

Britain's #1 holiday choice

2023 Key Priorities



Evolve brand & comms strategy, rebuild brand trust and drive newcomer growth (449k, +76% vs BY19)



Turn headwinds into tailwinds e.g. value for money messaging in response to economic uncertainty



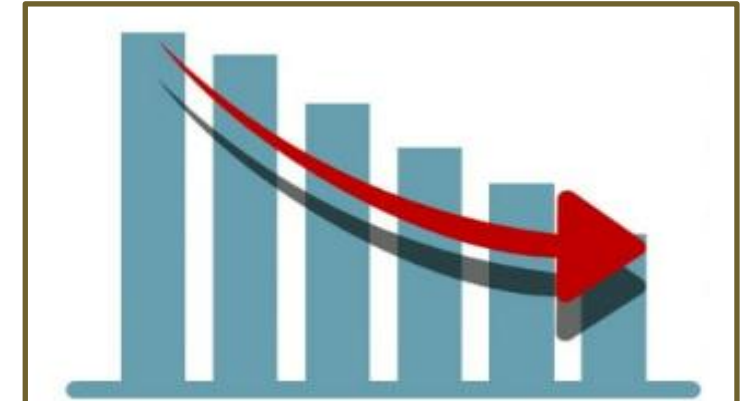
Leverage Arvia's naming ceremony and product experiences to create awareness and appeal



Restoring the brilliant basics of the P&O Cruises experience onboard to achieve NPS target of 38



Maximise NTR and OBR opportunities to deliver £250m EBITDA. Recover early occ. strategy on future year sailings to ensure long term profitability



Develop & deliver cost control initiatives to mitigate the impacts of inflation and other cost pressures