

HEALTHY SAIL PANEL FAQs

1. How did this come together? How long have you been working together? Who decided that a panel should be formed and who initiated this venture?

The expert panel was organized and funded by Royal Caribbean Group and Norwegian Cruise Line Holdings to ensure that the cruise industry's health and safety standards reflect the best available science, technology and engineering practices, and meet or exceed the requirements of global regulators, including the U.S. Centers for Disease Control and Prevention (CDC). The expert panel will "open source" its recommendations to the cruise industry, as well as other sectors facing public health challenges as a result of the COVID-19 outbreak. In convening the expert panel, we sought a diverse group of leading experts with directly relevant experience in the challenges the industry faces. The panel members bring deep experience in the fields of medical practice and research, public health, medical policy, infectious disease control, hospitality management and maritime operations. Plans for this initiative were in development for several months, and the Healthy Sail Panel has been working together for several weeks now.

2. Did you consider doing this individually?

Before forming the Healthy Sail Panel, each company formed its own health and safety expert teams to assist with developing company-specific health and safety standards. Their work will inform the efforts of the Healthy Sail Panel.

3. How were the co-chairs selected?

Dr. Scott Gottlieb is the chairman of Norwegian's company-specific Sail Safe Global Health and Wellness Council and Governor Leavitt is an expert advisor to Royal Caribbean Group. The two cruise operators agreed to collaborate on the Healthy Sail Panel, and it was natural for Gov. Leavitt and Dr. Gottlieb to lead the panel and recruit its members.

4. Do any of the panel members have previous experience with the cruise industry?

Patrik Dahlgren, SVP of Global Marine Operations and Fleet Optimization for Royal Caribbean Group, and Robin Lindsay, EVP of Vessel Operations for Norwegian, will serve on the panel to provide operational expertise.

5. How will decisions be made? Will the panel make recommendations to the two companies and then they separately decide? Who will be the final authority/decision maker on policies? What is the degree of independence this group will have to reach its own conclusions?

The CDC, as part of a No Sail Order, required all cruise line operators to submit a plan to assure passenger and crew safety from COVID-19. The Healthy Sail Panel will work collaboratively with each cruise line to assure the best available science, engineering and public health principles have been used in their individual plan and that the plans meet or exceed the elements requested by the CDC and other global regulators.

6. Does each company have a working group internally dedicated to this task?

Yes, both cruise operators have company-specific health and safety advisory councils and working groups for this task.

7. Will you share details of the protocols and processes with others? How so? Will there be any payment involved?

While organized and financed by Royal Caribbean Group and Norwegian Cruise Line Holdings, the full body of work of the Healthy Sail Panel, including the recommended comprehensive set of protocols, will be made available to the cruise industry at no cost.

8. Will other companies not included in the partnership follow the protocols you're putting in place? How can you ensure the other cruise lines adopt the same type of standards?

While organized and financed by Royal Caribbean Group and Norwegian Cruise Line Holdings, the full body of work of the Healthy Sail Panel, including the recommended comprehensive set of protocols, will be made available to the cruise industry at no cost. Other companies will decide how they use the work product of the expert panel.

9. Is there potential to share these best practices with other travel, leisure, hospitality companies? Have you worked with other companies to-date?

The Healthy Sail Panel will make its recommendations available to the entire industry as well as other sectors of the travel and leisure industry that face similar public health challenges as a result of the COVID-19 outbreak. We expect to publicly share final recommendations from the panel.

10. Will the panel's recommendations be applied globally to the cruise fleet or will this be more U.S. focused?

Global government agencies, including the CDC, play a critical role in preserving life, preventing COVID-19 transmission, and protecting public health. Our intent is to adopt the panel's recommendations as well as the CDC standards across the global fleets of both companies.

11. How long will this alliance last?

The expert panel will work together as long as necessary.

12. When will you dissolve the advisory panel? How long are the co-chairs and panel members signed on for contractually?

The initial contract is for two years.

13. Will you continue to consult with its members after you resume sailings?

Yes, after the fleets return to service, Gov. Leavitt and Dr. Gottlieb will continue to assist the companies in evolving their approach as new insights emerge.

14. Will the panel be involved in working with other parties including governments and ports around the world?

The cruise operators will individually prepare their own health and safety strategy and plans and work directly with the CDC and other regulators for approval.

15. The expert panel does not have representation of every category of required expertise, why?

The Healthy Sail Panel is comprised of leading global experts with diverse and relevant experience in public health, infectious diseases, biosecurity, hospitality and maritime operations. If additional expertise is required, the panel will seek input from relevant experts.

16. Is the panel operating independently of the industry?

The expert panel is working in collaboration with the industry to develop a set of comprehensive health and safety protocols for the cruise industry which meet or exceed required global public health standards, including those required by the CDC.

17. How much will the cruise operators influence the work of the panel?

The expert panel will collaborate with the sponsoring cruise operators and leverage their operational expertise to develop practical and effective solutions to the current public health challenges.

