

► ENVIRONMENT					
OBJECTIVE	STRATEGY	2011	2012	03.2013	OUTLOOK
INNOVATIVE TECHNOLOGY					
Reduction of drag during voyage	Underwater silicone-based coating for entire fleet	Test of the new paint on AIDAsol	From AIDAsol, all new ships, all new ships have given a silicone coating as standard, and the other ships will be painted during routine layups.	To continue	drag continue
Further reduce emissions per passenger day	Heat Recovery System	Test on AIDamar	Test continues	Test ongoing	Decision on implementation based on test results
Further reduce emissions per passenger day	Use of Alaska cooler technology (heat exchanger)	Test of one version on AIDabella and AIDAdiva	Test completed. No further development planned for current route management.		
	New lighting management	Test of energy-saving lighting combined with lighting management (e.g. timer controls) and key cards on AIDAsol	From AIDAsol, the new lighting management and key card system has been introduced as standard on all new ships, and the other ships will be retrofitted with this during routine layups.	To continue	To continue
Reduction of fuel consumption and CO ₂ emissions of company cars	Key card switch for lighting and air conditioning in cabins	Test of energy-saving lighting combined with lighting management (e.g. timer controls) and key cards on AIDAsol	From AIDAsol, the new lighting management and key card system has been introduced as standard on all new ships, and the other ships will be retrofitted with this during routine layups.	To continue, Einsparung durchschnittlich ½ Tonne Treibstoff/Tag	To continue
	Use of diesel-electric drive system on the majority of vessels	To continue	To continue	To continue	To continue
	Use of air, recirculating air and waste heat in cabins and public areas on all ships from AIDAdiva thanks to an air recirculation system which includes waste heat recovery.	Continually since 2007, reduction of power consumption in cabins by an average of 20%	To continue	To continue	To continue
	Optimized cooling system	Continually since 2010, savings of ozone-depleting refrigerants cut to zero	To continue	To continue	To continue
	Three-way ventilation for tailored regulation of the cooling capacity of the air conditioning systems	Continually from AIDAluna since 2009, savings of three tonnes of fuel per day	To continue	To continue	To continue
	Voyage management through lower cruising speeds, efficient route management, the optimization of scheduling and laytime and the AIDA Power Monitor	Continually, savings of 2% of the fuel consumption of the fleet as a whole	To continue	To continue	To continue
	Use of current-optimized propellers	To continue	To continue	To continue	To continue
	Participation in the e4ships research project	Continually since 2010	To continue	To continue	To continue
	Purchase of more efficient new automobiles	Continually since 2010, 310 t less CO ₂ from 2010 to 2011	Continually, establishment of threshold values for CO ₂ emissions for new vehicles: To 140g/km	Continually, CO ₂ emissions average 135g/km for our 76 automobiles	Testing of electric and natural gas (LNG) automobiles from 2013
	Developing possibilities for external power supply of our ships	Support the Port of Hamburg in planning for the introduction of a shore-side power supply in the Hanseatic city port	Continually since 2008	To continue	
	Shore-side power connection on vessels	Continual preparation since 2007	Connection available on all ships	First test run with AIDAsol	
	Starting use of Power Barges			Short-term implementation planned for 2013/2014	
	Pilot project for use of shore-side power on AIDAsol			In preparation stage	Implementation planned for 2013/2014
	Equip new generation of ships with dual-fuel engines (marine diesel and LNG)				Einsatz auf Schiffen ab 2015 geplant
Establish emissions filter (exhaust gas cleaning systems for nitrogen particles, NO _x , SO _x)	In dialog with manufacturers	To continue	To continue	Basic decision on implementation	successful fitting as the case may be
Use of Mitsubishi Air Lubrication System (MALS)	Fitting of new builds				first ship in 2015
► EVERYDAY PRACTICE					
Preserving resources through "comprehensive quality"	Use of sustainable products, clothing, foodstuff, furniture, etc. Verification of offer to balance climate impact for our guests		New orientation of our sustainability strategy	Switching to recycled paper In progress	Evaluating further possibilities
