6. We not only take responsibility for a healthy environment within our immediate surroundings, but also in our destination areas. This applies to both our choice of harbors and our cooperation with our on-site partners.
7. We are further expanding dialog with our partners and stakeholders. We ensure the accessibility of our targets and our fulfillment of them through regular public reports.

## Objectives and tasks for 2010

In the past we have made extensive efforts to shape our economic growth responsibly and in accordance with ecological requirements. We have invested a considerable amount in the development of environmentally friendly technologies. Our aim for 2010 is to further extend AIDA Cruises' technological leadership in relation to cruise shipping and to explore all possibilities in order to further reduce specific emissions as well as fuel and fresh water consumption.

### – Carbon dioxide (CO<sub>2</sub>):

further reduction of 3.8 percent per passenger per day

### – Nitrogen oxides (NO<sub>x</sub>):

further reduction of 3.8 percent per passenger per day

### – Sulfur oxides (SO<sub>x</sub>):

further reduction per passenger per day through the use of high quality fuels

In order to also reduce energy consumption in 2010, AIDA Cruises will further improve route management and work harder to organize harbor laytime in order to make further reductions possible. Additional reduction potential can be identified with the help of the Power Monitor. With a view to reducing fuel consumption, our new-buildings AIDAblu (2010) and AIDA Sol (2011) are furnished with the silicone paint coating. AIDAbella's shipyard time in 2011 will round off the silicone application initiative, representing an investment of over €2 million for our entire fleet.

AIDA Cruises has achieved its aim of increasing its recycling quota to 10 percent in 2009 – measured against the total amount of waste generated. In 2010 we want to

increase this further and, to this end, will make all steps of the recycling process accessible and verifiable. Disposal companies, an important link in the chain, are already monitored by our onboard Compliance Officer, but will now also be checked through audits.

Cooperation with scientific and community stakeholder groups will also have high priority in the future. For the purpose of joint efforts to promote maritime environmental protection, we will continue our cooperation with independent research facilities and non-governmental organizations (NGOs), and expand it where appropriate.

In 2010 we will extend measures for reduction of CO<sub>2</sub> emissions to include the operation of our fleet of company cars and will begin to review vehicle choice and company car regulations annually in relation to optimization measures. Our aim is to achieve a reduction in CO<sub>2</sub> to approximately 135g CO<sub>2</sub>/km by 2013 and to reduce fuel consumption by 10 percent in 2010.

## Environmental indicators 2009 in accordance with GRI standards

### EN3 Direct energy consumption

Total energy consumption	4,255.336GJ*
<b>Energy consumption on board</b>	<b>106,168t</b>
from heavy fuel oil	104,920t
from gasoil	1,249t
Fleet energy consumption	215,399l**

\* 40MJ/kg fuel  
\*\* Diesel

### EN4 Indirect energy consumption by primary source

<b>Total energy purchased</b>	<b>580,366KWh*</b>
Natural gas	232,146KWh (40%)
Renewable energy	348,220KWh (60%)

\* Refers to AIDA HQ in Rostock. No indirect energy consumption by primary source occurs on board.

### EN8 Total water withdrawal

<b>Total water withdrawal</b>	<b>843,402t</b>
of this, fresh water consumption	191,866t*
of this, marine fresh water consumption	651,536t**
Water consumption per guest per day	245.0l

\* fresh water taken from ashore  
\*\* fresh water obtained from sea water

### EN16 Greenhouse gas emissions

<b>CO<sub>2</sub> emissions</b>	<b>344,152t*</b>
from fuel and refrigerants on board	343,345t
from company car fleet	668t
from shoreside electricity consumption	139t**

\* one tonne of crude oil is equal to 3.2 tonnes of CO<sub>2</sub>  
\*\* one kWh of electrical energy from gas is equal to 0.6kg of CO<sub>2</sub>

### EN19 Emissions of ozone-depleting substances

Emissions of ozone-depleting substances	0.226t
Ozone depletion potential	0.160t

### EN20 NO<sub>x</sub>, SO<sub>x</sub> and other significant air emissions

NO <sub>x</sub>	16.9kg/nm*
SO <sub>x</sub>	11.4kg/nm**
Particulate matter emissions	0.6kg/nm

\* one tonne of crude oil is equal to 65kg NO<sub>x</sub>  
\*\* calculated on the basis of fuel sulfur content

GJ = gigajoule t = metric tonne l = liter MJ = megajoule kg = kilogram  
KWh = kilowatt-hour NM = nautical mile (one nautical mile is equal to 1,852 kilometers)

### EN21 Waste water discharge

Waste water per guest per day	At sea	On land
Untreated black water	0.0l	0.0l
Treated black water	16.5l	0.6l
Permeate*	114.3l	0.0l
Untreated gray water**	108.8l	3.3l
Biomass and sludge***	4.0l	0.4l
Consumption per nautical mile		
Ballast water	2.6l/nm	0.0l/nm
Treated bilge water	12.3l/nm	0.9l/nm

\* purified waste water approaching drinking water quality (cf. p 22)  
\*\* includes pool water  
\*\*\* solids extracted during purification process

### EN22 Waste by type and disposal method

<b>Waste</b>	<b>20,939t*</b>
Disposal of waste material	8,079t*
Incineration	2,471t
Shredding	2,219t**
Hazardous waste disposal	3,286t*
Recycling	4,883t (23.3%)

\* Shoreside waste; data based on daily measurements taken by the compliance officers on board our ships  
\*\* Food waste on board

### Stakeholder dialog on environment: overview of participants and issues

Stakeholder	Issue	Type of contact
<b>Politics and administration</b>		
German Federal Government	Environmental policy	Information sharing, implementation, cooperation
European Commission	Integrated maritime policy, Marine Strategy Framework Directive, Strategy for the Baltic Sea Region	Information sharing, implementation
State government of Mecklenburg-West Pomerania	Environmental policy	Information sharing, implementation
United Nations Environmental Programme (UNEP)	2010 International Year of Biodiversity, Regional Seas Program	Information sharing
Port authorities	Disposal	Implementation
<b>International organizations and non-governmental organizations (NGOs)</b>		
IFM-GEOMAR	Route management	Continual dialog
International Maritime Organization (IMO)	MARPOL, SOLAS	Implementation
Helsinki Commission (HELCOM)	Baltic Sea Action Plan	Continual dialog and cooperation
<b>Trade associations</b>		
European Cruise Council (ECC)	Maritime policies: explanation – no waste water in the Baltic Sea	Member
Deutscher ReiseVerband e.V. (DRV)	Environmental protection	Member
Verband Deutscher Reeder (VDR)	Reduction of CO <sub>2</sub> emissions	Consultations, member
<b>Companies</b>		
WetterWelt GmbH	Route management	Continual dialog

# 5. Technological progress in harmony with nature



## Safeguarding the future with innovative infrastructure

AIDA Cruises puts into harbors across the world and therefore relies on a complex infrastructure based on cutting-edge technology and services from reliable partners. This allows us to guarantee the safety and comfort of our passengers whilst simultaneously minimizing the impact on the environment as far as possible. Our fleet is consistently equipped according to the latest technical standards which meet the requirements of responsible tourism. We invest a considerable amount in the development of low-emission, energy-efficient and resource-saving technologies. These constant improvements are due in no small measure to solid partnerships with a number of partners from the fields of economics, science and research.

