



**First Quarter 2025 Earnings Presentation** 

#### Disclaimers, Forward Looking Statements and Responsibility



This presentation includes certain financial measures not presented in accordance with generally accepted accounting principles ("GAAP") including, but not limited to, Adjusted BelTDA, adjusted New Presented in accordance with generally accepted accounting principles ("GAAP") including, but not limited to, Adjusted BelTDA, adjusted New Presented in accordance with generally accepted accounting principles ("GAAP") including, but not limited to, Adjusted BelTDA, adjusted New Presented in accordance with generally accepted accounting principles ("GAAP") including, but not limited in accordance with generally accepted accounting principles ("GAAP") including, but not limited to, Adjusted New Presented New Presen

Some of the statements, estimates or projections contained in this document are "forward-looking statements" that involve risks, uncertainties and assumptions with respect to us, including some statements concerning future results, operations, outlooks, plans, goals, reputation, cash flows, liquidity and other events which have not yet occurred. These statements are intended to qualify for the safe harbors from liability provided by Section 27A of the Securities Exchange Act of 1934, as amended. All statements of historical facts are statements that could be deemed forward-looking. These statements are based on current expectations, estimates, forecasts and projections about our business and the industry in which we operate and the beliefs and assumptions of our management. We repeat, "expect, "goal," "aspiration," "anticipate," "forecast," "forecast," "future," "intend," "blin," "estimate," "future," "target," "indicate," "fourlook," and similar expressions of future intent or the negative of such terms.

Forward-looking statements include those statements that relate to our outlook and financial position including, but not limited to, statements regarding:

- Pricing
- Booking levels
- Occupancy
- Interest, tax and fuel expenses
- Currency exchange rates
- Goodwill, ship and trademark fair values
- · Liquidity and credit ratings
- Investment grade leverage metrics
- Estimates of ship depreciable lives and residual values
- Adjusted net income (loss)

- Adjusted EBITDA
- Adjusted EBITDA per ALBD
- Adjusted EBITDA margin
- Adjusted earnings per share
- Net debt to adjusted EBITDA
- Net yields
- Adjusted cruise costs per ALBD
- Adjusted cruise costs excluding fuel per ALBD
- Adjusted ROIC

Because forward-looking statements involve risks and uncertainties, there are many factors that could cause our actual results, performance or achievements to differ materially from those expressed or implied by our forward-looking statements. This note contains important cautionary statements of the known factors that we consider could materially affect the accuracy of our forward-looking statements and adversely affect our business, results of operations and financial position. These factors include, but are not limited to, the following:

- Events and conditions around the world, including geopolitical uncertainty, war and other military actions, pandemics, inflation, higher fuel prices, higher interest rates and other general concerns impacting the ability or desire of people to travel could lead to a decline in demand for cruises as well as have significant negative impacts on our financial condition and operations.
- Incidents concerning our ships, guests or the cruise industry may negatively impact the satisfaction of our guests and crew and lead to reputational damage.
- Changes in and non-compliance with laws and regulations under which we operate, such as those relating to health, environment, safety and security, data privacy and protection, anti-money laundering, anti-corruption, economic sanctions, trade protection, labor and employment, and tax may be costly and lead to litigation, enforcement actions, fines, penalties and reputational damage.
- Factors associated with climate change, including evolving and increasing regulations, increasing concerns about climate change and the shift in climate conscious consumerism and stakeholder scrutiny, and increasing frequency and/or severity of adverse weather conditions could have a material impact on our business.
- Inability to meet or achieve our targets, goals, aspirations, initiatives, and our public statements and disclosures regarding them, including those related to sustainability matters, may expose us to risks that may adversely impact our business.
- Cybersecurity incidents and data privacy breaches, as well as disruptions and other damages to our principal offices, information technology operations and system networks and failure to keep pace with developments in technology have adversely impacted and may in the future materially adversely impact our business operations, the satisfaction of our guests and crew and may lead to fines, penalties and reputational damage.
- The loss of key team members, our inability to recruit or retain qualified shoreside and shipboard team members and increased labor costs could have an adverse effect on our business and results of operations.
- Increases in fuel prices, changes in the types of fuel consumed and availability of fuel supply may adversely impact our scheduled itineraries and costs.
- We rely on suppliers who are integral to the operations of our businesses. These suppliers and service providers may be unable to deliver on their commitments, which could negatively impact our business.
- Fluctuations in foreign currency exchange rates may adversely impact our financial results.
- . Overcapacity and competition in the cruise and land-based vacation industry may negatively impact our cruise sales, pricing and destination options.
- Inability to implement our shipbuilding programs and ship repairs, maintenance and refurbishments may adversely impact our business operations and the satisfaction of our guests.
- We require a significant amount of cash to service our debt and sustain our operations. Our ability to generate cash depends on many factors, including those beyond our control, and we may not be able to generate cash required to service our debt and sustain our operations.
- Our substantial debt could adversely affect our financial health and operating flexibility.

