



**FLORIDA-  
CARIBBEAN  
CRUISE  
ASSOCIATION**

**CRUISE  
INDUSTRY  
PROFILES**

**Highlight Issue**

**FCCA**

**2004**

**FCCA & Cruise Industry Partners...  
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# FLORIDA-CARIBBEAN CRUISE ASSOCIATION

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## Mission

The FCCA is a trade organization composed of 14 Member Cruise Lines operating more than 90 vessels in Florida, Caribbean and Mexican waters. Created in 1972, the FCCA's mandate is to provide a forum for discussion on legislation, tourism development, ports, safety, security and other cruise industry issues.

By fostering an understanding of the cruise industry and its operating practices, the FCCA seeks to build cooperative relationships with Caribbean destinations and to develop productive bilateral partnerships with every sector - to create a win-win situation for all.

## Partnerships

Cruise tourism in the Caribbean continues to grow at a dynamic rate and the FCCA Member Lines are committed to working with their destination partners. The FCCA works with Governments, ports and all private sector representatives to maximize cruise passenger, cruise line and cruise line employee spending; along with working to enhance the destination experience and the amount of cruise passengers returning as long-stay visitors.

The FCCA also provides technical assistance on Port Expansion including input on port and pier design and improvements, as well as on new services being planned for any level of cruise line utilization to maximize the overall project with an eye on keeping costs to a minimum.

## FCCA Associate Membership

The FCCA Associate Membership Program is the first step in developing a partnership between your organization and the cruise industry. Membership benefits include invitations to exclusive meetings and luncheons, listing and profile in the Membership Directory, access to up-to-date research and studies, savings on registration fees and use of FCCA logo on printed materials.

Reaffirming the mandate to increase the proactive collaboration between the cruise industry and the Caribbean, cruise tourism partners are invited to join the FCCA's Platinum level Associate Membership Program. Platinum level membership benefits include a closer working relationship with the FCCA Member Lines.



## FCCA Foundation for the Caribbean

The FCCA Foundation for the Caribbean provides a tangible mechanism for the cruise industry to fund humanitarian causes and help to improve the lives of the Caribbean people most in need.

In its eight years of existence, the FCCA Foundation for the Caribbean has impacted the lives of thousands of Caribbean citizens providing almost \$2 million in funding to causes and charities throughout the region. The foundation is just one way the cruise industry shows its dedication to its Caribbean partners.

Recent beneficiaries include the Caribbean Special Olympics, Hurricane Relief, Women's Coalition of St. Croix, Teen Challenge Barbados, Aruba's Friends of the Handicapped, Earthcare Environmental Education and the Holiday Gifts Project.

## Training

Understanding the cruise industry and its dynamics is vital in today's tourism mix, especially in view of the competition that Caribbean tourism faces from other regions of the world. The FCCA, utilizing its research and information capabilities, has developed a series of training seminars that are available to all Caribbean destinations.

The FCCA training seminars provide the industry's destination partners with valuable information regarding today's cruise passengers, their wants, needs and habits, enabling governments and businesses to maximize the impact of cruise tourism in their country.

Currently the FCCA offers three training programs:

- *Service Excellence* • *Taxi Pride* • *Cruise Passengers Equal Profits*

## Research

Information is the key to success in maximizing the benefits tourism brings to destinations. The FCCA is the leader in developing information on today's cruise passenger, their shopping and travel habits and the economic impact of cruise tourism on the Caribbean region as well as individual destinations. Ongoing research is being conducted and provided to cruise-oriented destination partners in an effort to better understand cruise passengers, improve the land-side product and utilize the benefits of cruise tourism to their full potential.

Current research on passenger shopping habits and the economic impact of the cruise industry on the Caribbean and Florida is available.

## FCCA Caribbean Cruise Conference & Trade Show

For many cruise executives, Caribbean destinations, suppliers and tour operators, the annual FCCA Caribbean Cruise Conference & Trade Show is the premier industry event of the year to meet with key players, analyze industry trends and discuss current issues. It is because of the unique forum provided by the Conference that over 800 cruise industry partners and 100 cruise executives attend each year.

One highlight is the roundtable discussions, led by an impressive roster of industry experts and guest speakers who are specialists in marketing, sourcing and shore excursions. The Conference represents the spirit of mutual understanding, joint problem solving and increasing the revenue the Caribbean receives from its cruise tourism sector.

# FLORIDA-CARIBBEAN CRUISE ASSOCIATION



## Michele M. Paige ~ President

Michele M. Paige's career in the cruise industry spans more than three decades. She spent 17 years in various positions at the Cruise Lines International Association (CLIA).

In February of 1992, Ms. Paige came onboard with the Florida-Caribbean Cruise Association (FCCA) as its Director of Operations and Communications, steering the Association on issues such as: waste management, destination port development and destination product development, as well as serving as a liaison with environmental entities.

She was appointed to head the Association in January of 1994, as its Executive Director and named President in March 1997. Ms. Paige continues to chart a course in the development and implementation of the Association's numerous pro-active innovative programs, reporting directly to the Association's Executive

Committee Chairman, Micky Arison, Carnival Corporation's Chairman & CEO.

Ms. Paige has initiated such impactful programs and forums as the annual FCCA Caribbean Cruise Conference and Trade Show, the FCCA Foundation for the Caribbean, FCCA crew beach/environmental clean ups, the FCCA Associate Membership Programs, as well as training programs geared to taxi drivers and service providers, to name a few. More importantly, great strides have been made in the realization of the FCCA's mandate: strengthening the ties between the cruise industry and the Caribbean.

Under her presidency, the Association enjoys membership in the Caribbean Tourism Organization (CTO) (of which Ms. Paige is an Executive Committee board member), the Caribbean Shipping Association (CSA), the Puerto Rico Shipping Association, the Special Olympics-Caribbean (of which Ms. Paige is a Board Member) and the Hellenic Marine Environment Protection Association (HELMEPA), as well as a signator to the Florida Department of Environmental Protection's "Memorandum of Understanding."

Michele lives in Broward County with son Justin, daughter Nicole and her seven babies (horses) - Amoroso, Geronimo, Black Magic, Amazing Grace, Sundance Kid, Bella & Lady Mulata.



### Terri Cannici ~ Manager: Programs & Events

Terri Cannici is responsible for the marketing and registration process for FCCA events such as the Annual Caribbean Cruise Conference & Trade Show and the Gala Dinner. She also coordinates the Holiday Gift Project along with FCCA Member Lines to provide holiday gifts for the under-privileged children in the Caribbean, Mexico, South & Central America and organizes the Annual Platinum Advisory Council Cruise.

Prior to joining the FCCA in 1999, Terri worked for Royal Caribbean International for 10 years in the Shore Excursion Department. She worked closely with tour operators to design and organize specialty shore excursion programs for Groups. Her duties also included overseeing Royal Caribbean's signature Golf Ahoy! program in the Caribbean, Bahamas, Hawaii and Bermuda and assisting the Shore Excursion Manager with the day to day operations for the Caribbean and Bahamas.

A native Floridian, Terri lives in the Ft. Lauderdale area with her husband and their two dogs.



### Adam Ceserano ~ Manager: Marketing & Sales

Adam Ceserano, Manager of Marketing and Sales is responsible for the FCCA's special publications and quarterly magazines. He also coordinates and conducts the FCCA Customer Service Training Workshops along with all the research and statistical information for the Member Lines and Destinations.

Prior to joining the FCCA, Mr. Ceserano worked for Maxim Consulting firm in Ft. Lauderdale servicing such clients as IBM, ATTWS, and Motorola producing sales close to a million dollars in his first year and was the top producer of his team.

After college, Adam worked for the Miami Dolphins in the Special Promotions and Marketing Department in which he helped organize and run the children's program.

He attended Florida State University receiving a Master's Degree in Administration and also received a Bachelors Degree in Sports Management and Marketing.

Mr. Ceserano resides in Ft. Lauderdale, Florida.



### Gary Kane ~ Graphic Designer & Technical Coordinator

Gary is responsible for the creative layout and design of the FCCA Publications for print and web distribution.

A native of Canada Gary graduated in 1993 from St. Lawrence College in Kingston, Ontario Canada with a degree in Visual and Creative Arts - Graphic Design. After working several years in Ottawa Canada Gary relocated in 1997 to South Florida where he has work as Lead Web and Application Interface Designer and Media Architect before joining the FCCA staff.





### Victoria Lalta ~ Manager: Public Relations & Membership Programs

Born in Guyana, South America and raised in Tortola, BVI, Ms. Lalta began working for the Florida-Caribbean Cruise Association in 2000. As the manager of Membership Programs and Public Relations, she is responsible for promoting and marketing the FCCA Membership Programs, organizing the Platinum Membership Advisory Council events, the Associate Membership events, the World Cruise Tourism Summit during Seatrade and the coordination of the FCCA Membership Directory. She also works closely with Tropical Shipping on promoting the Cruise Conversion Program.

Under the FCCA Foundation for the Caribbean, Ms. Lalta is responsible for promoting the Foundation Essay and Poster Competition throughout the Caribbean, Mexico, South & Central America and the Special Olympics-Caribbean, of which she is a Board Member.

Prior to joining the FCCA in 2000, Ms. Lalta worked for Blockbuster Entertainment Group for 11 years in Ft. Lauderdale, Florida, before moving on as a financial analyst in the regional office in Atlanta, Georgia, where she handled the financial reporting for over 3000 video stores in the Southeast Zone.

Victoria lives in Broward County and sponsors two children with the Children's Christian Fund in Kenya and India.



### Monica Rojas ~ Executive Assistant

Born in New York and raised in Colombia, Mrs. Rojas began working with the FCCA in 2003. She is the executive assistant to the President, Michele M. Paige. She also assists in the coordination of the FCCA Foundation Donation Program for the Caribbean, Mexico, South and Central America and is responsible for organizing the vessel deployment for FCCA's 14 Member Lines.

She is currently pursuing her Bachelor's Degree in Business Management at Florida International University.

Monica, lives in Fort Lauderdale with her husband and her daughter.



