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Northern Europe



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# Cruise industry

- and how it affects you

2007

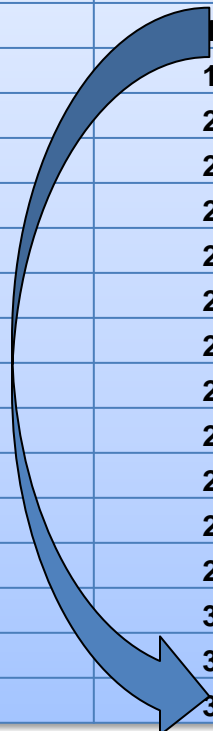


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# Global cruise market

- Massive industry growth rates

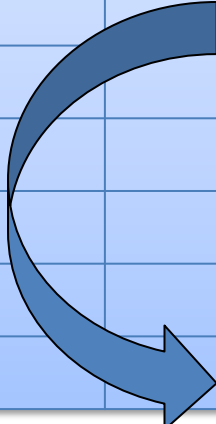
Year	Berths	% Increase	Passengers	% Growth
2009	470,000	6.4	17,840,000	4.3
2010	500,000	6.4	18,760,000	5.2
2011	518,000	3.6	19,416,000	3.5
2012	540,000	4.3	20,193,000	4.0
2013	560,000	3.7	20,900,000	3.5
2014	580,000	3.6	21,628,000	3.5
2015	605,000	4.3	22,709,000	5.0
2016	630,000	4.1	23,844,000	5.0
2017	660,000	4.8	24,917,000	4.5
2018	685,000	3.8	25,913,000	4.0
2019	710,000	3.6	26,690,000	3.0
2020	730,000	2.8	27,304,000	2.3
2021	750,000	2.7	28,123,000	3.0
2022	770,000	2.7	28,967,000	3.2
2023	795,000	3.2	30,038,000	3.7
2024	820,000	3.1	30,789,000	2.5
2025	845,000	3.0	31,559,000	2.8



# Global cruise market

- 9 new ships in 2011

Cruise Line	Ship	Pax	Due	Cost (m)
AIDA	AIDAsol	2,644	April	€ 380
Ponant Cruises	L'Austral	268	May	€ 100
Disney Cruise	Disney Dream	4,000	May	\$750
Carnival	Carnival Magic	4,631	May	€ 565
Oceania	Riviera	1,260	June	\$ 500
Seabourn	Seabourn Quest	450	June	€ 200
Celebrity	Celebrity Silhouette	3,145	October	€ 698
Costa	Costa Favolosa	3,780	TBA	€ 510
Pearl Sea Cruises	TBA	210	TBA	\$ 60



# Global cruise market

- Massive potential due low penetration in all key markets

Country	Population (m)	Passengers (,000)	% of Population
USA	308	10,459	3.4
Japan	127	200	0.2
Germany	82	1,027	1.3
France	62	347	0.6
UK	61	1,533	2.5
Italy	58	799	1.4
Spain	40	587	1.5
Canada	33	775	2.4
Australia	22	331	1.5
Scandinavia	19	173	0.9