The ordering of the risk factors set forth above is not intended to reflect our indication of priority or likelihood. Additionally, many of these risks and uncertainties are currently, and in the future may continue to be, amplified by our substantial debt balance incurred during the pause of our guest cruise operations. There may be additional risks that we consider immaterial or which are unknown.

Forward-looking statements should not be relied upon as a prediction of actual results. Subject to any continuing obligations under applicable law or any relevant stock exchange rules, we expressly disclaim any obligation to disseminate, after the date of this document, any updates or revisions to any such forward-looking statements to reflect any change in expectations or events, conditions or circumstances on which any such statements are based.

Forward-looking and other statements in this document may also address our sustainability progress, plans, and goals (including climate change- and environmental-related matters). In addition, historical, current, and forward-looking sustainability- and climate-related statements may be based on standards and tools for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions and predictions that are subject to change in the future and may not be generally shared.



### **Outperformed First Quarter December Guidance On Every Measure...**



1Q 2025	Guidance	Actual
Net yields vs 2024	Approx. 4.6%	7.3%
Adj. cruise costs excl. fuel per ALBD vs 2024	Approx. 3.4%	1.0%
Adj. EBITDA	Approx. \$1.04B	\$1.20B
Adj. net income	Approx. \$1M	\$174M
Adj. earnings per share - diluted	Approx. \$0.00	\$0.13

Record 1Q net yields on top of last year's record 1Q levels which were up 17%

### ... Taking Up Full Year 2025 Guidance



Full Year 2025	Dec Guidance	Mar Guidance
Net yields vs 2024	Approx. 4.2%	Approx. 4.7%
Adj. cruise costs excl. fuel per ALBD vs 2024	Approx. 3.7%	Approx. 3.8%
Adj. EBITDA	Approx. \$6.6B	Approx. \$6.7B
Adj. net income	Approx. \$2,305M	Approx. \$2,490M
Adj. earnings per share - diluted	Approx. \$1.70	Approx. \$1.83

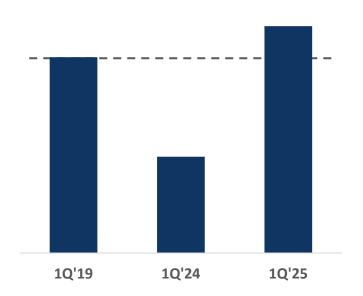
Stronger than expected 1Q results and refinancing efforts driving \$185M increase to the bottom line

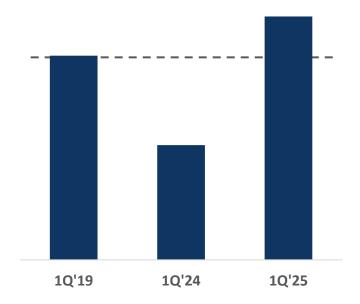
## **Strength in Demand and Cost Discipline Improving Margins**



**Operating Income Margin** 

Adj. EBITDA Margin





Operating and Adj. EBITDA margins both improved over 400 bps. vs. 2024 and surpassed 2019 levels

#### **Continuing to Deliver on Our Strategy to Generate Sustained Demand**



#### **Booked Position for Remainder of 2025**

- Historical high on price for each quarter
- All core programs at higher prices than prior year
- ✓ Vast majority of 2025 on the books
- Occupancy in line with prior year's record levels



Booking curve continues to be the furthest out on record

Booking volumes for 2026 sailings and beyond reached a 1Q all-time high

#### **Driving Increased Consideration for Our Brands**





Costa Toscana
Hosted a live performance at the Sanremo Music Festival
Among Italy's most renowned music events



Carnival Cruise Line standing out at the Oscars
Selected for a themed promo honoring stunt performers
Featuring a skydive into a pool onboard Carnival Celebration

#### Boosting Awareness for Celebration Key™ – Our Game Changing Asset

New Year's Eve Ball Drop and Super Bowl Generated <u>Over 5 Billion</u> Impressions Across Media Channels





New Year's Eve ball drop in Times Square

Flip, Lost in Paradise – Celebration Key Commercial Click the photo to view!