### Frank Torres ~ Director of Operations

Frank as Director of Operations is involved in guiding the FCCA's activities on a day-to-day basis and oversees the FCCA gala, FCCA's Seatrade participation and the FCCA's Annual Caribbean Cruise Conference & Trade Show.





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# FLORIDA-CARIBBEAN CRUISE ASSOCIATION

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Miami, FL 33178-2428  
Tel: (305) 599-2600 • Fax: (305) 471-4700  
Website: [www.carnival.com](http://www.carnival.com)

## **CELEBRITY CRUISES**

1050 Caribbean Way • Miami, FL 33132  
Tel: (305) 539-6000 • Fax: (305) 374-7354  
Toll Free: (800) 437-3111  
Website: [www.celebrity-cruises.com](http://www.celebrity-cruises.com)

## **COSTA CRUISE LINES**

Venture Corporate Center II  
200 South Park Rd, Suite 200  
Hollywood, FL 33021-8541  
Tel: (954) 266-5600 • Fax: (954) 266-2100  
Website: [www.costacruises.com](http://www.costacruises.com)

## **CUNARD LINE**

6100 Blue Lagoon Drive, Suite 400  
Miami, FL 33126  
Tel: (305) 463-3000 • Fax: (305) 463-3010  
Website: [www.cunard.com](http://www.cunard.com)

## **DISNEY CRUISE LINE**

P.O. Box 10210  
Lake Buena Vista, FL 32830-0210  
Tel: (407) 566-3500 • Fax: (407) 566-3751  
Website: [www.disneycruise.com](http://www.disneycruise.com)

## **HOLLAND AMERICA LINE**

300 Elliot Avenue West  
Seattle, WA 98119  
Tel: (206) 281-3535 • Fax: (206) 281-0351  
Website: [www.hollandamerica.com](http://www.hollandamerica.com)

## **MSC CRUISES (USA) INC.**

6750 North Andrews AvenueFort Lauderdale,  
FL 33309  
Tel: (954) 772-6262 • Fax: (954) 776-5836  
Website: [www.msccruises.com](http://www.msccruises.com)



## **NORWEGIAN CRUISE LINE**

7665 Corporate Center Drive  
Miami, FL 33126  
Tel: (305) 436-4000 • Fax: (305) 436-4120  
Website: [www.ncl.com](http://www.ncl.com)

## **PRINCESS CRUISES**

24305 Town Center Drive  
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Tel: (661) 753-0000 • Fax: (661) 753-0133  
Website: [www.princesscruises.com](http://www.princesscruises.com)

## **RADISSON SEVEN SEAS CRUISES**

600 Corporate Drive, Suite 410 • Fort  
lauderdale, FL 33334  
Tel: (954) 776-6123 • Fax: (954) 772-4113  
Website: [www.rssc.com](http://www.rssc.com)

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Miami, FL 33132  
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Toll Free: (800) 327-6700  
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## **SEABOURN CRUISE LINE**

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Website: [www.seabourn.com](http://www.seabourn.com)

## **TOPAZ INTERNATIONAL CRUISES**

1015 North America Way, Suite 128  
Miami, FL 33132  
Tel: (305) 376-8600 • Fax: (305) 376-4375

## **WINDSTAR CRUISES**

300 Elliott Avenue West  
Seattle, WA 98119  
Tel: (305) 463-3000 • Fax: (305) 463-3010  
Website: [www.windstarcruises.com](http://www.windstarcruises.com)



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A history to discover.  
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*A St. John's Historic Windmill* has survived and still provides a glimpse into the past. This stone structure is made of local limestone and is one of the few remaining windmills in the Caribbean. It was built in 1782 and is now a popular attraction for visitors. The windmill is located on the grounds of the St. John's Historic Site, which is a beautiful area with many other historic buildings and a museum. The windmill is open to the public and is a great place to learn about the history of the island. For more information, visit [www.stjohns.gov.vi](http://www.stjohns.gov.vi) or call (800) 555-1234.

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# Carnival Cruise Lines

3655 N.W. 87th Ave • Miami, FL 33178-2428 • Phone: (305) 599-2600 • Fax: (305) 471-4700

Website: [www.carnival.com](http://www.carnival.com)



*Carnival Cruise Lines is the world's largest cruise line because they offer quality cruise vacations at affordable prices. Carnival operates 19 "Fun Ships" with voyages ranging from 2 to 17 days in length sailing to the Bahamas, Caribbean, Mexican Riviera, Alaska, Hawaii, the Panama Canal and the Canadian Maritime Provinces.*

*Carnival Cruise Lines prides itself on being "The Most Popular Cruise Line in the World" offering a wide variety of onboard amenities including a 24-hour pizzeria, spacious accommodations, full casino gambling, Las Vegas-style entertainment, "Camp*

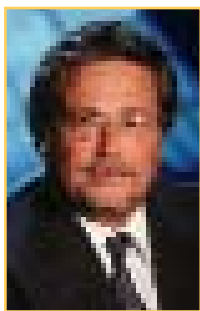
*Carnival" children's program, "Nautica Spa" health and fitness facility, choice of pools and a wide variety of clubs and lounges. Carnival also features the first non-smoking cruise ship, the Paradise.*

*"Today's Carnival" is committed to total guest satisfaction and continues to redefine contemporary cruising.*

## FLEET STATISTICS

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
Carnival Conquest	2002	2,974	110,000
Carnival Destiny	1996	2,642	101,353
Carnival Glory	2003	2,974	110,000
Carnival Legend	2002	2,124	88,500
Carnival Pride	2001	2,124	88,500
Carnival Spirit	2001	2,124	88,500
Carnival Triumph	1999	2,758	101,509
Carnival Victory	2000	2,758	101,509
Celebration	1987	1,486	47,262
Ecstasy	1991	2,052	70,367
Elation	1998	2,052	70,367
Fantasy	1990	2,056	70,367
Fascination	1994	2,052	70,367
Holiday	1985	1,452	46,052
Imagination	1995	2,052	70,367
Inspiration	1996	2,052	70,367
Jubilee	1986	1,486	47,262
Liberty	2004	2,974	110,000
Miracle	2004	2,124	85,500
Paradise	1998	2,052	70,367
Sensation	1993	2,052	70,367
Valor	2004	2,974	110,000





### Micky Arison ~ Chairman & CEO, Carnival Corporation & plc and **FCCA Chairman**

Micky Arison grew up in the cruise business and spent the better part of two decades learning it from the ground up before becoming chairman in 1990.

Arison, 54, followed his education with a two-year stint in Carnival Cruise Lines sales department. He became reservations manager in 1974, and took over the post of vice president of passenger traffic in 1976, succeeding to the presidency of Carnival in 1979. In 1990, he was appointed chairman by the company's board of directors.

Under his direction, Carnival Cruise Lines has introduced 18 new ships since 1982 - increasing capacity 10-fold and making it the largest, most successful cruise line in the world.

Following the introduction of the fourth vessel, the company went public in 1987, raising \$400 million for future expansion. The company continued its growth through the traditional avenue of new ship construction and also began to diversify expanding the company's cruise operations by entering new market segments of the industry.

By early 1989, Arison engineered the acquisition of the venerable Holland America Line, giving Carnival entrée to the premium segment of the cruise industry. The purchase also included Windstar Cruises and Westours (now Holland America Tours), a leading Alaska tour operator.

Today, Carnival Corporation also owns ultra-luxury Cunard Line, operator of the recently launched Queen Mary 2 – largest passenger vessel ever constructed – along with Seabourn Cruise Line, and Genoa, Italy-based Costa Cruises, Europe's leading cruise operator.

In April 2003, Arison spearheaded the dual listed company transaction combining Carnival Corporation's six cruise operators with the six brands of P&O Princess Cruises, creating a truly global cruise operator with the leading cruise brands in both North America and Europe. The P&O Princess Cruises transaction included Princess Cruises, P&O Cruises, Ocean Village, Swan Hellenic, A'ROSA, and P&O Cruises Australia.

Following the transaction, the company was renamed Carnival Corporation & plc and is traded on both the New York and London Stock Exchanges. It is the only company in the world to be included in both the S&P 500 and the FTSE 100 indices.

Arison's keen attention to marketing and growth priorities has resulted in pro forma revenues increasing 1,000 percent \$6.72 billion in a 15-year period.

Arison currently serves as chairman of the Florida Caribbean Cruise Association (FCCA), a trade organization whose mandate is to provide a forum for discussion on legislation, tourism development, ports, safety, security and other cruise industry issues. He is also past-chairman of the International Council of Cruise Lines (ICCL), a Washington, D.C.-based trade group focusing on the cruise industry's legislative issues. And, as managing general partner of the Miami Heat, he oversees the Arison family's majority holdings in this NBA franchise.

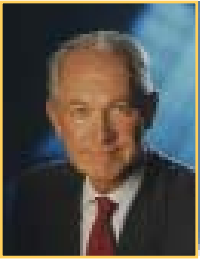


### David A. Candib ~ Senior Analyst, Strategic Planning

Mr. Candib's capacities as Senior Analyst chiefly consist of financial analysis and feasibility studies for Carnival Corporation's port development projects. He is responsible for the coordination of berthing for Carnival's corporate ports. Mr. Candib's other duties include market research and the evaluation of corporate port projects and other strategic planning issues.

Mr. Candib comes to Carnival Corporation holding a Master of Business Administration in Finance from the University of Miami and a Bachelor of Business Administration in Finance and Economics from Emory University.

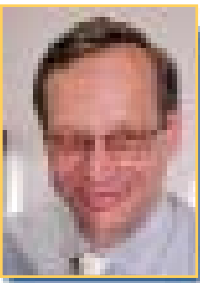
Mr. Candib's prior work experience is in the areas of investment banking and financial consulting, that of which he conducted with Salomon Smith Barney in Atlanta, GA and the May Davis Group in New York City.



### Howard Frank ~ Vice Chairman & COO

In this capacity, Howard Frank is responsible for directing the company's corporate-wide business development strategies. He also works closely with the management of all Carnival Corporation operating units in the development of strategic initiatives. Frank works closely with Micky Arison, the company's chairman, in providing oversight of the company's various worldwide operations. Frank joined Carnival Corporation as senior vice president-finance and chief operating officer in July 1989 and has served as the company's vice chairman and chief operating officer since January 1998.