Development of quality standards for sustainable excursions	Carry out a project with Futours		Definition of criteria for sustainable excursions	In progress	Extension of offers available
REDUCTION OF WASTE GENERATED					
Further increase recycling quota	Tighten requirements for contractors for example with regard to sorting quotas	Continually since 2007	To continue	To continue	Significant improvements by 2020 through the introduction of closed-loop processes
	Increased use of recyclable materials	Continually since 2007	To continue	To continue	
Reduction of waste generation per guest per day	Waste sorting, recycling and/or dehydration on board	To continue	To continue	To continue	Significant improvements by 2020 through the introduction of closed-loop processes
	Carry out an initial audit of all major waste disposal companies	Continually since 2010	To continue	To continue	
	Carry out regular waste disposal company audits and inspections on site and in ports	Continually since 2010	To continue	To continue	
	Reduction of fresh water consumption per guest per day	• Water-saving appliances; • Flow regulators on wash hand basins and showers, and timer and infrared switches in washroom areas • Vacuum system for toilet flushing • Vacuum food waste system on all new ships • Biological membrane purification system to make drinking water from sea water	Continually since 2007	Continual reduction by another 2.8%	To continue
OPTIMIZED WASTE WATER DISPOSAL					
Achievement of HELCOM threshold values for nitrogen and phosphorus ahead of schedule	Project with the Testing Institute for Waste Water Technology in Rostock in cooperation with research institutes for optimizing water treatment performance		Test carried out	Financial support for research projects to achieve HELCOM values	
PROTECT FRAGILE ECOSYSTEMS					
Avoid undesirable transfer of micro-organisms	Use of the first ballast water treatment system on board AIDAstella			Installed	
EMPLOYEES					
OBJECTIVES	STRATEGY	2011	2012	03.2013	OUTLOOK
► EMPLOYEE TRAINING AND PROFESSIONAL DEVELOPMENT					
Targeted development of employee skills	Target-group-specific introductory and refresher courses at the AIDA Academy	Implementation of D&E introductory and refresher courses	Implementation of Guest refresher course	MLC and STCW 2010 requirements integrated into refresher D&E	
	Extension of web-based AIDA Expert learning management system	AIDA Expert system established with direct web access	Comprehensive e-Learning Ethics and Compliance training program integrated	Continual extension of e-learning portfolio	
Mandatory HESS training courses for all employees	Establish international training center & programs with education partners	76 introductory programs conducted for more than 1,000 new employees in 4 training centers in Asia	113 introductory and refresher programs conducted for 1,460 employees	Expansion of training programs for new employees	Continual further development
	Integrate HESS content in all training programs	Development of a HESS trainer system for ships	Train the trainer program on board	Comprehensive training program for D&E officers in the AIDA simulation center	To continue and comprehensive
Support managers with their responsibilities and promote their development	Offer comprehensive training for managers and up-and-coming managers	AIDA Spirits, Leaders & Excellence program for managers and upper management	AIDA Leaders now also introduced at all training centers in Asia	Expansion of AIDA Leaders program	Continual development
	Develop and maintain management standards and tools Enhance intercultural understanding			AIDA management standards as a blended learning program	
Ensure in-house up-and-coming managers in the nautical and technical fields	Offer high quality training and study programs in cooperation with training partners and the AIDA Academy	54 places on training and study programs awarded for mechatronics training and the study of nautical, ship operation and electrical engineering	42 places on training and study programs awarded. Introduction of AIDA "Cruise Engineers" study grants	To continue	Further development of technical study programs