AIDA Cruises operates within a worldwide branch network of partners, including shipyards and suppliers who support us during the building of our new ships, along with harbor agencies, waste disposal companies and recycling firms. We also cooperate on research with several of these partners.

With regard to the provision of harbor capacities and supply services, we cooperate closely with tourist organizations in the individual regions. Together, we aim to create an infrastructure which ensures smooth processes whilst at the same time maintaining the natural balance of the sea and the coastal landscape.

### Cooperation in the technological sector

AIDA Cruises is one of Europe's leading cruise companies. We also want to set standards in the technological sector and provide innovative momentum throughout the industry. A network of selected partners supports us in the development of new, resource-saving technologies. With their expertise, they make a significant contribution to allowing us to consistently implement our sustainability strategy.

We not only collaborate with the Meyer shipyard in Papenburg on the building of new ships, but are also committed to working together on pilot projects researching low-emission energy generation. Other innovation partners include Hamworthy, Deerberg and Triton Water AG (Osmotec), with whom we are driving forward technical solutions for waste water and refuse management, in addition to the production of fresh water from sea water with the help of new filtering systems.

### Investments in pioneering technologies

We are convinced that sustainable protection of the maritime environment can only be ensured when we all work together. We share our years of experience in using and developing environmentally friendly technologies. To this end, we communicate closely with the entire Carnival group, members of the Verband Deutscher Reeder and the Deutscher ReiseVerband e.V., providing them with new findings. Furthermore, we are involved in research projects and initiatives, which support innovations for the reduction of emissions. We have planned an



Optimized route planning reduces energy consumption.

additional waste heat recovery system for our newbuildings in 2012. This twin system uses excess heat from the coolant systems in diesel-powered ships and converts it into refrigerating capacity or uses it to create steam.

### Greater efficiency through fuel cells

Under the umbrella of the landmark e4ships project, AIDA Cruises has joined other carriers, shipyards and the Federal Government in order to prove the functional viability of fuel cells in ships' onboard energy supply under everyday conditions. High-temperature and PEM fuel cells are used, which reduce both exhaust emissions and the amount of fuel required.

The advantage of fuel cells is improved system efficiency as well as the reduction of toxins which are harmful for the environment and to health. This technology is therefore a sensible alternative to conventional ship engines.

The project is coordinated by the National Organization for Hydrogen and Fuel Cell

Technology (NOW). The overall budget runs to over €50 million, with the Federal Ministry of Transport, Construction and Urban Affairs and the companies involved each paying half.

### "Toplaterne" project module

The higher-level project module "Toplaterne" aims to answer questions relating to the ecological, technical and economic evaluation of the use of fuel cells on ships. In addition, the parties involved contribute to the formulation of rules and standards for the authorization and installation of fuel cells on ships, draft training concepts for the crew and investigate and evaluate the economic effects together.

## Interview with Kai Klinder, Managing Director of the National Organization for Hydrogen and Fuel Cell Technology (NOW), on the e4ships project

### When do you expect the first concrete results from the e4ships project?

July 1, 2009 saw the kick-off for e4ships on the AIDAluna in Warnemünde. The landmark project, supported by the Federal Ministry for Transport, Construction and Urban Affairs (BMBVS), aims to make energy provision onboard more environmentally friendly and efficient. Initially it looks at hotel facilities close to the shore and the decentralized provision of electricity, heating and cooling systems. The harbor residents in particular suffer due to exhaust particles, which can be avoided completely through the use of fuel cells.

We've already had our first result – a large proportion of the German ship building industry and the future operators, including AIDA Cruises, are working together closely and productively on the two PaXell and SchIBZ development modules, as well as the "Toplaterne" synergy module. This reflects the entire value chain – from the ship chandlers to the shipyard to the final customer – thus creating sufficient financing and momentum for a successful project. The second result will be our ability to shape international standards for the use of fuel cells early enough to be able to remove any normative obstacles from our path in good time.

### What is meant when a fuel cell is required to prove its suitability for offshore and daily use?

Currently there are only military fuel cells for submarines. In FellowSHIP, a joint Norwegian-German project, an initial method of fuel cell testing was introduced on board a North Sea trawler. The experiences gained from this will be used in e4ships. The first challenge for e4ships will be to strengthen stationary fuel cell technology in relation to the lateral acceleration dynamic in rough seas. There are also additional questions to work through with regard to fuel reformer as well as packaging on board.

Last but not least, a fuel cell system has to be in complete accordance with all

onboard safety requirements in order to be certifiable. For passengers on board a cruiser, the use of an operation control system for hotel management means the following: no more fumes or smell of diesel, no more vibrations or noise from machines. Electricity, cold air and hot water will be generated in an effective and environmentally friendly manner. Generation of this is also CO<sub>2</sub> neutral when produced using renewable raw materials such as bioethanol. This means that we can travel with a clear conscience about our treatment of the environment!

### Is it possible to estimate the potential of reducing emissions?

The potential is clear and convincing: 100% fewer particles, up to 100% CO<sub>2</sub> neutral. At the very least, around 30% less fossil fuel is used and, accordingly, less CO<sub>2</sub> produced.

### Can you predict when this system will be available as standard equipment for seafaring vessels? How much future planning is involved in the project?

As an optimist, I hope that in around 5 years we will have mastered all aspects of the technical functions of onboard fuel cells and that this environmentally friendly technology will be available for use. Due to a low number of units, they will not be as economical as conventional technology within five years. However, it may be that stricter emissions regulations will mean that fuel cells have a key competitive advantage for shipyards and shipowners. Above all, in the future, fuel cells will be low enough in emissions for us to be able to sail into ecologically sensitive regions. Those who have experience in implementing fuel cells on board in accordance with regulations and operating them reliably will sail ahead of the competition.

In my opinion, the management of AIDA Cruises has clearly recognized this important strategic option and is actively implementing it in the landmark e4ships project.



## Innovative fuel cells

Fuel cell technology is also relevant as a future-oriented alternative for energy supply in view of the scarcity of fossil fuels and the high level of CO<sub>2</sub> emissions they produce. Together with the industry and in line with Germany's High-Tech Strategy, the German Federal Government promotes application-oriented research into propulsion systems and stationary energy systems using hydrogen and fuel cell technologies. In February 2008, the National Organization for Hydrogen and Fuel Cell Technology (NOW) was established. It promotes the development and marketing of competitive international products involving hydrogen and fuel cell technologies. As a fuel, the advantage of hydrogen is that it can be stored and transported as a liquid or a gas. The release of energy produces neither pollutants nor environmentally harmful emissions. The possibility of generating energy by means of fuel cells on board cruise ships is being researched as part of our landmark project.