Before joining Carnival, Frank was the partner in charge of accounting and auditing services with the South Florida offices of Price Waterhouse. He joined Price Waterhouse in 1966, was transferred to their Miami office in 1973, and admitted to the firm's partnership in 1975. His responsibilities with the firm included a number of diversified clients, largely focused on the cruise and travel industries.



### Giora Israel ~ Vice President, Strategic Planning, Carnival Corporation; President of Cozumel Cruise Terminal S.A. de C.V., Mexico (a Carnival affiliate); President of Carnival Ports, Inc.

Mr. Giora Israel, Vice President for Strategic Planning, Carnival Corporation, is a veteran of both the hotel and cruise industry at senior levels. A graduate of Tadmor Hotel College in Herzliyah, Israel, he served as Director of Sales and Marketing at the Tel Aviv Hilton and as General Manager of other hotels in Israel & The Bahamas. He also managed two marine parks and underwater observatories in The Bahamas and in St. Thomas, U.S. Virgin Islands before becoming a cruise industry consultant in 1990. In 1992, he joined Carnival Corporation as Director of Special Projects where he engaged in a variety of international activities for the line in Europe and other

parts of the world. This included an assignment to Greece as Senior Vice President of Epirotiki during the Carnival/Epirotiki joint venture. In his present position as Vice President Strategic Planning, Mr. Israel is involved with Carnival's international expansion. Other responsibilities include strategic developments relating to ports and other areas.

In addition, Mr. Israel serves as President of Carnival's Port Development Group, Chairman of its Mexico port operations company and as director for several of Carnival's affiliates. Mr. Israel has served as guest speaker in many international forums on tourism and the cruise industry in over a dozen countries.

Since his graduation, Mr. Israel has also spent time at various universities as a guest lecturer, including Barry University, the University of the West Indies, and served as a visiting fellow at both the Oxford and Cambridge Seatrade Cruise Academy.

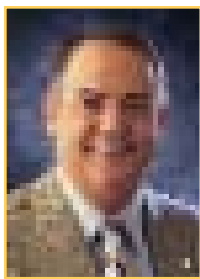
In 1999 Mr. Israel, together with co-author Dr. Lawrence Miller of FIU in Miami, published the first dictionary of the cruise industry in London.



### Mary Sloan ~ Director, Risk Management

Mary Sloan was Director of Risk Management at Marine Transport Lines in New York, an operator of tankers, bulk carriers and special purpose built vessels. Subsequently, she joined Lykes Lines, a liner company operating container and breakbulk ships, as head of their Risk Management and Claims Department in New Orleans.

Mary joined Carnival Cruise Lines in 1993 as Director of Risk Management and became the overseer the corporation's insurance program in 1999.



## Roger Blum ~ Vice President, Cruise Programming

Roger Blum joined Carnival Cruise Lines in 1972 as a bar waiter aboard the Mardi Gras during a summer break from high school. After working on board during vacations and school breaks and graduating from the University of Florida with a degree in economics/business administration in 1978, Roger began working for Carnival full-time as a junior purser.

In 1979, he was promoted to Executive Chief Purser (now called Hotel Director) and served in this capacity until coming ashore in October 1985 to work in the Operations Department; three months later he was promoted to Operations Manager.

In 1991, the lure of the sea called once again and he returned to travel to Helsinki for the Ecstasy's final stages of construction during which he served as hotel manager. Roger then continued at sea to establish the on-board procedures currently used by the line's Hotel Managers.

In 1993, he came ashore to assume the position of Director of Operations and currently holds the position of Vice President of Cruise Programming. His responsibilities include onboard entertainment, programming, producing all Carnival Productions shows, start up and introductions of all new vessels, as well as activities in ports of call and developing new ports and itineraries. Roger has spent 30 years in the Cruise Industry, and loves his relationship with all of the destinations. He lives in Miami Beach with his wife Marie, son Max and daughter Ashley.

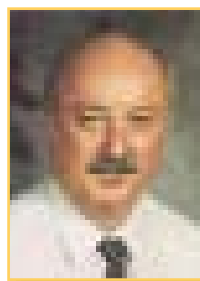


## Robert Blythman ~ Manager, Tour Operations

Robert, with ten years of London hotel experience, joined Carnival in 1993 as a Junior Purser. During his time with Carnival Robert has enjoyed the many itineraries offered in the Caribbean as well as Europe, Hawaii and Alaska.

In 2000, as Chief Purser, Robert was involved with the newly formed onboard Shore Excursion department and joined the Tour Operations shore-side team in 2002.

As Manager of Tour Operations Robert is involved with many aspects of the operation that enables the Shore Excursion teams to run a successful onboard operation.



## Gordon Buck ~ Director, Port Operations

Gordon graduated from Lehigh University in 1976 with a Master's Degree in Business Administration. Gordon's career began in 1978 as Equipment Manager at Concord Nopal Lines, a corporate affiliate of Carnival Cruise Lines. He was hired by Carnival in June 1986 as Operations Supervisor and served in that capacity on the Mardi Gras, Jubilee, and Holiday.

Beginning with the Ecstasy in 1992, he has been instrumental in the start-up Operations of each of the new vessels that have subsequently joined the fleet. Gordon was promoted to Manager of Port Operations in March 1996. In March 1999, he assumed his current position as Director of Port Operations.







### Amilicar "Mico" Cascais ~ Director, Tour Operations

Prior to joining Carnival, Mico Cascais attended West Virginia University, where he received his Bachelor of Science Degree in Engineering.

July of 1984 he joined Carnival Cruise Lines as a Purser on board the TSS Carnivale, where he progressed through the ranks to Hotel Manager. In 1993 he left Carnival and later worked with Renaissance Cruise Lines under the same capacity of Hotel Manager for two years.

August of 1997 Cascais moved to Florida with his wife Tonka and again joined Carnival Cruise Lines, this time in the corporate office under the capacity of ships Supervisor in the Operations Department. In 1999 he was promoted to Manager of the newly-created Tour Operations

Department. Currently, as Director of the department, Cascais, with the help of his shoreside and onboard staff, continues to strive in enhancing the shore excursions program on all of Carnival's "Fun Ships".



### Brendan Corrigan ~ Sr. Vice President, Cruise Operations

Prior to joining Carnival, Corrigan was a marine and fumigation surveyor for the British company, Rentokil Limited. He received his Bachelor of Science degree from Glasgow University in 1976.

Corrigan joined Carnival in 1978, working aboard several ships as a sanitation officer until 1982, when he became shoreside ship supervisor of the Festivale. He has since served as Operations Manager and Director of Operations. In 1992, he was promoted to Vice President, Operations. In May 2000 he was promoted to his current position as Senior Vice President, Cruise Operations.

During the process of achieving compliance under the International Safety Management Code (ISM), Mr. Corrigan completed a 3 day ISM Code Awareness course conducted by Lloyd's Register of Shipping. He is the Incident Commander under the guidelines and policies of Carnival Cruise Lines' Incident Response Plan.

He serves on the Board of Directors for the Northwest CruiseShip Association (N.W.C.A.), and is a member of both the International Council of Cruise Lines (I.C.C.L.)/U.S. Coast Guard Partnership Action Team (PAT) and the **Florida - Caribbean Cruise Association (F.C.C.A.) Security/Operations Committee**. In addition, Mr. Corrigan is a member of the Board of Governors of the Brevard Community College Foundation.



### Glen Dean ~ Manager, Tour Operations

Glen joined Carnival in 1996 as a Junior Purser on the m/s Fascination and served on a number of Carnival vessels including both the Elation & Paradise during their inaugural seasons.

In 2000 Glen left the ships as a 2nd Purser to pursue life on land and joined the newly formed Tour Operations department as a Coordinator and later Supervisor.

Currently, he holds the position of Manager, Shore Excursion Pre-Sales where he is responsible for the implementation and eventually the day-to-day operation of the sale and promotion of Shore Excursions on the Internet.





## Robert H. Dickinson ~ President

Bob Dickinson, 60, joined Carnival Cruise Lines in 1972. Since that time, he has been responsible for all sales and marketing activities. In May 1993, he was promoted to president. In that position he oversees all operations of Carnival Cruise Lines. He also serves on the board of directors of parent company Carnival Corporation. In May of 2003, Chief Executive Officer was added to Dickinson's title to better reflect his role with the company.

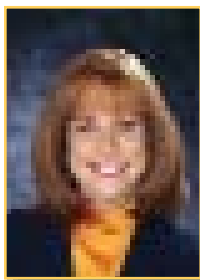
Travel Trade Readers named Dickinson "Travel Executive of the Year" in 1988 and again in 1999 and his Marketing honors include the ATME Atlas Award and the TIA Hall of Leaders designation. Advertising Age Magazine named him one of the 100 Best Marketers in the Nation. He is former vice-chair for the United States National Tourism Organization and the co-author of the book *Selling the Sea, An Inside Look at the Cruise Industry*. He is currently the Honorary Consul of Monaco, for Florida, Puerto Rico and the US Virgin Islands.

Dickinson's accomplishments and associations include: Chairman Camillus House Board of Directors, 1998 Campaign Co-Chairman for the United Way of Miami-Dade County, 1996 Chairman for the Archbishop's Charities & Development Appeal, member of the Board of Directors for the United Way of Miami-Dade County, the National Foundation for Advancement in the Arts (NFAA), the Board of Trustees for St. Thomas University and the Board of Directors of FIU (Florida International University) Foundation.

Dickinson is a former Chairman of Cruise Lines International Association (CLIA), a trustee of the Greater Miami Chamber of Commerce, a fellow of the Institute of Certified Travel Agents. Dickinson is also past Chairman of the Travel Industry Association, a former Chairman of the Miami Beach Visitor's & Convention Authority and Miami's Academy for Tourism. He is a Certified Travel Counselor.

He received his BSBA in management from John Carroll University and his MBA from Duquesne University. He was awarded an Honorary Doctor of Business Administration Degree from Johnson & Wales University.