# The cruise industry

## trends

Perceptions

New and larger ships

New markets

New segments and a younger audience

Traditional distribution

Fuel cost

Environmental focus and challenges

Seasonality

New infrastructure



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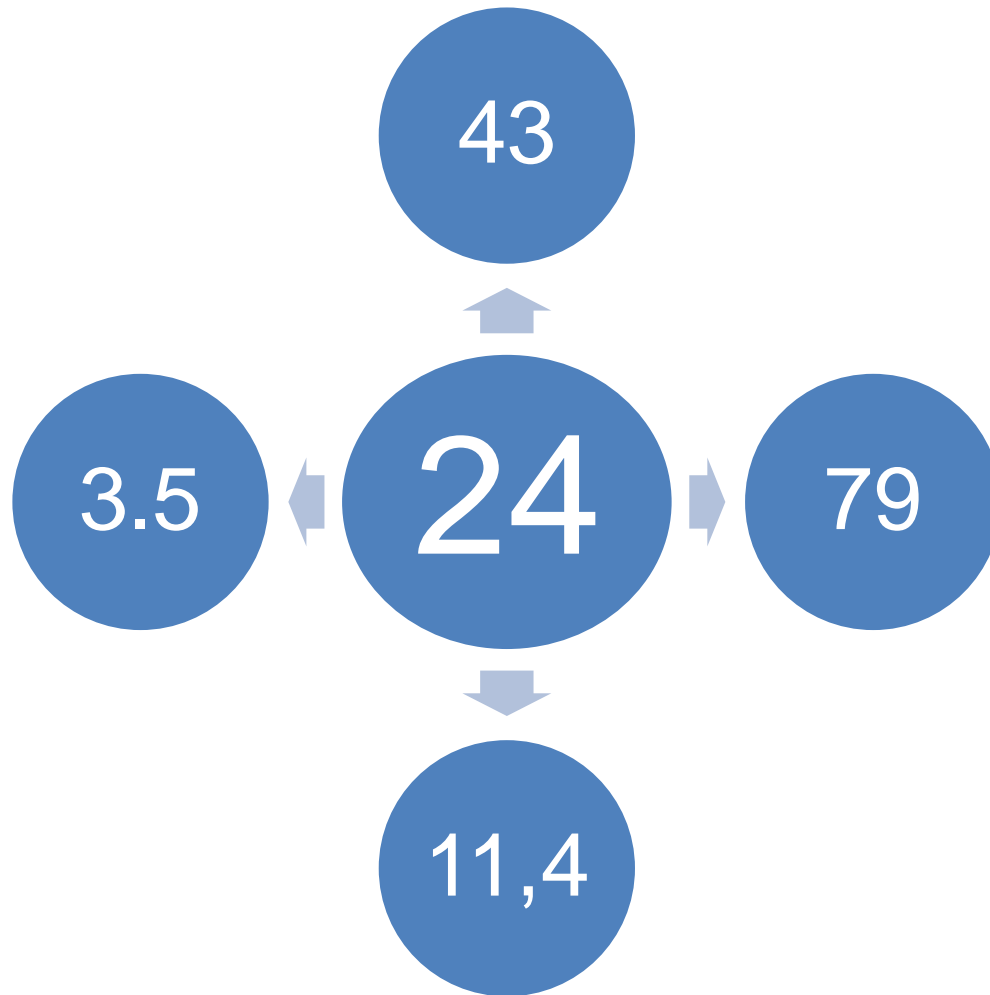
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# Passengers

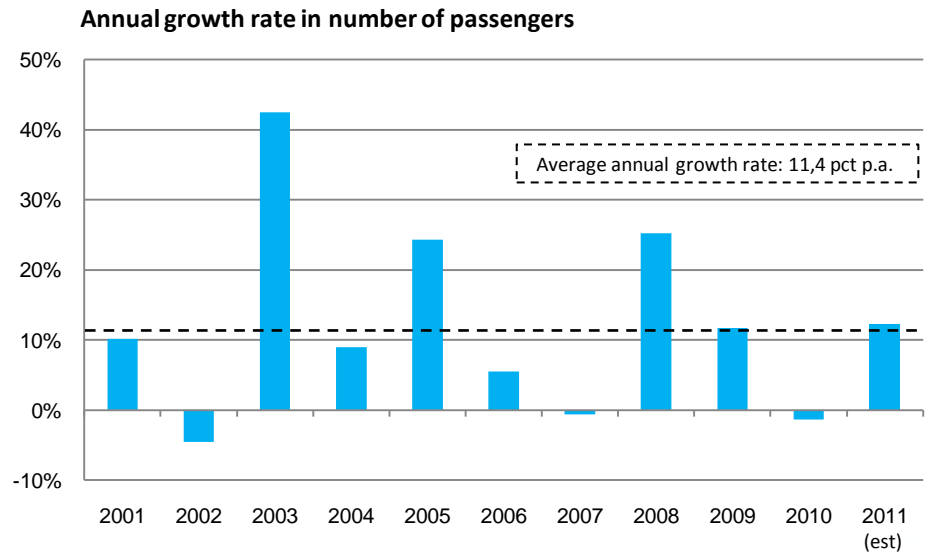
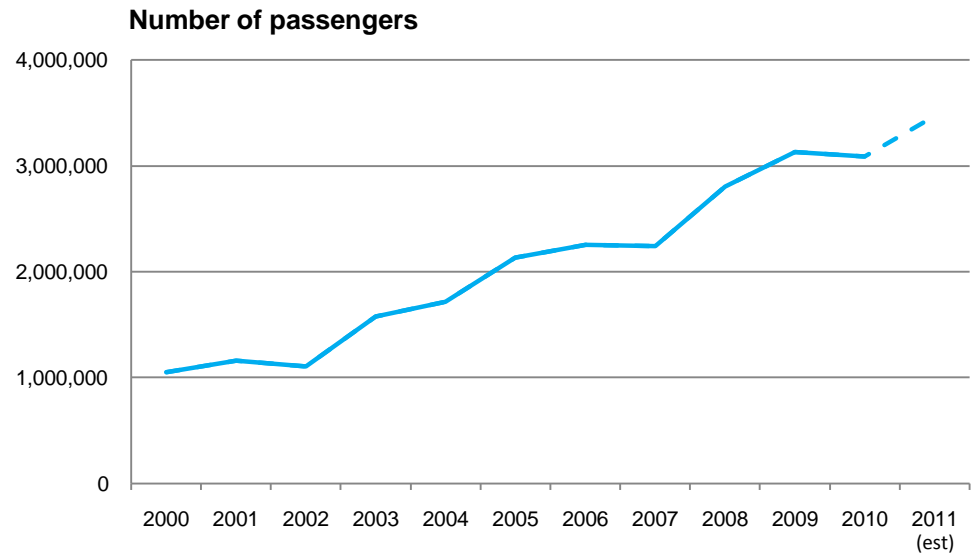
## 2001 - 2011