Consolidate educational activities within the AIDA Academy	Company-wide pooling of training and study activities and training programs	Integration of all areas of the company relevant for training in the AIDA Academy	Opening of the maritime simulation center in September 2012 Integration of the European Cruise Academy in AIDA Cruises	Completed	Completed
Qualification of partners	Training of travel agency staff	2,000 employees trained, 400 in Austria	To continue	To continue	To continue
► EMPLOYEE SATISFACTION					
Investigate employee satisfaction	Carry out company-wide AIDA employee survey	Planned	Company-wide survey conducted in Q2	Implementation of strategies	To continue
Foster employee health and work-life balance	Health day events Numerous fitness and regeneration offers	1. Health day in October 2011	To continue AIDA Leaders "Lead healthy"	To continue	To continue
Reduce number of occupation accidents	Systematic implementation of occupational health and safety strategies	Days lost: On board: 1.7% Ashore: 3.5% Occupational accidents: On board: 1.96% Ashore: 1.63%	Days lost: On board: 0.80% Ashore: 3.20% Occupational accidents: On board: 1.78% Ashore: 1.28%	To continue	To continue
► AN ATTRACTIVE EMPLOYER					
Positioning as an attractive employer on the national and international market	Comprehensive insights into the various working worlds for job candidates via Internet, fairs, social media, international and national career days, presentations and cooperation	6 career days on board 6 career caravans in the Philippines and Indonesia Intensification of social media activities	Career portal www.aida-jobs.de "We are AIDA" campaign implemented	To continue	AIDA Employer of Choice
GUESTS					
OBJECTIVE	STRATEGY	2011	2012	03.2013	OUTLOOK
► INCREASING GUEST SATISFACTION					
Differentiated recording of customer needs and wishes	Compile guest feedback in a more differentiated and guest-oriented way. Optimize guest survey -> Each guest can evaluate their entire trip, but can also evaluate individual components of the trip, and then comment on this verbally	Introduction of online questionnaire	Qualitative and quantitative evaluation of all guest questionnaire data	Objective: 1,55	Maintain satisfaction levels
Improve online presentation of guest satisfaction	Information directly on the AIDA home page and description in sustainability report in the Guests & Community chapter	Planned	Implemented	To continue	To continue
	• Introduce a guest satisfaction index as an overall percentage of results of all guest questionnaires within a fiscal year • Consideration of all weighted satisfaction levels for the different aspects of the cruise in relation to overall satisfaction	AIDA guest satisfaction at 95% on average, even reaching 97.5% when broken down	AIDA guest satisfaction at 94% on average, even reaching 96% when broken down	To continue	
Mystery checks to evaluate service and process performance	Monitoring of service quality by independent experts from the hotel and catering industries.	Introduced	To continue	To continue	To continue
Consideration, and rapid, or if possible immediate, implementation of customer suggestions	Idea cards for guest suggestions and remarks available on board	Introduced	To continue	To continue	To continue
Improvement of accessibility for persons with individual requirements	Increase accessibility for guests with hearing impairments	Cabin sets and inductive audio systems at reception and in the theater/ Theatrium	To continue	To continue	Consider accessibility on new ships even more carefully and expand range of offers (fit for future demographic developments)
	Increase wheelchair accessibility	To continue	To continue	To continue	
	Test new caterpillar lifts for shore excursions	To continue	Newly introduced	Test from February 2013	
	Orientation assistance for guests with visual impairments	To continue	Extension	To continue	
	Carriage of guide dogs possible	To continue	Newly introduced	To continue	
	Extended menu for people with food allergies	Basic offer exists	Introduced	To continue	
	More transparent travel information for accessibility	To continue	Introduced	Own landing page Accessibility	
	Customer dialog in social networks	Pages on major platforms such as Facebook, google+, Youtube, Twitter and in the AIDA web lounge	AIDA fan community on Facebook and in the AIDA web lounge has constantly since 2007	430,000 fans on AIDA Facebook page 80,000 members on AIDA web lounge	