Super Bowl in New Orleans



Guy Fieri Shaquille O'Neal Emeril Lagasse

## **Celebration Key™ – Our Game Changing Asset**



On Track for July 2025 Opening



The Idyllic Beach Day – Coming 2H 2026



# Continuing to Invest in the Existing Fleet AIDA Evolution

- The first of seven ships has been completed
- Largest modernization program in brand's history designed to deliver meaningful revenue uplift
- New bar and dining venues, additional suites, and equipment upgrades to enhance fuel efficiency

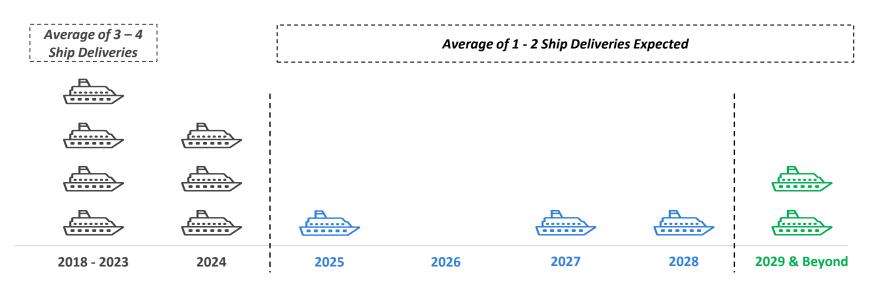
## Our Focus on Improved Commercial Execution Continues to Drive Cruise Consideration and Demand

1Q New-to-Cruise and Repeat Guests grew by multiples of our ~2.5% capacity growth





#### **Ship Deliveries by Fiscal Year**



Our strong demand alongside lower capacity growth supports further yield improvements

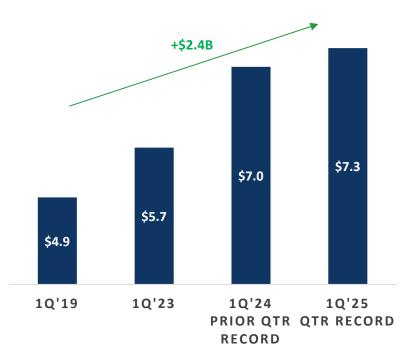
Significantly reduced newbuild capital commitment provides headroom for deleveraging

#### **Continued Growth in Customer Deposits**



#### **Record Customer Deposits**

In Billions



Structural growth in customer deposits driven by:

Booked position at higher prices

Optimizing the booking curve

Increasing bundled fares with onboard amenities

Increasing pre-cruise onboard sales

### Refinanced \$5.5B of Debt During 1Q – 20% of Total Debt



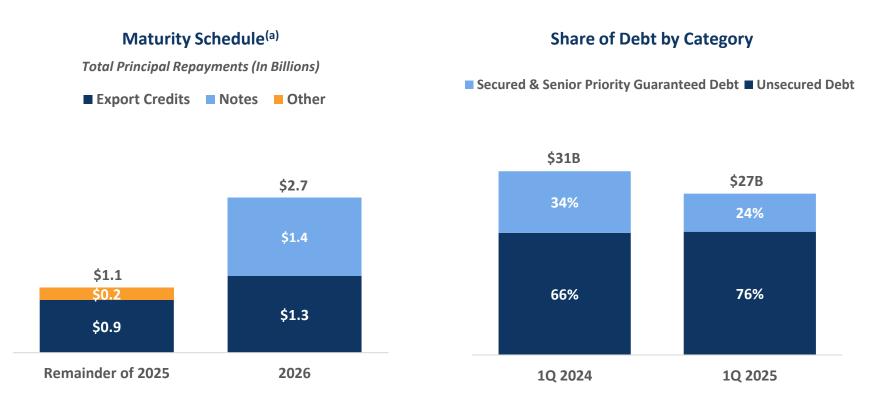
Facility Details	Annualized Interest Expense Savings				
\$2.0B Senior Priority Notes Due 2028					
Replaced with \$2.0B Senior Unsecured Notes Due 2033	~¢90N4				
Old Rate: 10.375%	~\$80M				
New Rate: 6.125%					
Refinanced \$1.0B Senior Unsecured Notes Due 2030					
Old Rate: 10.5%	~\$45M				
New Rate: 5.75%					
Repriced \$2.45B First-Priority Senior Secured Term Loan Facilities Maturing 2027 and 2028	~\$18M				
	~\$145M				