From 2000-2010 the number of passengers increased by an average annual rate of 11.4%

**From 1.1 mill. to 3.1 mill.**

The number of passengers is expected to grow substantially in 2011 as in 2009 with a growth rate around 12%.

**3.5 mill. Expected in 2011**



# Increase of 380.000 guests since last year



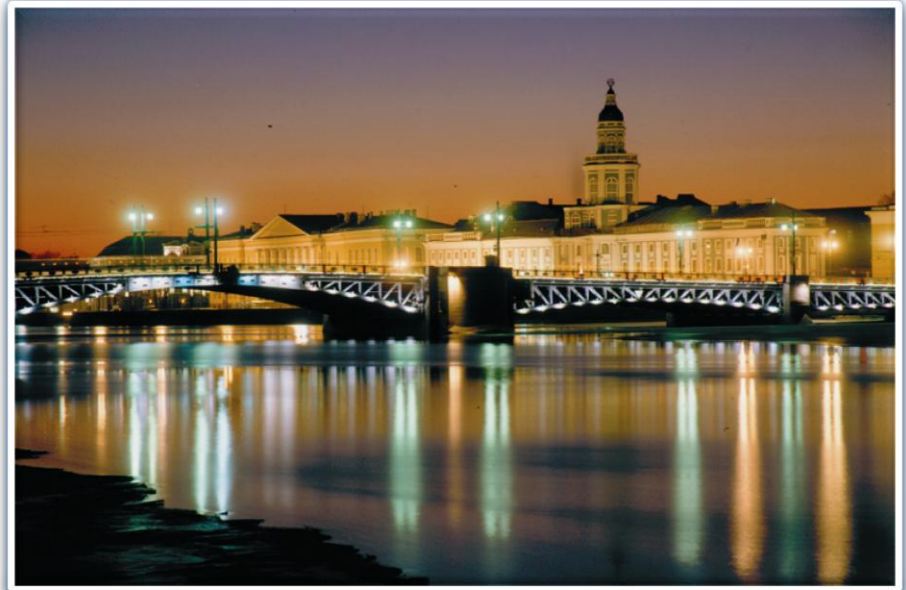
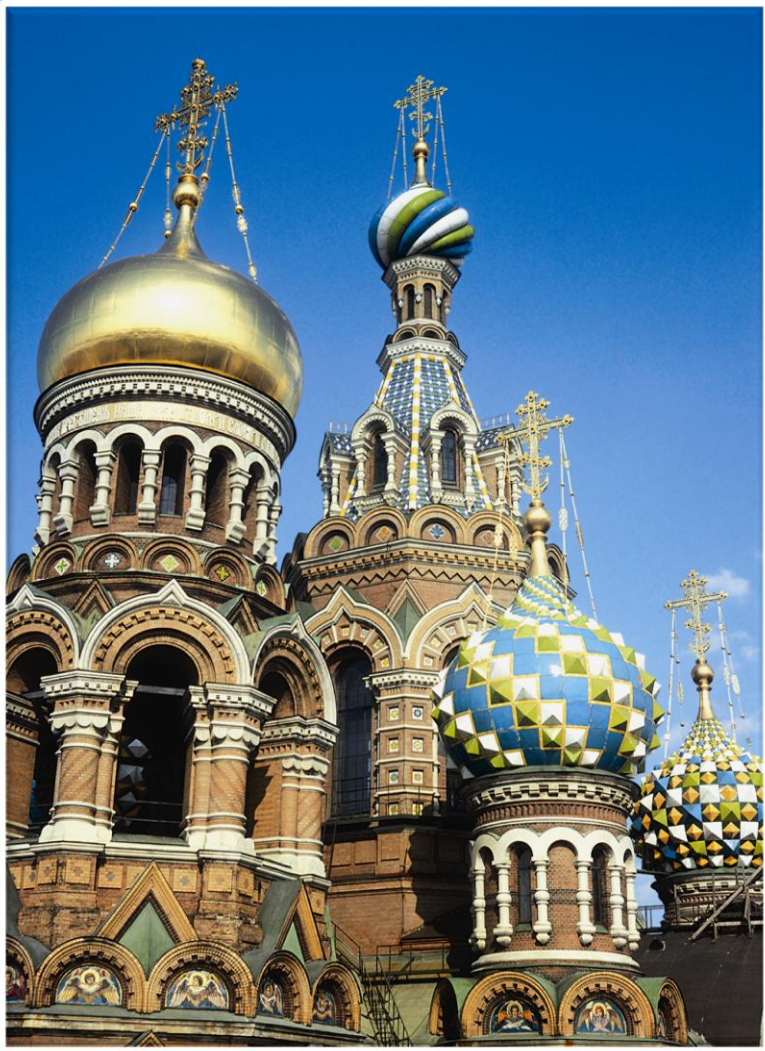
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Together we create easy access to more opportunities