His hobbies include chess, golf, wine appreciation and fine dining. He is a member of numerous wine organizations including Society of Bacchus America, the International Wine & Food Society, the Commanderie de Bordeaux, and the Confrerie de la Chaine de Rotisseurs. He and his wife, Jodi, reside in Coral Gables and have four children and seven grandchildren.



## Vicki L. Freed ~ Senior Vice President of Sales & Marketing

As senior vice president of sales and marketing for Carnival Cruise Lines, the world's largest cruise operator, and former chairman of Cruise Lines International Association (CLIA), Vicki L. Freed is one of the highest ranking and most recognizable female executives in the travel industry.

Freed began her career with Carnival in 1978 as Southern California regional sales manager, earning the company's "Rookie of the Year" award for outstanding effort. In 1982, she was promoted to sales director for Southern California, responsible for the territory spanning Los Angeles north to San Luis Obispo.

After being named Carnival's "Salesperson of the Year" in 1984 and again in 1987, Freed was promoted to director of sales - western region in May of 1989. In this position, she directed 19 sales representatives in 10 states throughout the western portion of the country.

In June of 1993 Freed was appointed to her current position of senior vice president of sales and marketing. Based at the company's headquarters in Miami, she has overall responsibility for all sales and marketing activities of the largest cruise line in the world. Under Freed's direction, Carnival's sales department has won numerous accolades, including being named one of "America's Best" by Sales and Marketing Management Magazine.

Freed recently completed a two-year term as chairman of CLIA, the marketing and travel agent training arm of the North American cruise industry. In her role as chairman, Freed oversaw CLIA's various programs designed to build consumer interest in cruising and help travel agents expand their cruise sales.

Over the years, Freed has also been recognized for her role as a leading cruise industry marketer. In August 2000, Freed was appointed by Florida Governor Jeb Bush to the Florida Commission on Tourism, a private/public partnership that is responsible for promoting Florida tourism.

She has also been nominated by the Association of Travel Marketing Executives (ATME) to serve on that organization's board of directors, and has been named one of the "100 Most Powerful Women in Travel" by Travel Agent Magazine.

Freed attended San Diego State University, earning a bachelor's degree in business with an emphasis in marketing from the University of Colorado. She also holds a Certified Travel Counselor (CTC) designation.

Freed also serves on the board of directors for the South Florida chapter of the Make-A-Wish Foundation, an organization dedicated to enriching the lives of children with life-threatening illnesses. She was recently invited to become a founding member of the Institute of Shipboard Education's board of directors and is a trustee of the United Way of Miami-Dade County.

Freed resides in Weston, Fla., with her husband and three children.

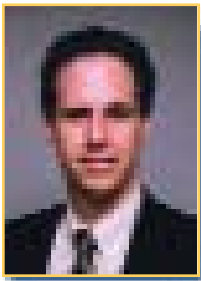


### Elaine Heldewier ~ Environmental Director

Elaine Heldewier is currently the Environmental Director of Carnival Cruise Lines; she started with the company in 1999. Her responsibilities include the development and implementation of fleet wide environmental programs, evaluation of technological and logistical initiatives from a sustainability perspective. In addition, she directs Carnival Cruise Lines environmental partnerships with private and government sectors at a national and international level.

Mrs. Heldewier participated in the development of the State of Florida and Cruise Line Industry Memorandum of Understanding (MOU), for waste management practices in 2000 and had a lead role in the signing of the Hawaii MOU in 2002. She leads Carnival's partnership with the US National Oceanic and Atmospheric Administration (NOAA) for advance oceanographic programs. She has also collaborated in the first cruise line industry and US Environmental protection agency joint research project for the Cruise Ship Plume Tracking Survey Report in 2000. Last, she coordinated the cruise line industry first sets of environmental roundtables.

Prior to joining Carnival Cruise Lines Mrs. Heldewier coordinated environmental programs for various companies such as Boston Scientific Corporation and Bexter Diagnostics Inc. She has a Masters Degree in Public Health from Florida International University and a Bachelors of Science from the University of Miami in Microbiology & Immunology with a minor in Chemistry. She is also on the Board of Directors of the Florida Ocean Alliance.



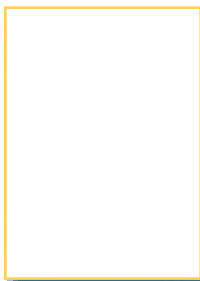
### Joe Lavi ~ Vice President of Purchasing

Joe Lavi joined Carnival Cruise Lines in 1981 in the purchasing/warehouse department and moved to the casino department as a purchasing agent in 1983. He left Carnival in 1984 to pursue opportunities in the construction field after obtaining a general contractor license.

He rejoined Carnival in 1989 and held a number of positions within the purchasing department, including director and staff vice president, prior to being named vice president of purchasing earlier this year.

As vice president of purchasing, Lavi is responsible for the day-to-day operation of the department, which supplies all food, beverage and hotel items necessary for Carnival's fleet. He also oversees corporate casino purchases and shore side purchasing.

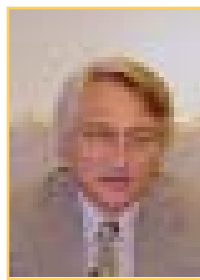




## David Mizer ~ Vice President, Strategic Sourcing Global Source

David Mizer's career began with Carnival Cruise Lines from 1980 to 1984 in the position of Food Services/West Coast Manager for Seachest Associates. In 1993 David rejoined the Carnival team as Director of Purchasing, Food & Beverage. He extensive knowledge of the food industry has extended into the publishing arena where he has authored college textbooks in this field. In June 2000 David was promoted to Staff Vice President of Purchasing, Food & Beverage. As of June 2001 David received another promotion to Vice President Strategic Sourcing for Carnival Global Source.

David resides in Fort Lauderdale with his wife, Rieta. He is the father of two grown daughters and grandfather to four. His current title is Vice President Strategic Sourcing Carnival Global Source where he sources food and beverage for all Carnival companies; Carnival, Holland America, Cunard and Costa.



## Francesco Morello ~ Director, Carnival Ports, Inc.

Born in Italy and raised in Germany, Mr. Morello has over 30 years of experience in the Development, Construction and Real Estate industries, both in Europe and in the United States. His previous endeavors, prior to joining the Carnival team, involved the development, financing, construction, leasing and management of a highly successful midwest industrial park of over 600,000 sq. ft.; site selection for a major South Florida builder; budget development and review; supervision for quality, design and time frames; oversight of development of plans, production, and sales as well as financing of the final product.

During the largest real estate recession in South Florida, Mr. Morello was retained to reshape and take charge of all sales and marketing responsibilities for a major South Florida developer who had over \$100 million in unsold condominium and retail/office center inventory. Within the first 12 months, he successfully generated over 00 million in sales for the project from a zero sales base and went on to establish the project as the "premier" condominium project of its time. In less than 5 years, Mr. Morello successfully liquidated the entire inventory, and at a sizable profit to the investors.

Mr. Morello joined the Carnival family as Director for the Carnival Ports, Inc. to assist in the development of ports for Corporate Strategic Planning. His skills in negotiating and executing plans firmly and within budget, are evidenced in Carnival ports like Puerto Maya, Cozumel, Mexico and San Juan. Presently, Mr. Morello is involved in negotiations for various additional ports throughout the Caribbean as well as being responsible for overseeing current and future cruise terminal projects worldwide. Mr. Morello works closely with and reports directly to Giora Israel, Vice President Corporate Strategic Planning.

Originally educated in Italy and Germany, Mr. Morello also attended the University of Miami in Coral Gables, Florida, to complete his studies in Real Estate and Finance. Mr. Morello has also achieved the professional designations of CRB, GRI, CRS, and CCIN4. He is fluent in English, Spanish, Italian and German.



## Gardiner Nealon ~ Manager, Port Logistics

Prior to joining Carnival, Mr. Nealon graduated from the United States Merchant Marine Academy, Kings Point, N. Y. Mr. Nealon received a Bachelor of Science Degree, Commission in the U.S. Naval Reserve and a Third Mates license in 1984. Capt. Nealon was a maritime deck officer on various types of vessels, culminating with serving as Captain. During his sailing career, Capt. Nealon served during the Persian Gulf War for Operation Desert Shield and Storm. He was also involved in humanitarian missions to Somalia and the Haitian/Cuban refugee crisis. Capt. Nealon then went shoreside, working as a consultant and surveyor for various ship owners and charterers, and was a designated inspector for the Bahamas Maritime Authority.

In Jan 2000, Captain Nealon joined the Carnival family as a Supervisor of Port Logistics. He is responsible for organizing berthing requests for present and future itineraries.





### Terry L. Thornton ~ Vice President, Marketing Planning

Terry Thornton's background in the cruise industry spans more than 20 years beginning with financial and marketing positions at Norwegian Cruise Line from 1977 to 1982. He then moved on to spend five years at Sea Goddess, where, as co-founder and Chief Operating Officer, Thornton played an integral role in launching that operation. Thornton then served as Vice President of Finance for Windstar Cruises for two years until joining Carnival.

In 1989, Thornton joined the Carnival marketing team as Manager of Special Projects. He was promoted to Vice President, Marketing Planning in 1992 and is responsible for Carnival's marketing and revenue planning functions. Terry represents Carnival Cruise Lines in the ***Florida-Caribbean Cruise Association as Chairman of the Marketing Committee.***

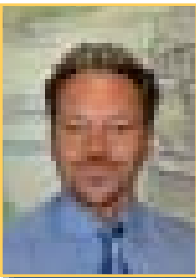


### Capt. Domenico Tringale ~ Senior Port Captain

A native of Italy, Capt. Domenico Tringale began his career in 1957 as Deck Cadet Officer with Sitmar Cruise Line. In 1978 was promoted to Master. In 1985, he moved shoreside in Los Angeles as Vice President Fleet Operation. In 1990, after Sitmar was absorbed by P&O (Princess Cruises), he moved to their office in U.K. as Marine Director.

In 1992 he moved to Miami with Costa Cruise Lines as Vice President Marine Operation.

In 2000 he became Senior Port Captain with Carnival Cruise Lines.