Through all our efforts, we have reduced our average cash interest rate to 4.6%

All while simplifying our capital structure and managing our future debt maturities

#### **Well-Managed Near Term Maturity Towers and Improving Debt Profile**

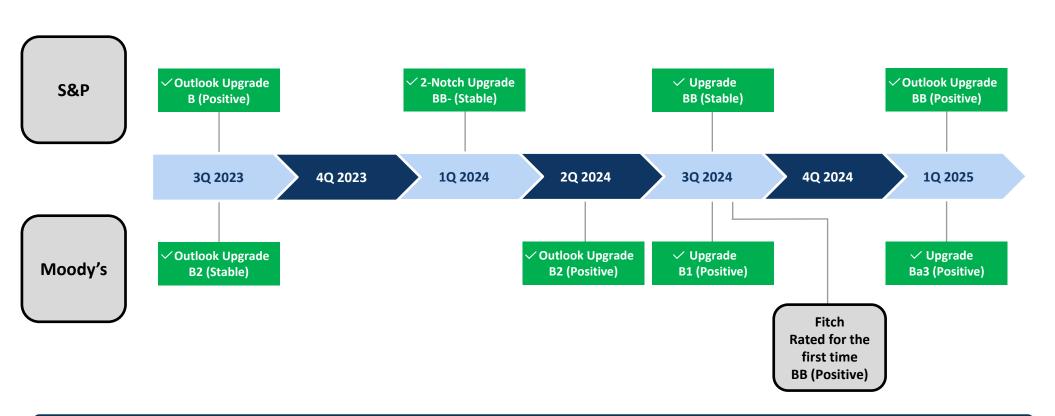




Reduced secured and senior priority guaranteed debt by ~\$4B since 1Q 2024 with more reductions expected

#### **Ratings Upgrades Reflective of Our Performance**

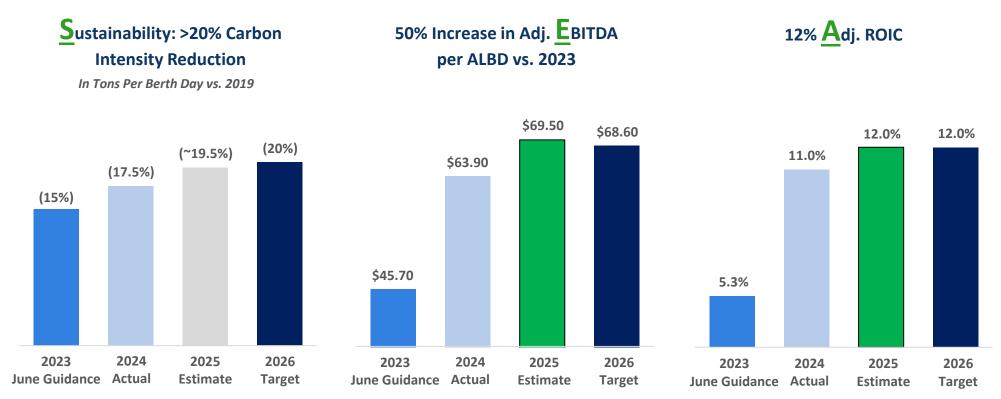




Positive outlooks with all three major internationally recognized rating agencies

## **Expect to Hit Both 2026 SEA Change Financial Targets One Year Early And Closing in Quickly on Our Sustainability Target**





Adj. ROIC and Adj. EBITDA per ALBD levels in 2025 expected to be the highest in nearly two decades

## **Creating Value for Our Stakeholders and Delivering Unforgettable Vacations to Our Guests**







## Capacity by Program – 2025



	<b>1Q</b>	<b>2</b> Q	3Q	4Q	Full Year
Caribbean	48%	33%	24%	29%	34%
Northern Europe	9%	16%	24%	16%	16%
Mediterranean	3%	13%	21%	19%	14%
Australia/New Zealand	10%	6%	3%	4%	6%
Alaska	0%	4%	16%	4%	6%
Other Programs	30%	28%	12%	28%	24%
Total	100%	100%	100%	100%	100%