# St. Petersburg





# Tallinn





# Stockholm

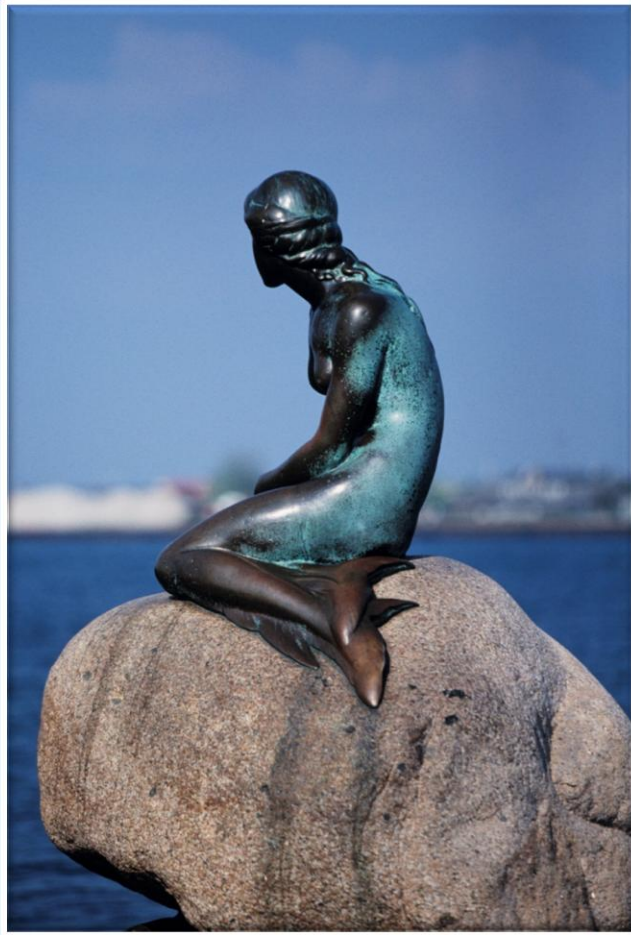


# Aarhus & Elsinore





# Copenhagen





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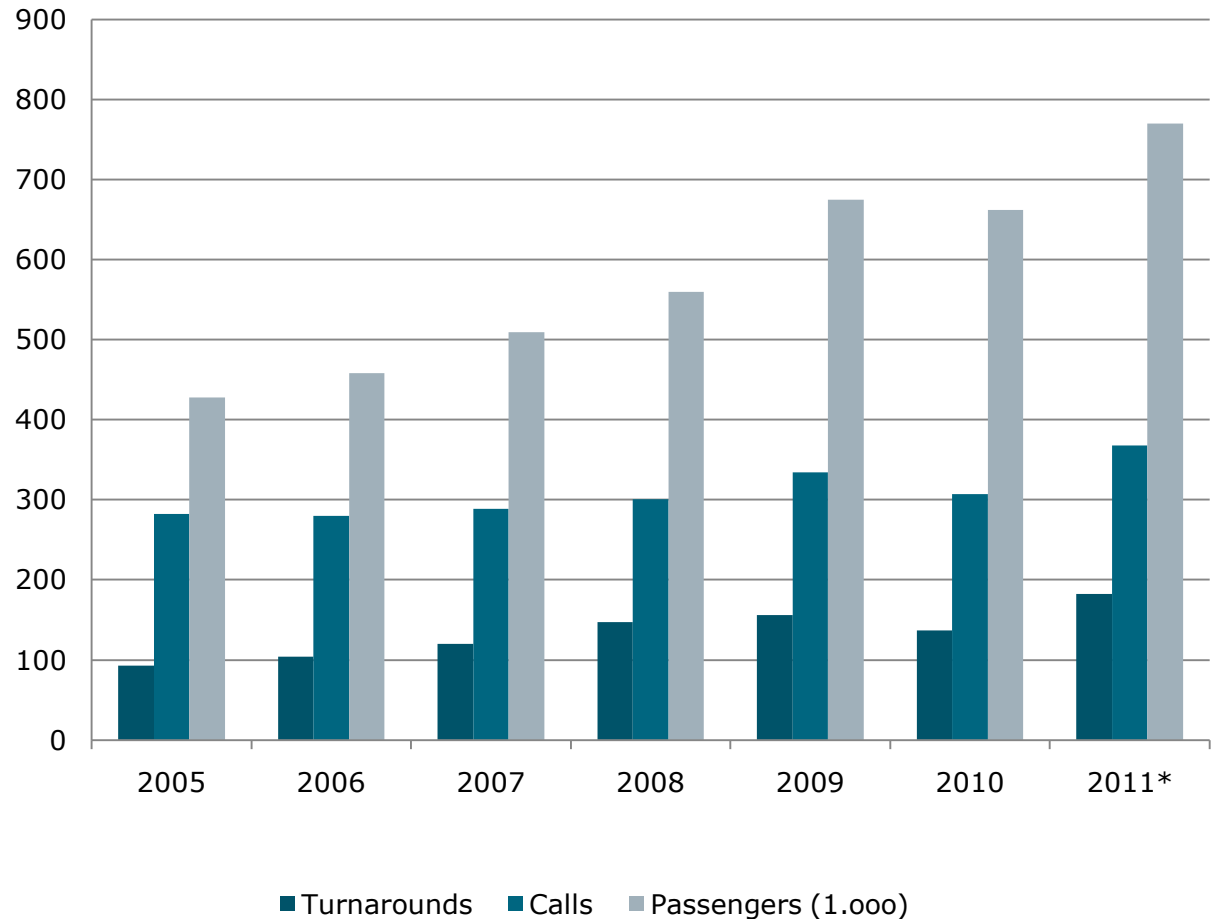
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# Strong and consistent growth 2001 - 2011