Increase customer loyalty	AIDA Club for frequent travelers with attractive and complementary benefits	650,000 members	800,000 members reached	Growing continually	Further increase in fan numbers on Facebook (around 12%) and in the AIDA web lounge (around 15%)
► COMPLAINTS MANAGEMENT					
Improved classification of complaints	Separation of complaint rates into a) overall voyage and b) stay on board	Objective of 2.50% for a) and of 1.60% for b)	2.39 (on 10/12) 1.78 (on 10/12)		Maintain this level
Reduce processing time for complaints	• Customer-oriented solutions during the voyage	Processing time less than 5 days for first time	Processing time of 0-5 days	To continue	
	• Just-in-time support ashore/on board	Implementation			
Reduce follow-up complaints	Optimized complaints management already in place on board	Implementation	Achieved	To continue	
Further improve complaints management	• Introduction of central customer management	Introduced	To continue	To continue	
	• Conduct a study on satisfaction with complaints handling	Implemented (Improved)	---		
	• Introduce a new, efficient software solution for complaints management on shore/on board	Planning	Implementation	Implementation	
► SUCCESSES					
OBJECTIVE	STRATEGY	2011	2012	03.2013	OUTLOOK
► BUILDING ON OUR POSITION AS AN ECONOMIC POWERHOUSE AND SUSTAINABLE BUSINESS					
Expand our fleet	• Commission new builds	Launch of AIDAsol	Launch of AIDamar	Launch of AIDAstella	New cruise ship for 2015 and 2016 respectively
	• Increase berth capacity	Fleet offers a total of 14,248 berths	16,442 berths	18,636 berths	25,136 berths by 2016
Intensify positive impact on the local economy	• Create secure jobs for the future	5,600 employees	6,000 employees	Laying of the foundation stone for AIDA Home planned for 2013	400 new employees by 2014 Inauguration of new building in 2014
	• Expand our Rostock offices	Acquisition of Rostock headquarters with several sites (total 10,500 m ²)	Ground-breaking new AIDA Home office complex in Rostock	January 2013 Topping out ceremony for AIDA Entertainment Hamburg	
and in destination countries	• Expand partner network and build on partner relationships	14,500 partners	15,300 partners	Intensification of cooperation with partners on site e.g. on issue of environmentally friendly transport	Stricter selection of suppliers according to sustainability criteria
	• Study on AIDA's economic impact on Mecklenburg Western Pomerania	planned	Participation, publication of findings		Promotion of guest visits to local projects/initiatives
Increase range of travel options	Include new destination countries in the portfolio	Two new destinations: Black Sea and Red Sea	Two new destinations: Venice and the Spitsbergen and Lofoten archipelagos to the north of Norway	Four new ports: Venice, Dubrovnik, Zadar and Ravenna; new routes incl. in Northern Europe	New destinations introduced with every new ship
Further develop market position in Germany	Increase recognition of the AIDA brand	Continually improve guest satisfaction	• 45.3m (70.1%) of Germans recognize the AIDA brand. • 10.4m (16.1%) of Germans would like to spend a vacation on board our ships.	Intensification of stakeholder dialog and partner networks Further development of our sustainability strategy	Pioneer through innovation: • Cutting-edge technologies • Taking into account improved life-cycle management for new builds and new acquisitions
	Strengthen positive image	Continually improve evaluation of guest surveys and extension/adaption of offers		Signing the UN WTO Global Code of Ethics makes us a pioneer in the cruise industry	
► SHARING SUCCESS					
Commitment to environment and society	Establishment of a sustainability fund	planned	discontinued	Co-founders of "Freunde der Meere" (Friends of the Sea) association	
Support for research projects in the fields of social responsibility, environment and employees	Support of charitable organizations	Assistance for a wide variety of cultural and sport institutions	incl. SOS-Kinderdorf e.V. (SOS Children's Village)	To continue	To continue
	Donations management		Adoption of donation guidelines: Donations are more clearly linked to corporate objectives and will be made in fields that are closely connected to the company	All AIDA employees can make suggestions. These are then evaluated based on predefined criteria.	