#### **Guidance**



#### Guidance

(See "Reconciliation of Forecasted Data")

	2Q 2	025	Full Y	ear 2025
Year over year change	Current Dollars	Constant Currency	Current Dollars	Constant Currency
Net yields	Approx. 4.3%	Approx. 4.4%	Approx. 3.9%	Approx. 4.7%
Adjusted cruise costs excluding fuel per ALBD	Approx. 5.6%	Approx. 5.5%	Approx. 3.4%	Approx. 3.8%
			2Q 2025	Full Year 2025
ALBDs (in millions) (a)			24.2	96.2
Capacity growth compared to prior year			3.2 %	0.7 %
Fuel consumption in metric tons (in millions)			0.7	2.9
Fuel cost per metric ton consumed (excluding Euro	pean Union Allowa	nce ("EUA")) \$	617	\$ 617
Fuel expense (including EUA expense) (in billions)	)	\$	0.48	\$ 1.88
Depreciation and amortization (in billions)		\$	0.69	\$ 2.76
Interest expense, net of capitalized interest and inte	rest income (in billi	ons) \$	0.33	\$ 1.40
Adjusted EBITDA (in billions)			Approx. \$1.32	Approx. \$6.7
Adjusted net income (loss) (in millions)			Approx. \$285	Approx. \$2,490
Adjusted earnings per share - diluted (b)			Approx. \$0.22	Approx. \$1.83
Weighted-average shares outstanding - basic			1,312	1,312

(a) See "Notes to Statistical Information"

Adjusted weighted-average shares outstanding - diluted (b)

(b) Diluted adjusted earnings per share includes the add-back of dilutive interest expense related to the company's convertible notes of \$18 million for the second quarter of 2025 and \$71 million for full year 2025.

1,401

1.401

Currencies (USD to 1)	2Q :	2025	Full Year 2025
AUD	\$	0.63 \$	0.63
CAD	\$	0.70 \$	0.70
EUR	\$	1.08 \$	1.07
GBP	\$	1.29 \$	1.28

Sensitivities (impact to adjusted net income (loss) in millions)	2Q 2025	R	Remainder of 2025
1% change in net yields	\$ 42	\$	149
1% change in adjusted cruise costs excluding fuel per ALBD	\$ 26	\$	82
10% change in fuel cost per metric ton (excluding EUA)	\$ 46	\$	131
100 basis point change in variable rate debt (including derivatives)	_	\$	35
1% change in currency exchange rates	\$ 5	\$	20

#### Capital Expenditures

For the remainder of 2025, newbuild capital expenditures are \$1.0 billion and non-newbuild capital expenditures are \$1.9 billion. These future capital expenditures will fluctuate with foreign currency movements relative to the U.S. Dollar. In addition, these figures do not include potential stage payments for ship orders that the company may place in the future.

## **Reconciliation of Net Yields**



	Three Months Ended February 28/29,				y 28/29,	
(in millions, except yields data)		2025	,	2025 Constant Currency		2024
Total revenues	\$	5,810			\$	5,406
Less: Cruise and tour operating expenses		(3,766)				(3,705)
Depreciation and amortization		(654)				(613)
Gross margin		1,390				1,089
Less: Tour and other revenues		(2)				(4)
Add: Payroll and related		640				623
Fuel		465				505
Food		354				346
Ship and other impairments		_				_
Other operating		858				862
Depreciation and amortization		654				613
Adjusted gross margin	\$	4,359	\$	4,435	\$	4,033
ALBDs		23.6		23.6		23.0
Gross margin yields (per ALBD)	\$	58.99			\$	47.34
% increase (decrease)		25 %	)			
Net yields (per ALBD)	\$	184.95	\$	188.20	\$	175.36
% increase (decrease)		5.5 %	,	7.3 %	ó	

#### **Reconciliation of Non-GAAP Financial Measures**



		Three Months Ende February 28/29.		
(in millions, except per share data)		2025		2024
Net income (loss)	\$	(78)	S	(214)
(Gains) losses on ship sales and impairments		_		_
Debt extinguishment and modification costs		252		33
Restructuring expenses		_		1
Other		_		_
Adjusted net income (loss)	\$	174	s	(180)
Interest expense, net of capitalized interest		377		471
Interest income		(7)		(33)
Income tax benefit (expense), net		7		_
Depreciation and amortization		654		613
Adjusted EBITDA	\$	1,205	\$	871
	_			
Earnings per share - diluted (a)	\$	(0.06)	\$	(0.17)
Adjusted earnings per share - diluted (a)	\$	0.13	\$	(0.14)
Adjusted weighted-average shares outstanding - diluted (a)		1,316		1,264
(See Man C ( / D Firms in I Mannes)				