### Leon Sutcliffe ~ Manager, Cruise Operations

Leon Sutcliffe Joined Carnival Cruise Lines in 1994 from British Environmental Services company Rentokil Initial, where he was employed as a Surveyor. He served aboard the T.S.S Fiesta Marina as a Sanitation Officer, going on to serve on all CCL vessels until he came shore side in 2000 as Port Operations Supervisor, responsible for liaison with all local & foreign government agencies & Port Authorities in facilitating the port entry & clearance process of the Vessels.

In 2003 Leon was promoted to Manager, Cruise Operations. He is also responsible for the day to day operation of all onboard concessions in the areas of Spa, Gift Shop, Art Auctions, Store

Promotions & Golf.

He is an active member of the ICCL \ INS Working group responsible for addressing policy matters regarding Immigration & Customs Issues.



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## FLEET STATISTICS

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
Century	1995	1,750	70,606
Constellation	2002	1,950	91,000
Galaxy	1996	1,870	77,713
Horizon	1990	1,354	46,811
Infinity	2001	1,950	91,000
Mercury	1997	1,870	77,713
Millennium	2000	1,950	91,000
Summit	2001	1,950	91,000
Zenith	1992	1,374	47,255
Xpedition	2004	98	2,329





## David Llewellyn ~ Associate VP, Shore Excursions & Explorations!

Captain Yoannis Miskis was born in Chios, Greece where in 1952 he attended Navigation School and graduated as an Apprentice Deck Officer. After graduating he went to work on cargo ships and with the exception of working in Japan as a Deck Superintendent during 1957-58, he continued on cargo ships until 1961.

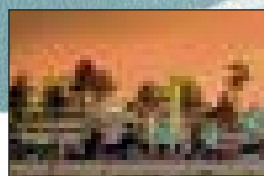
In 1961, he served in the Greek Navy for two years as a Commander of an ocean salvage boat for NATO. In April 1963, he joined Chandris Line as a Chief Officer, becoming Staff Captain in 1967 and Master in 1970. In 1973, he attended Morley College in London, England where he received a diploma in Shipping Business Administration & Trade.

He continued at sea as a Master until 1983 when he came ashore to Miami as Vice President of Marine Operations where he continues in this capacity today. He is actively involved in the FCCA, ICCL and serves on the Board of Directors of the NWCA.





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*Costa Cruise Lines, owned by Carnival Corporation, offers itineraries that span from 7 to 16 night voyages sailing throughout the Mediterranean, Northern Europe, Transatlantic, South America and the Eastern & Western Caribbean.*

## FLEET STATISTICS

### NAME

Costa Allegra  
Costa Atlantica  
Costa Classica  
Costa Europa  
Costa Fortuna  
Costa Marina  
Costa Mediterranea  
Costa Magica  
Costa Romantica  
Costa Tropicale \*\*  
Costa Victoria

\*\* (Refurbished 1998)

### YEAR BUILT

1992  
2000  
1991  
2002  
2003  
1990  
2003  
2004  
1993  
1982  
1996

### PAX CAPACITY

820  
2,114  
1,308  
1,744  
2,720  
776  
2,114  
2,720  
1,356  
1,022  
1,928

### TONNAGE

30,000  
85,000  
53,000  
53,872  
105,000  
25,500  
86,000  
105,000  
53,000  
36,700  
76,000





## David L. Christopher ~ Senior Vice President, Passenger Services

David L. Christopher was appointed Senior Vice President, Passenger Services in August 1993. In his position, he manages all of Costa's North American Passenger Service activities, including Reservations, Groups, Air/Sea, Inventory Control, Special Services, Documentation and Embarkation/Debarcation support at Port Everglades.

Christopher has 40 years of diversified cruise, airline and travel management experience. Prior to joining Costa, he was Executive Vice President of Sales, Marketing and Passenger Services for Commodore & Crown Cruise Lines. He has extensive experience in the airline industry in sales, marketing and Operations. During his career, he has worked in executive positions for Costa,

Norwegian Cruise Lines, Eastern Airlines and Pan Am.

He is a graduate of the University of Miami with majors in Management and Marketing. He also attended the University of Miami for postgraduate studies.

David L. Christopher currently resides in Miramar, Florida with his wife.



## Hans Hesselberg ~ Vice President, Hotel Operations/Services

Hans Hesselberg came to Costa Cruises in 1995 as Vice President of Hotel Operations/Services. His role has been instrumental in creating product guidelines for Costa's Caribbean Season while also overseeing the operation of the Hotel and Vessel Operations.

Hesselberg has over 20 years of Hotel Management experience in the cruise industry. Prior to joining Costa, Hesselberg has worked in executive positions for American Hawaii Cruises, Commodore Cruise Lines, Scandinavian World Cruises and Norwegian Cruise Lines.

After being released from military service, Hesselberg attended the Norwegian Hotel Management School in Stavanger, Norway where he received a BS in Hotel Management. He later completed advanced Financial Management courses at Cornell University.

Hans Hesselberg currently resides with his wife in Miami and is a member of the Rotary Club of Miami, the Chaine des Rotisseurs, the Torque Blanc, and was founder and former President of Les Amis d'Escoffier Society of South Florida.





### Linda Parrotta ~ Vice President, Marketing

Linda Parrotta is Vice President, Marketing for Costa Cruise Lines, Europe's #1 Cruise Line. Linda brings to Costa more than 15 years of travel advertising and marketing experience. She joined Costa as Director of Marketing Services in 1993 and was promoted to Vice President in 1995.

In her current position, Linda Parrotta oversees Costa's in-house marketing/advertising department which is responsible for everything from the creation and productions of advertising and collateral materials to media and direct mail as well as merchandising, promotions and public relations.

Prior to Costa, Linda held positions in account management at both Harris Drury Cohen and bbd advertising agencies specializing in both travel and retail accounts.

Some of Linda's many accomplishments while at Costa include the development of the company's "Cruising is good. Cruising Italian Style is Magnifico" slogan, as well as the successful integration of "Cruising Italian Style" and Europe's #1 cruise line within the line's positioning.

"Linda approaches the marketing of our products for a very creative perspective. This creativity coupled with her experience and knowledge of the travel industry have been instrumental in her successful management and achievement of Costa's marketing objectives", said Dino Schibuola, President and CEO of Costa Cruises.

Linda resides in Ft. Lauderdale, Florida with her husband and 3 children.



### Dino Schibuola ~ President and CEO

Dino Schibuola, Chairman and CEO of Costa Cruise Lines N.V. – Miami, is responsible for Costa activities in North, Center and South America.

Born in Genoa 57 years ago, married, two sons, Schibuola, a Bachelor Degree in Economic Science, is in Costa since 1984, with an experience as senior Executive in Celebrity Cruises from 1990 to 1993.

He rejoined Costa in the U.S. as President and CEO of Costa Cruise Lines N.V., based in Miami and from July 2003 assumed also the responsibility for the Latin America, reporting to him also Costa Cruzeiros Lda, Sao Paulo – Brazil and Costa Cruceros S.A., Buenos Aires – Argentina.





## *Now Sailing Under The Same Flag*

Gee & Jenson is known as a leader in waterfront development, creating cruise terminals for ports throughout the world. CH2M HILL's efficient designs for cargo handling help clients compete globally. Now these firms have come together, delivering innovative and comprehensive services to port clients everywhere. Two names trusted in waterfront design and development are now one stop for all your port needs.



Port of Gulfport (MSPA)



Port of Tampa



Port of New Orleans



Port of Jacksonville

*Navigation Studies*

*Cruise Terminal Design*

*Master Planning*

*Waterfront Structures*

*Port Feasibility Studies*

*Gangways*

*Container Terminals*

*Maritime Facilities*

*Operation and*

*Harbor Design*



*Marketing Plans*



# Cunard Line

6100 Blue Lagoon Drive, Suite 400 • Miami, FL 33126 • Phone: (305) 463-3000 • Fax: (305) 463-3010  
Website: [www.cunard.com](http://www.cunard.com)



*Cunard Line, one of the world's most recognized brand names with a classic British heritage, proudly continues a tradition of luxury cruising that began in 1840. With over 160 years of service, Cunard sets the standard of traditional British elegance, superb White Star Service, gourmet cuisine and sumptuous accommodations.*

*Cunard Line, a unit of Carnival Corporation, offers cruise vacations to some of the world's most exciting destinations.*

## FLEET STATISTICS

### NAME

*Caronia*  
*Queen Elizabeth 2*  
*Queen Mary 2*

### YEAR BUILT

1973  
1969  
2003

### PAX CAPACITY

1,044  
2,712  
2,620

### TONNAGE

24,492  
70,327  
151,400





## Rolf Hensche ~ Director, Procurement & Logistics

Rolf Hensche, director of procurement and logistics for Cunard Line Limited, has worked for nearly two decades in the cruise industry. His position of overseeing all purchasing-related issues for the technical and hotel departments for Cunard and the Yachts of Seabourn comes with a variety of responsibility. Not only does he maintain the loading and storing schedules for all ships, he also controls the freight and logistics for everything coming to and from the vessels, all warehousing and storing, budgeting, and contractual agreements with vendors around the world.

A native of Germany, Hensche joined Cunard Line 15 years ago and worked on the former Sea Goddess I and II as well as Caronia in a variety of positions including provision master, maitre 'd and chief purser. In 1996 Hensche made the transition into Cunard's New York headquarters as the manager of operations for both Goddess vessels. Hensche moved with Cunard to the company's Miami headquarters in 1998 as the project manager of software installation. From there he was manager of food and beverage and manager of hotel inventory control before taking his current position in 2002.

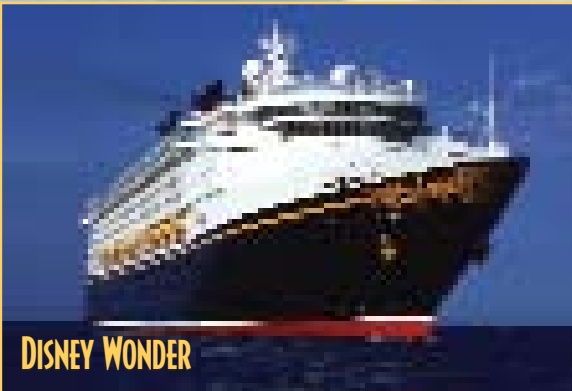
Cunard Line was not Hensche's first experience at sea. In 1985 he tasted life on board a ship for the first time when he joined Royal Caribbean for a brief period. Prior to going to sea, he earned a hotel business degree in Germany and owned his own restaurant.