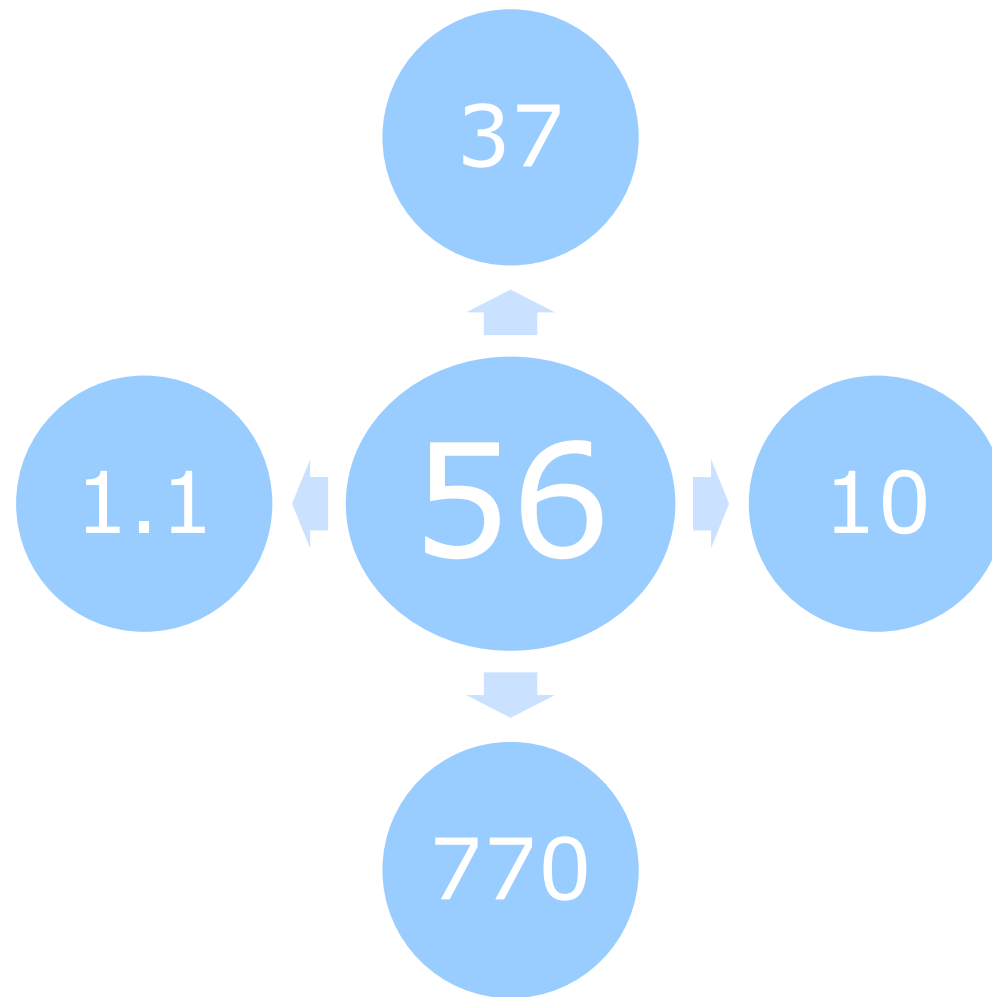
Year	Calls	Guests
2005	282	428.000
2006	280	458.000
2007	289	509.000
2008	301	560.000
2009	334	675.000
2010	307	662.000
2011	368	770.000



# Guest satisfaction

Attribute	Europe Average	Mean Score	Extremely Satisfied	Very Satisfied	Somewhat Satisfied	Not Too Satisfied	Not At All Satisfied	Satisfied	Not Satisfied
Guided Tour	4.12	4.11	44%	33%	15%	4%	4%	92%	8%
Historic Sites/Museums	3.97	4.15	36%	47%	13%	4%	0%	96%	4%
Variety of things to see and do	3.69	4.08	36%	40%	21%	2%	1%	97%	3%
Friendliness of Residents	4.03	4.20	41%	42%	16%	1%	0%	99%	1%
Overall Shopping Experience	3.60	3.82	27%	41%	23%	6%	3%	91%	9%
Overall Visit	3.98	4.00	28%	49%	18%	2%	3%	95%	5%
Visit Met Expectations	3.71	3.93	27%	47%	20%	4%	2%	94%	6%
			Greatly Exceeded	Exceeded	Met	Fell Short	Fell Far Short	Met/ Exceeded	Fell Short

# Key figures



2013





2013

BY&HAVN



2013

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Destination of the year **2009 & 07**

**Seatrade***Insider*



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