(See Non-GAAP Financial Measures)

		1	Three Mon	ths	Ended Feb	rua	ry 28/29,
(in millions, except costs per ALBD data)	_		2025		2025 Constant Currency		2024
Cruise and tour operating expenses	-	\$	3,766			\$	3,705
Selling and administrative expenses			848				813
Less: Tour and other expenses	_		(19)				(19)
Cruise costs			4,595				4,498
Less: Commissions, transportation and other			(850)				(819)
Onboard and other costs			(599)				(550)
Gains (losses) on ship sales and impairments			_				_
Restructuring expenses			_				(1)
Other	_		_				_
Adjusted cruise costs			3,146		3,181		3,128
Less: Fuel	_		(465)		(465)		(505)
Adjusted cruise costs excluding fuel	=	\$	2,681	\$	2,716	\$	2,624
ALBDs			23.6		23.6		23.0
Cruise costs per ALBD		\$	194.99			\$	195.60
% increase (decrease)			(0.3)%				
Adjusted cruise costs per ALBD		\$	133.50	\$	134.98	\$	136.03
% increase (decrease)			(1.9)%		(0.8)%	5	
Adjusted cruise costs excluding fuel per ALBD		\$	113.76	\$	115.24	\$	114.09
% increase (decrease)			(0.3)%		1.0 %	5	

<sup>(</sup>a) The company's convertible notes are antidilutive for the first quarter of 2025 adjusted earnings per share and therefore are not included in the calculation of diluted adjusted earnings per share.

#### **Non-GAAP Financial Measures**



We use non-GAAP financial measures and they are provided along with their most comparative U.S. GAAP financial measure:

Non-GAAP Measure	U.S. GAAP Measure	Use Non-GAAP Measure to Assess
<ul> <li>Adjusted net income (loss), adjusted EBITDA, adjusted FRITDA per ALRD and adjusted</li> </ul>	Net income (loss)	Company Performance
<ul> <li>Adjusted earnings per share</li> </ul>	<ul> <li>Earnings per share</li> </ul>	<ul> <li>Company Performance</li> </ul>
<ul> <li>Net debt to adjusted EBITDA</li> </ul>	_	<ul> <li>Company Leverage</li> </ul>
<ul> <li>Net yields</li> </ul>	<ul> <li>Gross margin yields</li> </ul>	<ul> <li>Cruise Segments Performance</li> </ul>
Adjusted cruise costs per ALBD     and adjusted cruise costs excluding     fuel per ALBD	Gross cruise costs per ALBD	Cruise Segments Performance
<ul> <li>Adjusted ROIC</li> </ul>	_	<ul> <li>Company Performance</li> </ul>

The presentation of our non-GAAP financial information is not intended to be considered in isolation from, as a substitute for, or superior to the financial information prepared in accordance with U.S. GAAP. It is possible that our non-GAAP financial measures may not be exactly comparable to the like-kind information presented by other companies, which is a potential risk associated with using these measures to compare us to other companies.

Adjusted net income (loss) and adjusted earnings per share provide additional information to us and investors about our future earnings performance by excluding certain gains, losses and expenses that we believe are not part of our core operating business and are not an indication of our future earnings performance. We believe that gains and losses on ship sales, impairment charges, debt extinguishment and modification costs, restructuring costs and certain other gains and losses are not part of our core operating business and are not an indication of our future earnings performance.

Adjusted EBITDA per ALBD and adjusted EBITDA margin provide additional information to us and investors about our core operating profitability, including on a per ALBD basis, by excluding certain gains, losses and expenses that we believe are not part of our core operating business and are not an indication of our future earnings performance as well as excluding interest, taxes and depreciation and amortization. In addition, we believe that the presentation of adjusted EBITDA provides additional information to us and investors about our ability to operate our business in compliance with the covenants set forth in our debt agreements. We define adjusted EBITDA as adjusted EBITDA as adjusted to using adjusted for (i) interest, (ii) taxes and (iii) depreciation and amortization. There are material limitations to using adjusted EBITDA. Adjusted EBITDA does not take into account certain significant items that directly affect our net income (loss). These limitations are best addressed by considering the economic effects of the excluded items independently and by considering adjusted EBITDA in conjunction with net income (loss) as calculated in accordance with U.S. GAAP. We define adjusted EBITDA margin as adjusted EBITDA divided by total revenues.