18. Will the expert panel make its recommendations public?

The Healthy Sail Panel will make its recommendations available to the entire industry as well as other sectors of the travel and leisure industry that face similar public health challenges as a result of the COVID-19 outbreak.

19. How many experts are on the panel?

The panel is comprised of 11 experts at the forefront of their fields. In addition, several experts will also serve as senior advisers to the panel including Dr. Caitlin Rivers and Dr. Phyllis Kozarsky.

20. When does the panel expect to have a final set of recommendations?

The panel hopes to provide initial recommendations to the cruise operators by the end of August.

Center for Disease Control and Prevention / No Sail Order

1. Will you be meeting and working with the CDC and other global health authorities on these new protocols? What interaction have you had with them to date?

We look forward to sharing our enhanced protocols with the CDC at the appropriate times. The CDC will be invited as an observer to panel meetings.

2. Will the CDC have to review and approve whatever you put together? What does that process look like?

The CDC will need to review and approve the company-specific health and safety protocols, which will be submitted individually by each cruise operator. The process is still undefined at this time.

3. Did you consult with the CDC before forming this panel? How does the CDC view this panel? Prior to the first meeting of the Healthy Sail Panel, we informed the CDC of our plans and invited their participation as observers.

4. Will you submit a joint proposal to the CDC? What's the timeframe on this? And how long do you think it will be before you could receive a CDC greenlight? What if the CDC doesn't approve the proposal?

The cruise operators will individually prepare their health and safety strategy and work directly with CDC for approval.

5. Has each company already submitted an initial proposal to the CDC? What has the CDC feedback been on these?

Only crew protocols have been submitted. We are still awaiting feedback.

6. We've seen a lot of cruise lines extend their suspensions beyond September and some even into 2021, is this because there is some indication that the CDC No Sail Order will be extended?

There are several factors that will influence the timing of the resumption of cruises. In addition to the CDC No Sail Order, ports around the globe need to be open for tourism. Global travel restrictions could also be a factor.

Financial Impact

1. How much have you spent putting this expert panel together?

The panel members are making a significant commitment of time and will be compensated in a manner consistent with senior subject matter experts. The expenses of the panel will be divided among the two sponsoring cruise operators.

2. What's the overall cost to the companies of retaining Governor Leavitt and Dr. Gottlieb and the panel?

The cruise industry in general, and our two organizations, will invest heavily to ensure the health and safety of our guests, crew and the port communities we visit.

3. Are the panel advisers being paid by both companies?

The expenses of the panel will be divided among the two sponsoring cruise operators. Co-Chair Gov. Michael Leavitt has contracted with Royal Caribbean Group and Co-Chair Dr. Scott Gottlieb has contracted with Norwegian Cruise Line Holdings.

4. How much in terms of incremental costs are you expecting for these new enhanced health and safety measures once back in operations? Per ship etc.?

The cruise operators expect to incur incremental costs associated with these new enhanced health and safety measures. At this time, we do not have a good estimate of the magnitude of these additional costs since protocols are not yet finalized. We will provide more details once they are finalized.

5. Do you expect any significant capital expenditures to reconfigure existing ships to comply with the new global health environment? Will you have to retrofit ships to accommodate the new protocols (e.g., redo dining areas, removing buffets, communal area changes, increase isolation accommodations, change HVAC systems)?

We are evaluating all options to enhance health and safety protocols, including any potential capital expenditures for reconfiguration. We do not expect significant capital expenditures at this time, but we are committed to doing what's required to ensure the health and safety of our guests and crew, and we will provide more details once plans are finalized.

Newer vessels tend to have a higher mix of premium stateroom inventory, including balconies and suites, which could be beneficial in this environment.

6. Will you be making any changes to ships in the newbuild pipeline to comply with potential new restrictions?

We do not currently have plans for any major changes to ships in the newbuild pipeline, but once the comprehensive health and safety protocols are finalized, we will evaluate and address any changes needed.

Protocols

1. When do you expect to announce the additional protocols developed?

The panel intends to move as quickly as possible with an objective of providing initial recommendations to the cruise operators by the end of August.

2. How long will it take to implement these changes?

Both Norwegian and Royal Caribbean Group have been working around the clock for the past few months to enhance health and safety standards across their fleet. Once the enhanced protocols are finalized, the companies intend to quickly implement changes prior to the resumption of sailings. How long exactly this will take will be dependent on what changes are required to implement the protocols.

3. What types of protocols do you expect to put on board? Do you expect these to be temporary or do you think there will be things that are permanently changed?

We expect to have a comprehensive and robust set of new enhanced health and safety protocols on board. This could take the form of many things, including enhanced embarkation screening, temperature screenings, testing options for guests and crew, enhanced sanitization and disinfection protocols, upgraded air filtration, social distancing, reduced occupancy, and changes to dining and other initiatives. We continue to evaluate all options and the Healthy Sail Panel will provide recommendations on the most practical and effective measures to implement across our fleets.