Hensche resides in Coral Gables, FL, with his wife, Marina.



# Disney Cruise Line

P.O. Box 10210 • Lake Buena Vista, FL 32830-0210 • Phone: (407) 566-3500 • Fax: (407) 566-3751  
Website: [www.disneycruise.com](http://www.disneycruise.com)



*Disney Cruise Line offers guests magical voyages that only Disney could create.*

*The Disney Magic offers a seven-night Caribbean cruise vacation that features magical entertainment, a unique dining experience for all ages and a clever programming series during sea days.*

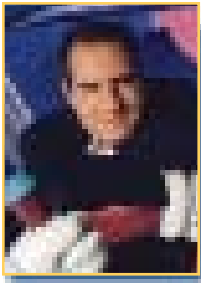
*The Disney Wonder offers one-of-a-kind land and sea vacations that combine the fun and excitement of the Walt Disney World Resort with the enchantment of a Disney Cruise Line voyage to The Bahamas.*

*All cruises feature a day at Castaway Cay, Disney's private island paradise in The Bahamas. Four and three-night cruise only bookings are also available.*

## FLEET STATISTICS

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
Disney Magic	1998	1,750	83,000
Disney Wonder	1999	1,750	83,000



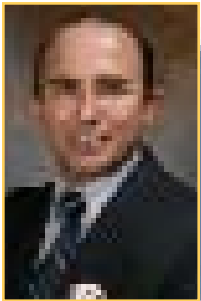


### Jim Alessandro ~ Vice President, Marketing

Alessandro, who was named to the top marketing post in August 2000, is responsible for the strategic direction of Brand Management, Public Relations, Guest and Cast Communications, as well as industry and community relations for the line.

In 1993, Alessandro joined Walt Disney World Marketing. Prior to joining Disney Cruise Line, he was Director of Brand Management, where he was responsible for the direction of marketing activities for each of the four Walt Disney World theme parks, water parks, Downtown Disney and Disney's Wide World of Sports.

Prior to joining Disney, Alessandro was an Account Manager for Saatchi and Saatchi in Los Angeles and a media planner at Foote Cone and Belding, Chicago. Alessandro is a member of the M.B.A. curriculum board at the University of North Carolina, Chapel Hill. Born in 1963, and a native of Cleveland Heights, Ohio, Alessandro graduated from Miami University, Oxford, Ohio. He resides in downtown Orlando, Florida.



### Ozer Balli ~ Vice President, Hotel Operations

Ozer Balli is vice president of hotel operations for Disney Cruise Line.

Since August 2003, Balli has been responsible for hotel operations aboard both the Disney Magic and Disney Wonder, including food and beverage operations, guest services, shore excursions, stateroom accommodations, laundry, spa, photography, merchandise and operating participants, as well as the operation of Castaway Cay. In addition, he also oversees labor scheduling and integration as well as the purchasing and logistics departments ashore.

Balli previously served as hotel director for Disney Cruise Line, responsible for the administration and operation of the shipboard hotel departments. From 1997 to 1999, Balli was food and beverage manager, responsible for day-to-day operations.

Before joining the Disney team, Balli served as food and beverage manager and hotel manager for Royal Caribbean International (RCI). He also helped launch five RCI vessels in various domestic and international markets.

Born in Istanbul in 1961, Balli earned his Bachelor Degree in Hotel and Business Administration from the Institute Hotelier Ritz. He currently resides in Celebration, Fla.

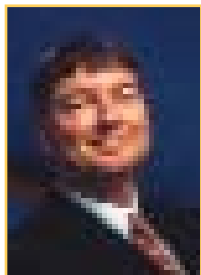


### Gail Brown ~ Manager, Government & Community Relations

Gail Brown works in Government and Community Relations at Disney Cruise Line and is responsible for developing and implementing programs in the Disney Cruise Line ports of call. Through partnerships with the local governments and communities, Gail has brought several signature Disney outreach programs to the Caribbean, including Jiminy Cricket's Environmental Challenge in Grand Cayman and Disney's Reading Together program in Nassau and St. Thomas. Prior to Disney Cruise Line, Gail worked in Community Relations at the Walt Disney World Resort for five years driving the company's United Way campaign, Dreamers and Doers program and several other signature programs. In 1999 she was awarded the Walt Disney World Company, YMCA

Black Achiever Award, and was recognized by Orlando Magazine as one of the 'Up and Coming 20 Leaders of 2000.' Just recently she was recognized by fellow Cast Members as a 2004 Partners In Excellence nominee, one of the highest honors at the Walt Disney World Resort. Gail is a graduate of the University of Memphis and currently resides in Orlando, Florida.





### Frank De Heer ~ Vice President, Marine and Technical Operations

A 23-year veteran of the cruise industry, De Heer was named to this post in 1998 and is responsible for the overall safety and government regulations, navigation and maintenance of the line's vessels including all technical hotel and entertainment equipment.

Prior to joining Disney Cruise Line, De Heer served various posts at Holland America Line where he was responsible for the maintenance, technical Operations and repair budget for the Windstar fleet and Holland America Line's large cruise ships.

De Heer began his career with Holland America Line as a shipboard engineer on the SS Rotterdam and SS Statendam. He was selected to oversee the direction for several new builds in France and retired his shipboard career to manage the marine and technical aspects of the fleet. Under De Heer's supervision, the line experienced a significant growth period as the fleet grew from four ships to ten.

A member of the Society of Naval Architects and Marine Engineers, De Heer earned his Bachelor of Science in mechanical and marine engineering. He currently resides in Windermere, Florida.



### Karl Holz ~ President, Disney Cruise Line;

Holz leads a cast and crew of more than 3,000 and is responsible for the entire Disney Cruise Line operation, which includes the Disney Magic and Disney Wonder cruise ships, Disney's private island, Castaway Cay and Disney's Port Canaveral cruise terminal. He also oversees entertainment, finance, shore side travel operations, marketing, and sales and business development functions.

Before joining Disney Cruise Line, his responsibilities included leading the day-to-day operations of theme parks, resort operations and entertainment complexes at the Walt Disney World Resort.

Since November 2002, Holz managed Disney's newest line of business, Magical Gatherings, which was inspired by travel trends first observed at Disney Cruise Line. He was promoted to senior vice president of operations in 2001, and was named vice president of Epcot in 2000 after joining Disney in 1996 as vice president of Downtown Disney.

Prior to joining Disney, Holz was vice president of theme parks for Knott's Berry Farm and was the president and chief operating officer of Sky Chefs/Concession Air.

He is the Chairman of the Board for Special Olympics Florida, and has been affiliated with the organization for the past seven years.

Born in 1951 in Germany, Holz earned a Bachelor's degree in Business Administration from the State University of New York, Fredonia. He currently resides in Orlando, Fla.



### Scott James ~ Manager, Marine Operations, Safety and Regulatory Training

Scott James is currently the Manager of Marine Operations, Safety and Regulatory Training. He is responsible for the marine Operations, security and standards of training certification and watchkeeping for seafarers compliance.

James started his Disney Cruise Line career as First Officer and Safety Officer of the Disney Magic in 1998. Prior to that, he spent eight years as the Chief Mate and Captain of the training ship at State University of New York Maritime College.

He began his career at Admiral Cruise Line and Royal Caribbean International as Staff Captain and Navigation and Safety Officer. James has a United States Coast Guard Unlimited Masters License and is a member of the Council of American Master Mariners. He is a graduate from State University of New York Maritime College. James was born in New York. He currently lives in Merritt Island, Florida.







### Thomas M. McAlpin ~ Senior Vice President, Operations

McAlpin is responsible for shipboard operations, purchasing and logistics, entertainment, programming and Operations integration, risk management, marine and technical Operations and shoreside travel Operations.

McAlpin has been with the line since its inception in November 1995. As Vice President of Finance, Business Development and Shoreside Travel Operations, he developed the business plan and negotiated the ship contracts, island purchase, terminal development and motorcoach arrangements.

Prior to joining Disney, McAlpin was the Director of Corporate and Financial Planning for Royal Caribbean Cruises, Ltd., where he was responsible for developing the corporate strategic plan,

annual operating plans and critical financial and strategic analysis.

McAlpin began his career as a CPA Senior Auditor for KPMG Peat Marwick in 1981. He became the Chief Financial Officer for the CSB Leasing Group in 1984, and joined Royal Caribbean in 1986.

Born in 1959 and a native of Miami, Fla., McAlpin is a graduate of Florida State University. He also earned an M.B.A. from the University of Miami in 1990. He currently resides in Orlando, Florida.



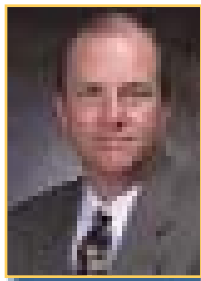
### Don Moody ~ Buyer Specialist

Don Moody is the Buyer Specialist for Hotel Operations, Entertainment, Marine and Technical for Disney Cruise Line. He manages the team responsible for supplying and tracking all items for the Disney Magic, Disney Wonder and Disney's private island, Castaway Cay.

Don contacts vendors, negotiates contracts, leverages buying power and implements efficiencies to keep the ship and island operations running smoothly for Guests and Crew. He also oversees the purchasing and logistics for the Disney Cruise Line dry dock maintenance and special projects throughout the years.

A graduate of Barrington College in East Providence, Rhode Island, Don's career with the Walt Disney Company spans more than 12 years. He has previously worked at the Walt Disney World Resort as a buyer for the opening team at Disney's Animal Kingdom theme park. Don's career has also included purchasing positions within companies such as Caterpillar, Brungart Equipment Company, Florida Clarklift, Inc. and Rozier Machinery Company.

He is a member of the National Association of Purchasing Management.



### Larry Stauffer ~ Manager, Shore Excursions and Island Recreation

Larry Stauffer is the Manager Shore Excursions and Island Recreation for Disney Cruise Line. In this role, Larry is responsible for the development, operation and continuing evaluation of shore excursions for all Disney Cruise Line itineraries including eight ports in The Bahamas; and both Eastern and Western Caribbean.