## Reducing emissions through shoreside electricity and gas?

Since January 2010, the European Commission has stipulated that the sulfur content of marine fuels may not exceed 0.1 percent during harbor laytime. The aim of the new regulation is to reduce emissions and improve air quality in harbor moorings. In light of this, supplying ships through shoreside electricity and the use of gas as an energy source is increasingly under discussion.

In shoreside power supply, the electrical energy needed for the ship's operation is fed in from the shoreside power supply network. This requires an appropriate connection device that is compatible with the onboard network. Onboard and shoreside voltage and frequency must match. The feed takes place using an appropriate cable connection for electrical facilities both ashore and on board.

The use of electrical connections ashore and on board is technically complex and demands a long lead time and planning time. AIDA Cruises has reacted to future demands in good time and equipped a large part of the fleet with the necessary equipment. The ships have an area and cabling which can be used to upgrade the control panel in the event that shoreside power can be used.



AIDAluna in the Port of Hamburg: shoreside electricity and gas supplies as well as fuel cell technology should ensure an efficient supply of energy in the future.

### Use of shoreside gas with dual-fuel engines

Shoreside gas provision presents another alternative way of reducing pollutant emissions, particularly in harbor areas. A prerequisite for this is that docked ships with dual-fuel motors must be able to travel with different fuels, for example marine diesel and liquid gas. Gas from a shoreside utility supply system would be an ecologically attractive alternative to conventional marine fuels.

Unlike marine diesel, gas does not generate any sulfur oxide emissions and production of NO<sub>x</sub> is reduced by approximately 30%. Although we are not introducing this kind of technology onto our ships, our engines are already capable of processing high-quality,

less polluting fuels such as Low Sulfur HFO and Marine Gas Oil (MGO). We hope to be able to install dual-fuel engines in our next generation of ships. In the medium term, gas is a real option for us as a fuel for ship operation in the harbor and at sea.

Shoreside energy provision as well as operation with shore-side gas are realistic future scenarios for us. However, during implementation, we intend to apply the most ecologically and economically sound solutions for the operation of our ships.

## Objectives for 2010

In 2010, we will continue to invest in the development of resource-saving technologies and, as part of the e4ships initiative, make efforts together with our partners to make future-oriented innovations for emission reduction ready for the market. We will also continue to take part in future discussions on the subject of shoreside electricity provision and contribute our own expertise during the ongoing process.

### Stakeholder dialog on infrastructure: overview of participants and issues

Stakeholder	Issue	Type of contact
<b>Politics and administration</b>		
German Federal Ministry for Transport, Construction and Urban Affairs, National Organization for Hydrogen and Fuel Cell Technology, universities and research institutes, shipping companies	"Toplaterne" Project, National Innovation Program for the Use of Fuel Cells On Seafaring Vessels	Dialog, cooperation
Hamburg City, Port of Hamburg	Shoreside electricity and gas supply	Dialog, cooperation
<b>Company</b>		
Port agencies	Supply and disposal, fuel	Information sharing, service provider, contractor
Disposal companies and recycling firms	Waste management, recycling, water treatment	Contractor
Hamworthy	Advanced waste water treatment,	Cooperation, contractor
Triton Water AG (Osмотec) Deerberg	Energy efficient water production, waste management system	
Meyer Werft (Shipyard)	Shipbuilding	Cooperation and development
Employers' Associations (Verband Deutscher Reeder (VDR), Deutscher ReiseVerband e.V. (DRV))	Infrastructure	Dialog

# 6. Recognizing potential and establishing perspectives



## Supporting employees and enhancing quality

The economic success of AIDA Cruises relies upon people on board feeling good and benefitting from this time to develop their individual potential – this is true for passengers and employees alike. In addition to our fleet, equipped to the most modern technological standards, our extensive range of services and attractive destinations, it is the skill and commitment of our employees which is the key to the happiness of our guests. Our employees make a crucial contribution to the corporate success of AIDA Cruises.

Our fleet grows continually year on year – and will total nine ships by 2012. This creates additional career opportunities on board and ashore. The challenge for us is to integrate employees into the company for the long term and gain new, qualified personnel. Company management must therefore motivate all employees by nurturing their individual potential.

5,000 employees from 26 nations (March 2010) – 4,500 of whom work on board – work daily in accordance with our service motto “With pleasure!”, implementing and indeed embodying values such as quality consciousness, service orientation, a sense of responsibility and openness to diversity.

Since 2009, AIDA Cruises management has been certified in accordance with ISO 9001:2000. The Germanischer Lloyd Certification (GLC) attests that we have introduced and adopted a quality management system for the “development, planning and implementation of training strategies for public and private contractors, primarily for passenger travel”.

### Leadership by trust and motivation

AIDA Cruises operates in a market environment that is largely determined by high quality service. That’s why we support the motivation and personal development of our employees. The management team in particular is therefore required to create an atmosphere based on mutual trust and provide orientation with clearly formulated objectives. With the company-wide standards, a sustainable culture is implemented with which management can align their day-to-day practices.

Our corporate management implements an open information policy covering all levels. We have established numerous information events that impart new knowledge. The information on offer is complemented with the “AIDA Sternstunde”, a monthly series of presentations on internal and external topics, and the employee newspaper “WIR” which has now been in circulation for more than ten years, and reports on initiatives and stories from the AIDA world.

AIDA Cruises also promotes constructive dialog with its open-door culture, meaning that the doors of management, executives and employees remain open and invite direct contact. If there are any changes



Constructive dialog is an established element of our open-door culture.

which will directly affect employees’ jobs, they are informed of this as soon as possible. Onboard employees are informed at least one month in advance in accordance with the collective wage agreement. Shore-side employees are also governed by a framework agreement and legal framework conditions, including the Works Council Constitution Act Art. 111. This stipulates that employee representatives must be informed in good time and included in the planning when there are significant operational changes.

### Individual strengths promote shared success

The professional approach and skills of our employees create the basis for our high standard of quality. At the same time, we also want to fulfill the expectations that our guests and partners have of us in a sustainable way. That’s why we developed a strategic skills model. It summarizes the skills required of every single employee and acts as the foundation of transparent personnel decisions. Criteria relevant to success are discussed at regular employee meetings, in

order to identify individual strengths and guarantee optimal development. All employees on board and ashore (100 percent) have received a performance assessment and had a meeting about their professional development.

We have defined standards for every specialized area, adherence to which is regularly monitored in internal and external audits for quality assurance. In addition, the AIDA idea management system, “AIDA Impulse”, offers all employees the opportunity – individually and as a group – to put forward ideas and suggestions.