4. How does social distancing work on a cruise ship? Will you be reducing capacity permanently?

Social distancing on cruise ships could come in many different forms. Initially, we expect to reduce the overall guest capacity on board our fleets to allow for easier social distancing. At this time, we do not expect capacity reductions to be permanent. We are exploring other options for social distancing, including reduced capacity at dining and other public venues, staggered embarkation and check-in and the addition of more options for entertainment such as additional show times to allow for social distancing.

5. What are your plans for testing? Is it possible to test everyone before coming on a cruise ship?

We will evaluate all options and technology available for testing for guests and crew.

6. Will you start resuming sailings without making these changes? After you've implemented these protocols, will you fully resume sailings?

Our number one priority is the health, safety and security of our guests and crew, and the communities we visit, and as such, we will take a cautious approach to reopening. We are committed to implementing the new and enhanced health and safety protocols prior to resuming our cruises.

We expect to return to sailing with a measured and incremental approach, and it will take time to have our full fleets back in operation.

7. Prior to resuming sailings, will you have plans in place with each port/government to deal with any potential COVID-19 cases that arise?

Our teams are working closely with the governments and ports we visit around the world to establish plans and protocols for the resumption of cruises, including protocols to deal with COVID-19 cases that arise. The Healthy Sail Panel will address this in its recommendations.

8. Should we expect both companies to have a similar timeline to resumption of operations given this JV?

Each company will determine its own timeline for resumption of operations. However, both companies are committed to not resuming operations until the comprehensive health and safety plan is firmly in place.

9. Will both companies commit to implementing the exact same protocols across their fleets? Or will we still see some differences in health and safety policies between the two sponsoring companies?

The sponsoring companies expect to utilize the recommendations from the Healthy Sail Panel as the core of their enhanced protocols, but additional health and safety measures above and beyond these could be implemented by each cruise operator.

10. What if the panel recommendations aren't practical or can't be executed operationally on a cruise ship?

The Healthy Sail Panel will be collaborating with the sponsoring cruise operators and leveraging their extensive operational expertise to develop practical and effective recommendations that can be executed on cruise ships.

11. What if the cruise industry resumes cruising and the recommended protocols fail?

The Healthy Sail Panel will attempt to provide a robust and comprehensive set of protocols and recommendations to cover many different possible scenarios and minimize risk. In the unfortunate event that a situation arises, the cruise operators are committed to quickly addressing any issues and developing appropriate solutions. The main priority will remain the health and safety of our guests and crew, and the communities we visit, and we will act accordingly.

12. Will the expert panel assist with troubleshooting and addressing new challenges once cruises resume?

Yes. After the fleets return to service, Gov. Leavitt and Dr. Gottlieb will continue to assist the companies in evolving their approaches as new insights emerge.

Impact to Guests and Employees

1. How can going on a cruise ship ever be safe in the COVID-19 era?

The Healthy Sail Panel is working in collaboration with the cruise industry to develop a set of comprehensive health and safety protocols for the cruise industry, which meet or exceed required global public health standards, including those required by the CDC. The cruise companies, meanwhile, will continue to use their expertise to make their cruises safer and more enjoyable than ever. As new insights emerge, we will continue to evolve protocols and standards as appropriate.

2. How will this affect my clients? Will cruise prices increase due to the work that needs to be done to the ships?

We do not have plans to increase pricing at this time for enhanced health and safety measures. We expect to provide the same core guest experience that makes cruising so popular.

3. How much do you expect to increase onboard medical teams?

We are evaluating numerous options to increase resources in terms of both personnel and equipment for the onboard medical centers.

4. Do you envision teaming with a medical partner to advise on protocols? If so, who?

Everything is on the table, including independent and collaborative efforts to establish health and safety standards.

5. How will the panel consider protocols related to medical evacuation procedures?

We are examining all aspects of ensuring the health and safety of our guests and crew.

6. Will implementing these new protocols and processes mean hiring additional crew?

We are examining all aspects of ensuring the health and safety of our guests and crew. The addition of new or enhanced protocols could result in the need to hire additional crew, including crew members with specialized expertise and training. This will depend on the final protocols and what will be needed to implement them.

7. Do you think consumers will still want to cruise with these new protocols in place?

Masks, distancing etc.? Does it take away the appeal for cruise as a vacation experience?

We continue to see consumer demand for the cruise product. We expect to provide the same core guest experience that makes cruising so popular, just in an adapted format. With the gradual reopening of other leisure experiences, consumers are having to adapt to the new normal and cruising will be no different.

8. Have any consumer studies been performed to understand what guests expect and want once cruises resume?

We are confident that our guests are eager to sail again and are counting on us to keep them safe and healthy, a responsibility we take very seriously.

9. What specific protocols are you planning to put into place for crew members? Will crew quarters be modified so they are no longer housing multiple crew members in a cabin, etc.?

The health and safety of our crew and guests are our top priority. We will take additional measures to protect our crew and will share more details as they become available.