Net debt to adjusted EBITDA provides additional information to us and investors about our overall leverage. We define net debt to adjusted EBITDA as total debt less cash and cash equivalents excluding a minimum cash balance divided by twelve-month adjusted EBITDA.

Net yields enable us and investors to measure the performance of our cruise segments on a per ALBD basis. We use adjusted gross margin rather than gross margin to calculate net yields. We believe that adjusted gross margin is a more meaningful measure in determining net yields than gross margin because it reflects the cruise revenues earned net of only our most significant variable costs, which are travel agent commissions, cost of air and other transportation, certain other costs that are directly associated with onboard and other revenues and credit and debit card fees.

#### Non-GAAP Financial Measures (cont'd)



Adjusted cruise costs per ALBD and adjusted cruise costs excluding fuel per ALBD enable us and investors to separate the impact of predictable capacity or ALBD changes from price and other changes that affect our business. We believe these non-GAAP measures provide useful information to us and investors and expanded insight to measure our cost performance. Adjusted cruise costs per ALBD and adjusted cruise costs excluding fuel per ALBD are the measures we use to monitor our ability to control our cruise segments' costs rather than cruise costs per ALBD. We exclude gains and losses on ship sales, impairment charges, restructuring costs and certain other gains and losses that we believe are not part of our core operating business as well as excluding our most significant variable costs, which are travel agent commissions, cost of air and other transportation, certain other costs that are directly associated with onboard and other revenues and credit and debit card fees. We exclude fuel expense to calculate adjusted cruise costs excluding fuel. The price of fuel, over which we have no control, impacts the comparability of period-to-period cost performance. The adjustment to exclude fuel provides us and investors with supplemental information to understand and assess the company's non-fuel adjusted cruise cost performance. Substantially all of our adjusted cruise costs excluding fuel are largely fixed, except for the impact of changing prices once the number of ALBDs has been determined.

Adjusted ROIC provides additional information to us and investors about our operating performance relative to the capital we have invested in the company. We define adjusted ROIC as the twelve-month adjusted net income (loss) before interest expense and interest income divided by the monthly average of debt plus equity minus construction-in-progress, excess cash, goodwill and intangibles.

#### Reconciliation of Forecasted Data

We have not provided a reconciliation of forecasted non-GAAP financial measures to the most comparable U.S. GAAP financial measures because preparation of meaningful U.S. GAAP forecasts would require unreasonable effort. We are unable to predict, without unreasonable effort, the future movement of foreign exchange rates and fuel prices. We are unable to determine the future impact of gains and losses on ship sales, impairment charges, debt extinguishment and modification costs, restructuring costs and certain other non-core gains and losses.

#### Constant Currency

Our operations primarily utilize the U.S. dollar, Australian dollar, euro and sterling as functional currencies to measure results and financial condition. Functional currencies other than the U.S. dollar subject us to foreign currency translational risk. Our operations also have revenues and expenses that are in currencies other than their functional currency, which subject us to foreign currency translational risk.

Constant currency reporting removes the impact of changes in exchange rates on the translation of our operations plus the transactional impact of changes in exchange rates from revenues and expenses that are denominated in a currency other than the functional currency.

We report adjusted gross margin, net yields, adjusted cruise costs excluding fuel and adjusted cruise costs excluding fuel per ALBD on a "constant currency" basis assuming the current periods' currency exchange rates have remained constant with the prior periods' rates. These metrics facilitate a comparative view for the changes in our business in an environment with fluctuating exchange rates.

#### Examples:

- The translation of our operations with functional currencies other than U.S. dollar to our U.S. dollar reporting currency results in decreases in reported U.S. dollar revenues and expenses if the U.S. dollar strengthens against these foreign currencies and increases in reported U.S. dollar revenues and expenses if the U.S. dollar weakens against these foreign currencies.
- Our operations have revenue and expense transactions in currencies other than their functional currency. If their functional currency strengthens against these other currencies, it reduces the functional currency revenues and expenses. If the functional currency weakens against these other currencies, it increases the functional currency revenues and expenses.