## Promoting young talent – investing in the future

We founded our training academy, the European Cruise Academy, in 2008 in Rostock and have developed a homogenous, internationally oriented training concept in order to meet the growing need for highly qualified specialist and management personnel. The focus is on tailored programs that provide training courses for modern cruises. The Bachelors, Masters and professional development programs are developed and implemented in cooperation with the University of Wismar.

AIDA Cruises has agreed to cooperate with the Universities of Stralsund and Bad Honnef as well as the University of Wismar, School of Shipping, and the Angell Academy in Freiburg to encourage young talent in the nautical and tourist industry, for example by means of traineeships and excursions.

### Vocational qualifications

Since 2009, the company has also been a partner of Campus of Excellence e.V. This initiative is committed to promoting science and research, vocational training for school and university students, and bringing together vocational qualifications and practical training. The training of mechatronics engineers on board AIDA vessels is unique in the cruise industry. AIDA Cruises is the only cruise operator that trains mechatronics engineers for the cruise industry and has therefore been hailed as a TOP company for trainees by the Rostock Chamber of Industry and Commerce.

We also invest in training new employees on an international level. In AIDA training centers in the Philippines, India and Indonesia, it is possible to learn about corporate philosophy and life and work on board. In cooperation with on-site institutions, we offer our own training programs for the hospitality industry. They cover subjects such as product and service standards, information

on living and working on board, hygiene, health and safety guidelines and content on specialist standards.

### Enriching cultural diversity

AIDA Cruises expressed a clear commitment to respectful relations with other cultures in signing the "Charter of Diversity" in July 2009. Valuing different ways and means of living is firmly anchored in AIDA's corporate policy. However, if there are cases of discrimination in spite of this, the Code of Business Conduct and Ethics provides guidelines for dealing with these and complements the relevant onboard regulations. Employees can contact their supervisors, employee representation, a representative or our hotline, and the specialist departments and the personnel department will then be informed. As part of our "zero tolerance" policy on discrimination, we follow clear channels. Reported cases are thus carefully reviewed with consideration for all aspects and consequences are implemented with respect to labor law. No discrimination cases were reported in 2009.

Our guidelines on corporate responsibility also include the prohibition of child and forced labor. In this report period, there were no violations in this domain.

Similarly, the right to freedom of association and collective bargaining was complied with. No corporate areas were identified as being particularly at risk with regard to these infringements. Our guidelines on corporate responsibility serve as orientation material for our employees.

### Encouraging a work-life balance

To counterbalance the challenges of working life, our employees can benefit from many fitness and health care offers. Employees have the possibility of attending medical check-ups and participating in a

varied fitness program, where classes include Pilates and back exercises. Onboard employees have their own fitness studio. The sport program is enhanced with a nutritional menu, certified by the Deutsche Gesellschaft für Ernährung (DGE, German Society for Nutrition).

### Supporting families

We have been cooperating with a Kindergarten in Rostock since 2006, which, along with the flexible work time models offered for mothers and fathers, helps them to organize their day-to-day family life. Shore-side employees have the possibility of determining the starting and finishing times of their working days within established limits. In 2006, we were the first cruise operator to enter the corporate network "Success Factor Family", an initiative of the German Federal Ministry of Family Affairs, Senior Citizens, Women and Youth. It works together with the principal organizations within the German economy to promote a family-friendly work environment.

### Responsibility for employees

Extensive labor and health and safety measures guarantee the safety and physical integrity of employees, and this meant that in 2009, there were no violations of health and safety standards.

As part of a fair pay strategy, all employees – both on board and ashore – are paid in line with collective or works agreements according to performance. Furthermore, AIDA Cruises believes that it has the duty to provide for the future of its employees. The "AIDA pension guide" offers a pension plan that contains a company pension as well as the possibility of paying into a private pension scheme, in addition to the public pension fund. After two years working with the company, employees are also eligible for an employer-financed pension.

## Interview with Florian Becker and Daniel Schimmelpfennig, AIDA Cruises, on work as a mechatronics engineer

### Questions for tutor Daniel Schimmelpfennig:

**AIDA Cruises is the first company to offer a training program for mechatronics engineers with a focus on the shipping industry. What is so special about this training program?**

The cruise market is booming. By 2010, the AIDA fleet will have increased to total nine ships. Many young people have now recognized the numerous job opportunities in the cruise industry. Training is oriented around complex onboard ship technology. The AIDA fleet is one of the most modern fleets in the world and distinguishes itself with innovative navigation, communication, machine and environment technologies. Our mechatronics engineers spend three and a half years training ashore and on board. The wide variety of onboard tasks goes all the way from electronic, control, air conditioning, ventilation, safety and propulsion engineering to engine technology.

### How were these requirements met in the past?

Due to high technical requirements, the training offered to date as a ships mechanic was modified and the focus was changed to the fields of mechanical and electrical engineering.



### Questions for trainee Florian Becker:

**Why did you decide to train as a mechatronics engineer?**

Technology has always interested me. Even as a child, I loved taking apart broken electrical devices. Later on I started tinkering with mopeds and motorbikes, repairing engines and installing new cable harnesses. This interest was essentially why I decided to go for my traineeships at a car manufacturer and a motorbike workshop.

**What is special about the traineeship at AIDA Cruises?**

The great thing is that you can train on a cruise ship. Even just living on board is already pretty neat. The crew come from many different countries. It's almost like working with 600 friends on a ship. You meet colleagues after work on the crew decks, go ashore together and play sport with one another.

**What are your main areas of responsibility?**

Most of the time, I work throughout the ship – I take on maintenance tasks, check the functioning of technical systems, repair defective devices or install various technical improvements.



## 2009 awards

In the "Germany's best employer" competition, AIDA Cruises was once again listed in the top 100 in 2009 by the Great Place to Work Institute (category 501 – 5,000 employees).



Handelsblatt

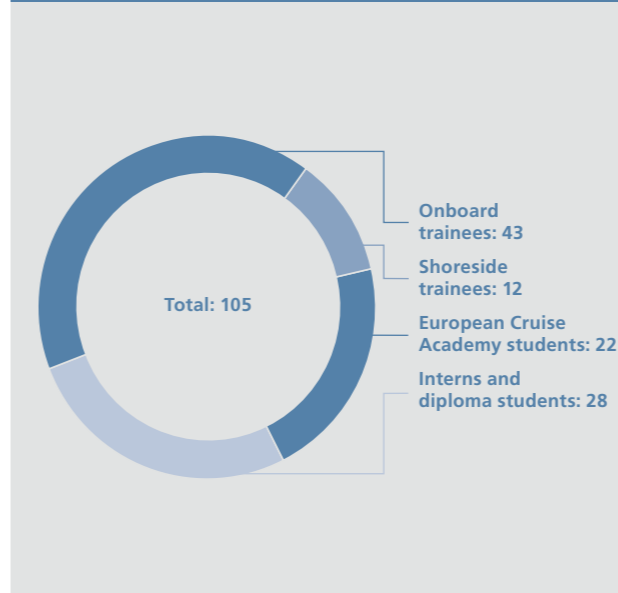


The independent institute Corporate Research Foundation (CRF) and the magazine "Junge Karriere" (Young Career) awarded AIDA Cruises the seal of approval of "Top employer Germany 2009".

