

A MESSAGE FROM RICHARD D. FAIN

RCL CHAIRMAN & CEO

We've had a vision statement for a long time that focuses on four primary stakeholders. So we want to generate very strong returns for our shareholders. We do that by providing our guests with the best possible vacation. We do that by making sure our employees are empowered and equipped to provide that wonderful outcome. We also remember the communities that we serve are an important part of our stakeholder group. We need to make sure that we are helping those communities as well.

2017 was of course our *Double-Double* year and we accomplished it, and that in itself is a great victory. But what really makes it so special, at least from my point of view, is that so many things had to come together. This wasn't one item that happened. This was a whole series of things. And the fact that everybody in the company worked towards this one goal, it was thrilling to watch. Having completed the *Double-Double*, we wanted something that would really focus our people on the right things that drive our solution for the future. And this time our focus is much more on developing how we accomplish it rather than just the metrics of the goals. So we really focused on improving the employee experience, the guest experience — the things that really drive the results rather than the results by themselves.

You know, I've been so fortunate to be involved in so many spectacular new ships, but 2018 is just an exceptional year by any standards. So first we have Symphony of the Seas coming, and even though she is the fourth in the series, she's probably one of the most highly anticipated ships in a long time because of the changes. So she's doing very well. Then we have the new Mein Schiff coming out for TUI Cruises, and it will, I think again, please the travel public. And then we've got the Azamara Pursuit coming, a new ship for Azamara, which is going to be transformational. At the end of the year, we have the Celebrity EDGE coming out. And this is probably the most anticipated ship in a very long time. And the only thing I can say is, I think people are not going to be at all disappointed there. The anticipation is well justified.

You know, our responsibility as a company is not only to provide wonderful vacations for our guests, but also to make sure that we're meeting the needs of our community.

One of the initiatives that I'm really quite excited about is our partnership with WWF. And it's really focused on three important areas. First of all, it's to improve greenhouse gases and other emissions from the ships. And again, measurable metrics with measurable outcomes. The second of course is sustainable sourcing of food supplies, especially fish and other products. And the third, and just as important, is sustainable tourism to make sure that we are having as little impact on the destinations. Hopefully a positive impact on the sustainable tourism on the places we go to. And that's part of our commitment to the communities that we serve. And all together those give us a series of outcomes that we will be proud of.