In addition, Larry manages the development and continuing operations of Disney's private island, Castaway Cay. This includes the areas of recreation, custodial, landscaping, maintenance, logistics and transportation. Other responsibilities include partnering with key operations managers in the areas of Merchandise, Housekeeping and Guest Services to ensure a smooth and seam-

less island experience for our guests.

Larry, a fifteen year Disney veteran, held various operational management roles at The Walt Disney World Resort prior to joining Disney Cruise Line. These roles included Water Parks Manager for Typhoon Lagoon and River Country, Food & Beverage Manager for Disney's Yacht & Beach Club and Regional Food & Beverage Manager.

Larry is active in the industry as a member of the **Florida-Caribbean Cruise Association on the Security and Operations Committee.**

# Holland America Line

300 Elliot Avenue West • Seattle, WA 98119 • Phone: (206) 281-3535 • Fax: (206) 281-0351  
Website: [www.hollandamerica.com](http://www.hollandamerica.com)



*Holland America Line, renowned for its gracious service, spacious cabins and quality dining, marks its 130th year in business in 2003. Holland America Line, owned by Carnival Corporation, is the highest-rated premium cruise line in the world.*

*Holland America's five-star fleet offers 7, 10 and 14 day cruises to the Caribbean from Ft. Lauderdale, Tampa and San Juan; 10 to 24 day Panama Canal cruises, along with cruises to Hawaii, South America, Europe, Mexico and Alaska.*

## FLEET STATISTICS

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
Amsterdam	2000	1,380	61,000
Maasdam	1993	1,266	55,451
Noordam	1984	1,214	33,930
Oosterdam	2003	1,848	85,000
Prinsendam	1988	837	38,000
Rotterdam	1997	1,316	62,000
Ryndam	1994	1,266	55,451
Statendam	1992	1,266	55,451
Veendam	1996	1,266	55,451
Volendam	1999	1,440	63,000
Westerdam	2004	1,848	85,000
Zaandam	2000	1,440	63,000
Zulderdam	2002	1,848	85,000

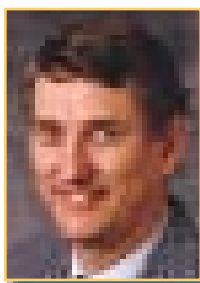




### Mike Bush ~ Manager, Port Operations

Mike Bush has been in his current role at Holland America Line since January 2004. It is his responsibility to provide a reliable management system to enable ship calls in all ports worldwide. He manages a system that generates information necessary to plan ship calls, meet port authority requirements, plans and controls appropriate shore activities, and formulates and controls the associated budgets. He also maintains effective liaison with state, federal, and international regulatory agencies.

Prior to assuming his current position with Holland America Line, Mr. Bush was Manager of Port Operations from January 1998 through December 2003. From September 1994 until January 1998 he served as Manager of Shore Operations for Holland America Line in Tampa, Florida. In this role he oversaw all facets of passenger service involved with the embarkation/disembarkation and transportation of Holland America Line and Carnival Cruise Lines guests in Tampa. Mr. Bush served in this capacity from September 1994 until January 1998. Mr. Bush is a graduate of the University of Washington in Seattle, Washington.



### Cees Deelstra ~ Director, Nautical Operations

Cees Deelstra is currently Director, Nautical Operations, for Holland America Line-Westours Inc., a subsidiary of the Carnival Corporation.

Deelstra joined Holland America Line over 30 years ago as a cadet officer and worked in his early years on the cargo ships of the company. In 1974 he was assigned to the passenger ships and worked through the deck officers' ranks to become a Captain. After sailing the high seas worldwide for over 18 years, he accepted the position of Superintendent, Nautical Operations ashore at the company's headquarters in Seattle, Wash. in 1990. Since 1991, he has been Director of Nautical Operations.

As Director of Nautical Operations, he is responsible for both the Holland America Line fleet and the Windstar fleet. He oversees the safe navigation of the ships, the certification and maintenance of the ships' safety and life saving equipment, ships' security and the functioning of the ships' deck. In short, makes sure that ships always navigate safe and secure port to port.

Captain Deelstra has extensive experience in dealing with maritime safety and navigational matters. He serves as Chairman of the Marine Safety Task Force in Alaska. This task force is made up of representatives of the marine pilots, maritime shipping companies, United States Coast Guard and others who have an interest in the safe navigation of the Alaskan waterways. He also serves as Chairman of the Technical and Operational Committee of the NorthWest Cruise Ship Association representing the cruise ship industry in Alaska and British Columbia.

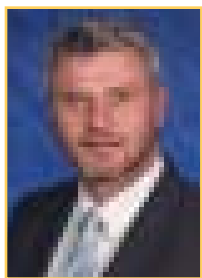
Deelstra, born in the Netherlands, graduated from the Nautical College in Rotterdam in 1972 and completed his studies in 1980, receiving his unlimited master's license. That same year, he moved to the United States and has been an U.S. citizen since 1987.



### John Cook ~ Manager, Shore Excursions

John Cook began his career with Holland America Line's Transportation Department as a Division Manager in Skagway, Alaska and later moved to the same position in Ketchikan. In 1990, when the company bought Gray Line of Phoenix John left the chilly north for the sweltering southwest, where he was General Manager of Gray Line of Phoenix for two years. Next John saw the world as a Shore Excursion Manager working onboard Holland America Line ships, which included four Grand World Voyages and in 1996 he moved ashore to his present position in the Seattle Corporate Office. In his more than 20 years with the company he has witnessed remarkable growth and on any given day, about 18,000 passengers are on Holland America Line's 13 ships with 6,000 on

shore excursions in the over 300 ports Holland America Line visits each year. John is directly responsible for The Caribbean Program, The Panama Canal Program and The Canada/New England Program.



### Capt. Simon Douwes ~ Director, Deployment & Itinerary Planning

Simon Douwes graduated from the Nautical Academy in Amsterdam and first started sailing for Holland America Line in 1978. Over the years Simon Douwes steadily rose through the ranks and was promoted to Captain in 1993. Between 1993 and 2002, Simon Douwes has been the Captain of the Nieuw Amsterdam, Noordam, Rijndam, Maasdam, Statendam, Rotterdam and Volendam. In the spring of 2002, Simon Douwes was appointed the Director of Itinerary Planning for Holland America Line and in this function he is responsible for the deployment of all of Holland America Line's ships.



### Stein Kruse ~ Senior Vice President, Fleet Operations

Appointed to this position in September 1999, Kruse has overall responsibility for Holland America's and Windstar Cruises' marine hotel, nautical, technical, port Operations, procurement, logistics and compliance, as well as Caribbean relations, Operations policy and planning and vessel newbuilding.

Kruse joined Holland America Line from "K" Line America, where he was Senior Vice President and Chief Financial Officer, responsible for all finance, accounting, budgetary, legal, information systems, human resources and administrative areas, as well as all financial activities in seven U.S. subsidiary companies for this global Japanese shipping company.

Prior to that, Kruse held executive positions in the cruise industry. He was Executive Vice President and Chief Operating Officer for Radisson Seven Seas Cruises and President and CEO for Seven Seas Cruise Line. He also was Assistant Vice President for Passenger Services with Cunard Line and sailed as a Hotel Manager for Sea Goddess and Norwegian America Line.

Kruse, a native of Oslo, Norway, is a graduate of Purdue University and Harvard Business School's Advanced Management Program.



### A. Kirk Lanterman ~ Chairman & Chief Executive Officer

A. Kirk Lanterman is currently Chairman of the Board, President and Chief Executive Officer of Holland America Line-Westours Inc. He also serves as Chairman of Windstar Cruises Ltd., a subsidiary of Holland America Line. Lanterman also is a member of the Board of Directors of the Carnival Corporation, the parent company of Holland America Line-Westours Inc. and Carnival Cruise Lines.

Lanterman served two terms as Chairman of the Cruise Lines International Association and is a past President of the Alaska Visitors Association. He is a past Trustee, Vice Chairman and Treasurer for the Institute of Certified Travel Agents and also served as vice Chairman of the International Council of Cruise Lines.

Lanterman has been with the company for 33 years. He began in 1970 as Vice President, Finance, for the company then known as Westours. In 1972, he was promoted to Executive Vice President, the position he held when Westours was purchased by Holland America Line. Lanterman became President of Westours Inc. in 1979. When Holland America Line consolidated its Operations in Seattle, Wash., in 1983, Lanterman became President of Holland America Line-Westours Inc., the combined cruise and tour company, serving as President until March 1997. He assumed Chief Executive Officer responsibilities when the company was purchased by Carnival Cruise Lines (which is now Carnival Corporation) in January 1989. In March 1997, Lanterman was named Chairman and CEO.

Lanterman joined the Board of Directors of Windstar Cruises in 1987 when Holland America entered a 50 percent financial partnership with Windstar. He became Chairman when Holland America Line completed the acquisition in 1988.

Lanterman was born in North Dakota and graduated from Bismarck High School. He is a Korean War Army veteran. He graduated from the University of Washington in 1955 with a degree in Accounting and is a Certified Public Accountant.





### Gregory J. MacGarva ~ Director, Procurement & Logistics

Appointed to this position in October of 2001, MacGarva has overall responsibility for worldwide procurement and logistics in support of the operation of Holland America Line and Windstar Cruises' vessels and vessel newbuilding.

Prior to assuming his procurement responsibilities, MacGarva served as Manager, Marine Operations Planning at Holland America Line. In that capacity his responsibilities included management of the fleet repair and maintenance budget and capital improvement process, ensuring completion of critical maintenance actions, business process redesign, cost control, and procurement-related computer system management.

MacGarva joined Holland America Line in 1998 after a 22-year career in the U. S. Coast Guard where he served at sea as Chief Engineer and as a deck watch officer, and ashore in direct support of vessel Operations. His vessel assignments included multiple deployments to Europe, the Caribbean, the Arctic, and Antarctic. Among his operational support responsibilities were fleet maintenance management, technical supervision of newbuilding, contracting, and logistics.