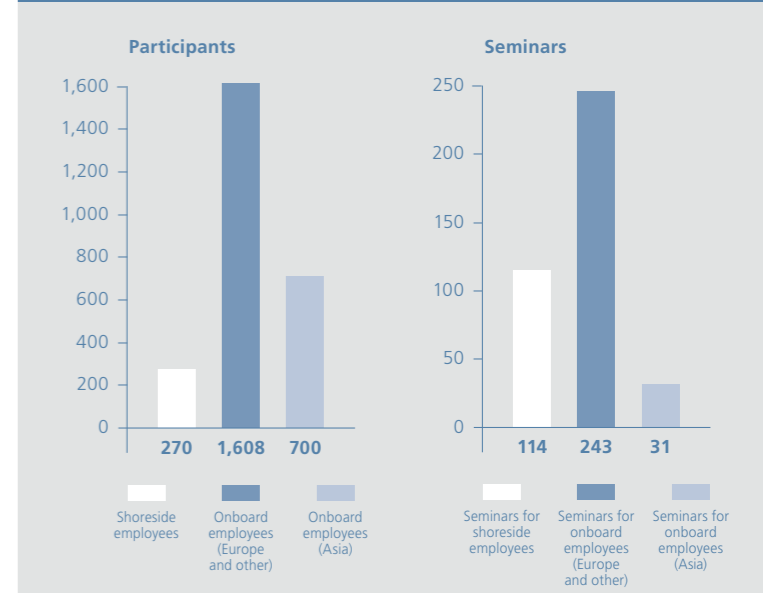
The "Karriere" (Careers) magazine awarded AIDA Cruises the seal of approval "Fair Company". It singles out companies which practice responsible employment and fair payment of trainees.



## Young talent at AIDA Cruises



## Professional development at AIDA Cruises



## Encouraging potential with targeted Management Development Programs

AIDA Cruises offers staff and managers attractive possibilities for professional development, and career opportunities. We encourage talent towards leadership on board and ashore with targeted career planning and management development programs. This guarantees the sustainability of the AIDA management approach and creates transparency and loyalty to the company.

With our management development programs, AIDA Spirits for young talent, and AIDA Leaders for our managers, we encourage employee potential in a targeted way to further develop specialist and managerial skills. As part of the AIDA Excellence program for our most senior managers, individual workshops designed to increase knowledge, and strategies for innovation and success take center stage.

Our European Cruise Academy has also put together a comprehensive professional development program with "AIDA Introductory" and "AIDA Refresher" courses, developed specially for officers from the nautical and technical fields. It makes it easier to deal with AIDA-specific systems, programs and standards on board, covers trainings relevant to Standards of Training, Certification and Watchkeeping (STCW) and guarantees a uniform qualification level for all officers.



## Sustainable quality management

The needs and wishes of our guests are the standard against which we measure our activities. Furthermore, they provide the incentive for continuous improvement – with qualified and friendly personnel, a great range of fitness, wellness and entertainment activities, and high quality and service standards.

As part of comprehensive quality management (certified according to ISO 9001:2008), all practices and processes are subject to systematic monitoring in order to bring about continuous improvement. Quality management is an established part of company culture and all employees on board and ashore are committed to this approach in their everyday work (see Chapter 1).

We use AIDA service standards to continually improve quality on board. AIDAaura thus achieved 100% in a United States Public Health Service (PHS) hygiene inspection during its voyages in North America. Our quality management ensures that international standards are respected, but its primary task is to make sure that guests' expectations are met and to guarantee an outstanding holiday experience.

A central tool here is the use of guest questionnaires that regularly measure customer satisfaction and provide information on all important aspects and performances. In addition to this, guests can also note suggestions and ideas on the AIDA idea cards. The evaluation of customer satisfaction and guest requirements allows us to consistently improve our service.

This also includes continually evaluating our defined objectives and adjusting their scope. In 2009, results were further improved in comparison to the preceding year. The proportion of voyages which met objectives grew again to reach 92.2%. The customer satisfaction rating for 2009 was 1.52 on average, putting it in the "very good" category.

We take every complaint seriously and strive to solve problems during the voyage wherever this is possible. Criticisms and suggestions are dealt with promptly by the relevant

authority. In 2009, the complaint rate was 2.4%, having been 1.9% the previous year. Our objective remains to lower our complaint rate to below 1.9%.

An additional tool used to increase customer satisfaction is the use of "mystery guests". Experienced testers from the hospitality industry take part in selected cruises to monitor quality and services – from making a reservation all the way through to the services provided on board. They use a defined catalog of criteria to assess their experience.

## Employee indicators 2009 in accordance with GRI standards

### LA1 Employees according to occupation, contract and region

	Total	On board	Ashore			
Employees by gender						
Total employees	3,507	3,139	368			
Women	910	675 (21.5%)	235 (63.9%)			
Men	2,597	2,464 (78.5%)	133 (36.1%)			
Full time	99.4%	100%	94.3%			
Part time	0.6%	0.0%	5.7%			
Employees by region						
	EU	Philippines	India	Indonesia	Other	Total
Officers	88.2%	8.7%	–	0.7%	2.4%	100.0%
Crew*	26.5%	49.7%	9.3%	9.3%	5.2%	100.0%
Proportion of total	34.8%	44.2%	8.0%	8.2%	4.8%	100.0%

\* Crew members without officer status

## Social responsibility without borders

We feel a particular sense of responsibility towards our Mecklenburg-West Pomerania location and are committed to the Verein zur Förderung des Norddeutschen Knochenmark- und Stammzellspender-Registers e.V. (North German marrow and stem cell donation association), the Verein der Seemannsfrauen Ostsee e.V. (Association for Wives of Sailors) and Stiftung für die Hochschule Wismar (Foundation for the University of Wismar). On an international level, AIDA Cruises has donated to the SOS-Kinderdorf e.V. (SOS Children's Village).

Over the year as a whole, we donated a total of €100,000 to various organizations.

Our employees are personally involved in many projects, including the "Christmas in a shoe box" initiative. Donations are also collected during bake sales and summer fairs. Furthermore, employees donate clothing and toys to the Kinderkleiderkammer Rostock, a children's clothing depot administered by the German Child Protection Association.

### Cultural sponsorship

We have been the main sponsor of the Mecklenburg-West Pomerania Festival for over 5 years. In order to inspire young people's enthusiasm for music, in 2009 we supported the activity "Concerts for Teens" for the third time within the framework of the Rostock school music week. Each year, as part of this event, organized by the Rostock Theater, the North German Philharmonic Orchestra of Rostock plays a series of concerts, whose educational approach is geared specially toward students. In the last three years, we have offered 25,000 Rostock students the chance to attend the performances free-of-charge.

### Celebrity patrons

In recent years, we have established a circle of more than 30 patrons, including exceptional sports personalities such as Olympic gymnast Fabian Hambüchen, celebrity chefs such as Matthias Buchholz and globally renowned artists such as James Rizzi. They all work very closely with AIDA Cruises and together, we organize autograph signing sessions, talks and themed trips, and invite guests to exclusive training sessions, live painting activities and cookery courses.

## Objectives for 2010

In the 2009 report period, we focused investment in particular in training and professional development – and established the qualification system with the European Cruise Academy as well as company-wide corporate professional development system. The increase sought in the personal development quota from 49.5% to 73.5% was reached and the quota is to be further increased in 2010.

Within the framework of human resources management, we have promoted international recruitment and established training centers in the Philippines, India and Indonesia. In 2010, we launched a new refresher course at the European Cruise Academy (ECA), which includes hospitality in addition to nautical and technical training. We are stepping up training programs on quality assurance, hygiene and health, as well as health and safety and occupational safety.

AIDA Cruises will continue the process of involving guests more closely in the development of services in 2010, and from 2010, relevant guest suggestions made using the idea cards will be integrated into our idea management system.

## Employee indicators 2009 in accordance with GRI standards

### LA2 Personnel turnover

	On board	Ashore	Crew with re-embarkation**
Total employees*	266	18	2,941
Employees according to age			
<21	0	0	18
21–30	163	4	1,520
31–40	62	7	850
41–50	29	6	390
51–60	10	0	136
>60	2	1	27
Employees according to gender			
Female	73	9	1,026
Male	193	9	1,915
Employees according to region			
EU	202	18	1,176
Non-EU	64	0	1,765

\* AIDA Cruises average turnover rate was 8.1% for the report period (defined as proportion leaving employ in relation to number of full-time personnel).

\*\* Excl. 553 fixed contracts for sea employees

### LA6 Employees represented by occupational safety committees

Up to 25% of AIDA employees on board and ashore are represented by occupational safety committees.

### LA07 Occupational accidents and days lost

	On board	Ashore
Occupational accidents	61	0
Days lost in %	1.6%	3.3%

## LA10 Employee training and professional development

	On board	Ashore	Total	Of which non-EU training sessions
Participants	2,308	270	2,578	700
Total seminars	274	114	388	31
Training days	1,098	213	1,311	498

Average annual hours\* spent in training per employee: ashore 14 / on board 23

\* A training day is equal to 8 hours training.

## Stakeholder dialog on employment and guests: overview of participants and issues

Stakeholder	Issue	Type of contact
<b>Companies</b>		
AIDA Trainings centers in the Philippines, India and Indonesia	Recruitment, Training and professional development	Cooperation
Crewing agencies in the Philippines, India and Indonesia	Recruitment	Cooperation
Germanischer Lloyd AG	Quality management, Germanischer Lloyd Certification (GLC)	Contractor
Guests	Product development, Quality orientation	Customer relations
Employees, Works Council	Training and professional development, Recruitment, Human resources development, Corporate culture	Labor relationship
<b>Educational establishments</b>		
Campus of Excellence e.V.	Professional development	Cooperation
University of Stralsund, University of Bad Honnef, University of Wismar, Angell Academy in Freiburg	Training academy, European Cruise Academy (ECA), Training, Supporting young talent	Cooperation
Foundation for the University of Wismar	Social involvement	Donations
<b>International organizations and non-governmental organizations (NGOs)</b>		
Deutsche Gesellschaft für Ernährung	Nutritional menu	Cooperation
German Child Protection Association, Rostock Kinderkleiderkammer clothing depot	Social involvement	Donations
German Red Cross	Social involvement	Donations
Rostock Festival	Sponsoring culture	Donations
SOS-Kinderdorf e. V.	Social involvement	Donations
Company network "Success Factor Family"	Success Factor Family	Cooperation
Verein der Seemannsfrauen Ostsee e. V.	Social involvement	Donations
Verein zur Förderung des Norddeutschen Knochenmark- und Stammzellspender-Registers e. V.	Social involvement	Donations
Verein "Geschenke der Hoffnung" e.V.	Social involvement	Donations
Rostock Theater	Rostock school music week, concerts for teens, cultural sponsorship	Donations












# Objectives and achievements of sustainable corporate management







This sustainability report demonstrates that we formulate our objectives with full awareness of our special responsibility towards an unspoiled environment, satisfied guests, motivated employees and good partnerships. Our success can only continue if it is realized in harmony with our economic, ecological, social and cultural objectives.









In the 2009 report period, great achievements have been made. The extension of our fleet, the further development of our sustainability strategy, progress in environmental technologies, the reduction of our specific emissions and a further increase in guest satisfaction are just some of the objectives we have reached.

For the coming years, we have also set ourselves ambitious goals which we will pursue with real commitment.

 Goal reached
  Goal partly reached
  Goal not reached
  Goal not yet available

Company		
Objectives 2008/2009	Implementation in 2009	Objectives for 2010
<b>Competitiveness and business location</b>		
<ul style="list-style-type: none"> <li>Build on our position as market leader in Germany</li> <li>Safeguard our status as one of the most successful European Cruise Lines</li> </ul>	 <ul style="list-style-type: none"> <li>Market leadership in Germany enhanced</li> <li>Position in Europe strengthened</li> </ul>	<ul style="list-style-type: none"> <li>Further build on our market status in Germany</li> <li>Safeguard our position on the European market</li> </ul>
<ul style="list-style-type: none"> <li>Remain biggest employer in our market segment</li> <li>Create secure jobs for the future</li> </ul>	 <ul style="list-style-type: none"> <li>Employee numbers further increased from 3,200 in 2008 to 4,400 in 2009</li> <li>5,000 jobs safeguarded in shipyard and supply sector by building of new ships</li> </ul>	<ul style="list-style-type: none"> <li>600 additional jobs through commissioning of AIDAbLu</li> </ul>
<b>Customer satisfaction and product quality</b>		
<ul style="list-style-type: none"> <li>Increase customer satisfaction by greater proportion of voyages within defined performance ranges</li> </ul>	 <ul style="list-style-type: none"> <li>Voyages within the performance ranges increased from 88% in 2008 to 92.2% in 2009</li> <li>Customer satisfaction rating increased to 1.52 ("very good")</li> </ul>	<ul style="list-style-type: none"> <li>Differentiate overall satisfaction according to summer and winter season               <ul style="list-style-type: none"> <li>– Winter season 2009/2010: 1.65</li> <li>– Summer season: 1.50</li> <li>– Business year 2010: 1.55</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Reduce our complaint rate to less than 1.9%</li> </ul>	 <ul style="list-style-type: none"> <li>Complaint rate increased to 2.4%</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the complaint rate to less than 1.9%</li> </ul>
<ul style="list-style-type: none"> <li>Improve dialog with our guests</li> </ul>	 <ul style="list-style-type: none"> <li>Idea cards introduced</li> <li>New definition of practices for the external continuous improvement process (CIP)</li> <li>Online community management in social web</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate relevant guest suggestions in system</li> <li>Take pre and post phases into account in the evaluation</li> <li>Enhance online community management</li> <li>Increase transparency by online publication of guest satisfaction figures</li> </ul>
<ul style="list-style-type: none"> <li>Increase our range of routes and destinations</li> </ul>	 <ul style="list-style-type: none"> <li>New destinations offered in Asia</li> </ul>	<ul style="list-style-type: none"> <li>Offer new destinations in South America and the Amazon</li> </ul>
<b>Strategy development and reporting</b>		
<ul style="list-style-type: none"> <li>Sustainable business firmly anchored as a strategic issue</li> <li>Standardized reporting within the Carnival Group</li> </ul>	 <ul style="list-style-type: none"> <li>Further development of our sustainability strategy</li> <li>Group-wide Key Performance Indicators (KPI) established for reporting</li> </ul>	<ul style="list-style-type: none"> <li>Further develop our sustainability strategy for the coming years</li> </ul>
<b>Stakeholder dialog</b>		
<ul style="list-style-type: none"> <li>Develop cooperative partnerships with travel agencies</li> </ul>	 <ul style="list-style-type: none"> <li>Trained 4,000 travel agencies in product and sales</li> </ul>	<ul style="list-style-type: none"> <li>Train a further 3,000 travel agencies</li> </ul>
		<ul style="list-style-type: none"> <li>Enhance cooperation with stakeholder, such as independent research institutes and NGOs</li> </ul>

Employees		
Objectives 2008/2009	Implementation in 2009	Objectives for 2010
<b>Outstanding support for young talent in the nautical, technical and tourism sectors</b>		
<ul style="list-style-type: none"> <li>Increase traineeships available from 37 to 54</li> </ul>	 <ul style="list-style-type: none"> <li>77 traineeships taken up</li> </ul>	<ul style="list-style-type: none"> <li>Creation of 50 new traineeships</li> </ul>
<ul style="list-style-type: none"> <li>Develop qualification strategy together with the European Cruise Academy</li> </ul>	 <ul style="list-style-type: none"> <li>Qualification strategy further developed</li> <li>Certification according to ISO and AZWV</li> <li>Accredited by ASIN</li> </ul>	<ul style="list-style-type: none"> <li>New design for Masters in International Cruise Ship Management</li> </ul>
<ul style="list-style-type: none"> <li>Systematic further development of our professional development system</li> </ul>	 <ul style="list-style-type: none"> <li>Professional development system further developed</li> <li>Introduction of new training programs such as emergency management, AIDA Excellence</li> </ul>	<ul style="list-style-type: none"> <li>Extend training on quality assurance</li> <li>Create new position "Health and Safety and Occupational Safety" officer</li> </ul>
<ul style="list-style-type: none"> <li>Increase personal development rate ashore and on board</li> </ul>	 <ul style="list-style-type: none"> <li>Personal development rate increased from 49.5% in 2009 to 73.5% in 2009</li> <li>New training programs in Manila, Jakarta, Goa</li> </ul>	<ul style="list-style-type: none"> <li>Increase personal development quota</li> </ul>
<ul style="list-style-type: none"> <li>Direct dialog with our employees thanks to regular surveys</li> </ul>	 <ul style="list-style-type: none"> <li>Dialog strengthened thanks to our idea management</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of targeted employee surveys during the course of the year</li> </ul>
<b>Positioning as an attractive employer in Germany</b>		
		<ul style="list-style-type: none"> <li>Deeper communication about corporate training and professional development with national and international stakeholder</li> </ul>

Environment		
Objectives 2008/2009	Implementation in 2009	Objectives for 2010
<b>Resource consumption – reducing fuel and specific emissions</b>		
<ul style="list-style-type: none"> <li>Make low friction underwater silicone paint coating standard for fleet in the medium term</li> </ul>	 <ul style="list-style-type: none"> <li>AIDAdiva and AIDA luna were coated with silicone paint</li> </ul>	<ul style="list-style-type: none"> <li>Silicone paint coating for all newbuildings in the fleet</li> <li>AIDAbella to follow in 2011</li> </ul>
<ul style="list-style-type: none"> <li>Reduce specific fresh water consumption by a further 5% per guest</li> </ul>	 <ul style="list-style-type: none"> <li>Specific fresh water consumption reduced by a further 5% per guest</li> </ul>	<ul style="list-style-type: none"> <li>Maintain consumption at current levels</li> </ul>
<ul style="list-style-type: none"> <li>Reduce our specific emissions during ship's operation</li> </ul>	 <ul style="list-style-type: none"> <li>Emissions per passenger kilometer               <ul style="list-style-type: none"> <li>– Carbon dioxide (CO<sub>2</sub>): +0.4%</li> <li>– Nitrogen oxides (NO<sub>x</sub>): +0.4%</li> <li>– Sulfur oxides (SO<sub>x</sub>): –3%</li> </ul> </li> <li>Emissions per passenger day               <ul style="list-style-type: none"> <li>– Carbon dioxide (CO<sub>2</sub>): –1.9%</li> <li>– Nitrogen oxides (NO<sub>x</sub>): –1.9%</li> <li>– Sulfur oxides (SO<sub>x</sub>): –5.7 %</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Switch to using same standard Passenger day               <ul style="list-style-type: none"> <li>– Carbon dioxide (CO<sub>2</sub>): –3.8%</li> <li>– Nitrogen oxides (NO<sub>x</sub>): –3.8%</li> <li>– Sulfur oxides (SO<sub>x</sub>): further reduction</li> </ul> </li> <li>Further investment in development of resource-saving technologies</li> </ul>
		<ul style="list-style-type: none"> <li>Reduce fuel consumption of our company car fleet by 10%</li> <li>Reduce CO<sub>2</sub> average emissions of our company car fleet to around 135g/km by 2013</li> </ul>
<ul style="list-style-type: none"> <li>Equip all newbuildings with technical prerequisites for shoreside power supply</li> </ul>	 <ul style="list-style-type: none"> <li>AIDAblu was equipped with shoreside power solutions</li> </ul>	<ul style="list-style-type: none"> <li>Equip our newbuildings with shoreside power solutions</li> </ul>
<b>Reducing waste generated</b>		
<ul style="list-style-type: none"> <li>Maximize shoreside waste disposal, particularly in Baltic Sea ports</li> </ul>	 <ul style="list-style-type: none"> <li>Waste disposal policy only partially implemented due to lack of shoreside infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Increase dialog with ports to build up infrastructure</li> </ul>
<ul style="list-style-type: none"> <li>Increase our maritime recycling quota to 5% in 2009</li> </ul>	 <ul style="list-style-type: none"> <li>Recycling quota increased to over 10%</li> <li>Introduction of one of the most modern, systematic waste management systems</li> </ul>	<ul style="list-style-type: none"> <li>Increase our recycling quota by a further 10%</li> <li>Integrate disposal companies in our audit procedures</li> </ul>
<b>Stakeholder dialog</b>		
<ul style="list-style-type: none"> <li>Develop our cooperation with independent research institutes and non-governmental organizations (NGOs)</li> </ul>	 <ul style="list-style-type: none"> <li>Enhance cooperation with environmental protection organizations</li> <li>Kick-off for e4ships</li> </ul>	<ul style="list-style-type: none"> <li>Further intensification of our cooperation with community actors</li> </ul>

# AIDA cares – GRI index



The GRI index provides the standard indicators which we include in our 2010 sustainability report and points to the areas where we can give information on the individual GRI indicators.

GRI guidelines for defining content and the associated standards on how to report were implemented as far as possible in this sustainability report. In drawing it up and compiling information, we placed great importance on the criteria of essential information and setting priorities. All relevant economic, ecological and social conditions and facts with reference to AIDA Cruises have been discussed on the basis of the GRI guidelines.

The Global Reporting Initiative differentiates between three fulfillment grades, which go from C to A, in its guidelines on sustainable drafting. The assessment shows how much information was provided here according to current GRI guidelines. We ourselves estimate that the fulfillment grade is B.

The report covers all corporate operations of AIDA Cruises. In the event that only part of the company is referred to, this is made clear. Economic, ecological and social performance indicators are included centrally in the fields of Controlling, Energy and Environment and the Press Office. Environmental performance indicators are also reported to Carnival Corporation & plc on a quarterly basis.

● completely covered    ◐ partially covered

GRI	Standard information	Page	Status
<b>Report parameters</b>			
3.1	Report period	7	●
3.2	Publication of most recent report	7	●
3.3	Report cycle	7	●
3.4	Contact partners	10	●
3.5	Procedure for defining report content	7, 42	●
3.6	Report limitations	42	●
3.7	Limitation of report scope	42	●
3.8	Joint ventures, subsidiary outsourcing	7, 42	●
3.9	Data compilation	24, 42	●
3.10	New portrayal of information from old areas	24	●
3.11	Changes in extent of report limitations or assessment methods	7, 24, 42	●
3.12	GRI Content Index	42–43	●
3.13	Confirmation by external third party	42	●
<b>Governance, responsibilities and commitment</b>			
4.1	Organization management structure	7	●
4.2	Declaration of whether the Chairman is simultaneously Chief Executive	7	●
4.3	Independent members of the most senior management body	7	●
4.4	Mechanism for recommendations of shareholders and employees to the Executive Board	33–35	●
4.5	Linking Executive Board pay to company performance	7	●
4.6	Mechanisms to avoid conflicts of interest in management	8, 21	●
4.7	Qualification of Executive Board members in relation to issues of sustainability	7	●
4.8	Guidelines, codes of conduct and principles	8, 17, 21, 33	●
4.9	Executive Board procedure for monitoring sustainability performance	7, 33	●
4.10	Procedure for assessment of sustainability performance of Executive Board	7, 33	●
4.11	Precautionary principle	3, 7–9	●

GRI	Standard information	Page	Status
<b>Governance, responsibilities and commitment</b>			
4.12	External agreements, principles or initiatives	18, 34	●
4.13	Memberships	17–19, 34	●
4.14	Stakeholder groups	15, 19, 27, 31, 38	●
4.15	Selection of stakeholder groups	7	●
4.16	Inclusion of stakeholders	7, 13, 17–18	●
4.17	Stakeholder questions and suggestions	7, 13, 17–18	●
<b>Economic performance indicators</b>			
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<b>Ecological performance indicators</b>			
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EN3	Direct energy consumption	26	●
EN4	Indirect energy consumption by primary source	26	◐
EN6	Initiatives for energy efficiency and renewable energies	21–27, 29–31, 40–41	◐
EN8	Total water withdrawal	26	●
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EN16	Greenhouse gas emissions	24, 26	●
EN19	Emissions of ozone-depleting substances	24, 26	◐
EN20	NO <sub>x</sub> , SO <sub>x</sub> and other air emissions	24, 26	●
EN21	Waste water discharge	25–26	◐
EN22	Waste by type and disposal method	25–26	●
EN23	Significant release of substances harmful to the environment	22	●
EN26	Initiatives to mitigate environmental impact	21–27, 29–31, 40–41	◐
EN28	Sanctions due to environmental non-compliance	22	●
<b>Social performance indicators: human rights</b>			
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HR4	Incidents of discrimination	8, 34	●
HR5	Freedom of association and collective bargaining	34	●
HR6	Child labor	34	●
HR7	Forced or compulsory labor	34	●

GRI	Standard information	Page	Status
<b>Social performance indicators: traineeship and dignified employment</b>			
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LA2	Personnel turnover	37	●
LA4	Employees with collective bargaining agreements	33, 37	●
LA5	Periods of notice in relation to significant corporate changes	33	●
LA6	Employees represented in formal occupational health and safety committees	37	●
LA7	Occupational sickness and days lost	37	◐
LA9	Occupational health and safety agreements with trade unions	33, 34	◐
LA10	Employee training and professional development	34–35, 38	◐
LA12	Performance assessment and career development reviews for employees	33–34	●
<b>Social performance indicators: product responsibility</b>			
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PR1	Health and safety impacts during product life-cycle	8–9, 33–34	◐
PR2	Infringements of health standards	34, 36	●
PR5	Customer satisfaction	36, 40–41	●
PR8	Infringement of protection of customer data	8, 14	●
<b>Social performance indicators: community</b>			
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SO5	Lobbying	17	●
SO8	Sanctions due to non-compliance with legal provisions	22	●

GRI	Standard information	Page	Status
<b>Strategy and analysis</b>			
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1.2	Most important effects, risks and opportunities	3, 7, 13, 17, 21, 29, 33	●
<b>Organization profile</b>			
2.1	Name of organization	10	●
2.2	Brands, products and services	7, 11	●
2.3	Organizational structure	7, 10	●
2.4	Organization headquarters	7	●
2.5	Countries of business operations	7, 13, 34	●
2.6	Shareholder structure	7	●
2.7	Markets	7, 9	●
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2.9	Changes in size, structure or ownership structure	7, 36, 40–41	●
2.10	Awards	34	●