A native of Duluth, Minnesota, MacGarva is a graduate of the U. S. Coast Guard Academy and holds Masters Degrees in Mechanical Engineering, and Naval Architecture/Marine Engineering from the University of Michigan.



### Matthew T. Sams ~ Vice President, Caribbean Relations

Appointed in June 1997, Sams is responsible for representing Holland America's interests with the various governmental and regulatory agencies with which the company is involved in the Caribbean, Latin America and Florida. He also is responsible for the overall operation of the company's private island destination, Half Moon Cay, in the Bahamas. Based in Ft. Lauderdale, Florida, Sams is Holland America Line's representative to the **Florida-Caribbean Cruise Association**.

Sams joined Holland America from its sister company, Carnival Cruise Lines, where for the previous 12 years he held successively more responsible positions in Operations. Prior to joining Holland America, he was the Director of Port Operations for Carnival, responsible for all port arrangements, shore excursions, Alaska and Hawaii Operations, tender construction and port expansion program and interior design for existing vessels.

A graduate of Bakersfield College in California, Sams also is a member of the American Institute of Wine and Food. He and his wife Michelle, whom he met on a cruise to Alaska, reside in a suburb of Ft. Lauderdale.



### Janet Shonka ~ Mexico, Panama Canal, Caribbean & Group Sales

Janet Shonka has been with Holland America Line for 13 years. She is currently responsible for the tour program for Panama Canal, Mexico and 9 ports in the Caribbean. Janet spent 3 years with Gray Line of Seattle as an Administrative Assistant, then 7 years at Holland America as an Incentive Sales Coordinator and 3 years in Shore Excursions. She was hired on as Supervisor, Group Sales handling shore excursions for groups and charters. Janet is a native of Seattle Washington and a Graduate of Washington State University where she received a communications major. Other interests include golf, cooking, and she's a sports fan.

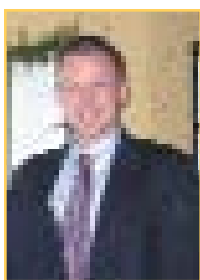




## Ellen Lynch ~ Director, Shore Operations

Lynch has been involved in the cruise and tour industry for 21 years culminating in her most recent position at Holland America Line as Director, Shore Excursions. In this role she oversees HAL's worldwide shore excursion program and staff including 14 shoreside employees and 60 shipboard staff on 13 ships. She began in the industry with a seven year shipboard career at Royal Caribbean Cruises, Sitmar Cruises, and Royal Cruise Line before returning to Royal Caribbean International at their corporate headquarters in 1990 as the Manager, Shore Excursions and Destination Development. In 2000, Lynch was promoted to Director, Product Logistics for Royal Caribbean's land tour company, Royal Celebrity Tours, a start-up subsidiary company that focused almost exclusively on Alaska operations. In this position she was responsible for itinerary planning, inventory control, logistics, and managing print and internet marketing.

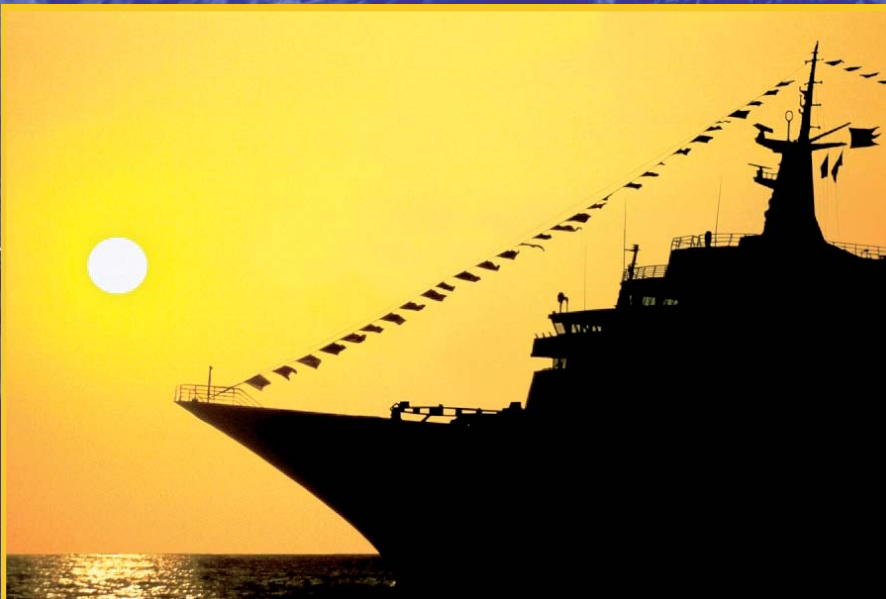
Lynch holds a bachelor of business administration-marketing degree from Florida Atlantic University in Boca Raton, FL.



## Wilkin Mes ~ Manager, Deployment & Itinerary Planning

Wilkin Mes graduated from the Nautical Academy in Flushing and first started sailing for Holland America Line in 1989. In 1997 Wilkin Mes took the opportunity to work in the corporate office as an "HR Planning Manager" for Deck - and Engineering Officers. In 2000 he accepted a position as "Manager Nautical Operations", where the emphasis was placed on itinerary evaluation and development. After returning for almost two year to the position of "HR Planning Manager", Wilkin Mes accepted the position of "Manager Deployment and Itinerary development" in January of 2004, where in this capacity he is responsible for itinerary development for Holland America Line and Windstar Cruises.





# ONE HOT SPOT!

**In Tampa, The Point Of Departure Is A Destination In Itself.**

As passengers discover all that our port and the area have to offer, Tampa is becoming the new dynamo among cruise towns.

For starters, Cruise Terminal 3 has just been completed. It offers more than 100,000 square feet to accommodate Tampa's largest cruise ships. And Cruise Terminal 2 doubled in size to 85,000 square feet. Together with Cruise Terminals 6 and 7, Tampa's cruise facilities are efficient, secure, have plenty of parking and offer speedy processing and handling.

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Website: [www.msccruises.com](http://www.msccruises.com)



*MSC Cruises is a division of Mediterranean Shipping Company (MSC), a privately owned company with a longstanding history on the seas headed by captain Gianluigi Aponte, entered the cruise industry in 1988 and MSC Cruises was officially born. MSC Cruises combines a deep heritage at sea with an enthusiastic, young, motivated management team to present a company philosophy of Innovation = Tradition.*

*MSC Cruises uniquely blends maritime traditions, culture and famous Mediterranean cuisine to deliver the ultimate cruise experience while displaying a real commitment to the finest hospitality afloat. In essence, MSC Cruises has made true Italian service the heart of its business and its key point of differentiation in the cruise industry.*

## FLEET STATISTICS

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
MSC Monterey	1952	639	20,046
MSC Rhapsody	1977	900	17,095
MSC Melody	1982	1,550	35,143
MSC Lirica	2003	2,243	58,600
MSC Armonia	2004	2,243	58,600
MSC Opera	2004	2,243	58,600



### James Henwood ~ Vice President, Sales

Jim has 20 years of cruise industry experience with focus on selling, marketing and building relationships with the travel agent community. Jim lead the growth of the sales team for Celebrity Cruises, as Vice President, Sales. He then managed the Customer Service and Creative Services Department for Royal Caribbean and Celebrity Cruises as Vice President, Customer Relations. He has also held Vice President, Sales positions for Renaissance Cruises and Royal Olympic Cruises.



### Cyril Hopkins ~ Vice President, Revenue Planning

Cy has over 25 years of cruise industry sales and marketing experience in a career that started in reservations and sales and rapidly developed into yield, reservations and group management. His expertise also includes revenue forecasting and analysis. Cy has held executive positions at Celebrity Cruises, Renaissance Cruises, Royal Olympic Cruises, and First European Cruises.



### Robert Keesler ~ Vice President, Hotel Operations

Bob is a seasoned hotel executive with extensive hospitality management experience in the luxury segment developed through diverse assignments in many locations. As Vice President of Hotel Operations for Celebrity Cruises, Bob successfully launched two new ships that received the highest guest satisfaction ratings of any RCCL ship. Conde Nast in 2003 named 5 of Celebrity's ships in the top 10 of all large cruise ships. Bob was Director of Hotel Operations (General Manager) for the Broadmoor the longest running 5 star, 5 diamond hotel in the U.S. In addition, Mr. Keesler has also held senior management positions within Westin Hotels and Resorts and the Ritz-Carlton Hotel group. He has had P&L responsibilities for several businesses with gross revenues in excess of 100 million.



### Irv Mednick ~ Director, Information Technology

Irv is a seasoned IT executive with ten years in the cruise industry with a proven track record of success. Complimenting his diversified background and expertise in technology, Irv also possesses outstanding communications skills and an ability to articulate a strategy, and idea, in a clear and concise manner. Irv was instrumental in designing and leading the development efforts at Celebrity Cruises that resulted in the implementation of a new state-of-the-art Reservations System. Irv has held technology related Vice President positions at SilverSea Cruises and Celebrity Cruises. Irv holds a Bachelor of Arts in Business Administration from Hofstra University.







### Ares M. Michaelides ~ Senior Vice President and Chief Operating Officer

Ares is a ten year industry executive having held several leadership positions at Holland America Line and Celebrity Cruises, including Vice President, Revenue Marketing at Holland America, and Senior Vice President, Marketing and Brand Planning, and Vice President Finance and Administration for Celebrity Cruises. He was one of the key management that led the growth at Celebrity Cruises, from its early stages, through the acquisition by Royal Caribbean, and the recent doubling of fleet capacity. Prior to his travel career, Ares held various Vice President positions in the financial services industry, including Chase Manhattan Bank, Industrial Bank of Japan and Moody's Investors Service. Ares is a Chartered Financial Analyst and holds two Masters Degrees from the London School of Economics.



### Rick Sasso ~ President and Chief Executive Officer

Rick is a 30 year cruise industry leader, most recently, President of Celebrity Cruises. Rick brings a wealth of knowledge and experience having lead and managed the planning, development and growth of Celebrity Cruises, a worldwide, nine ship, 16,000 berth, award winning premium cruise line. Rick has held several prominent industry positions including Chairman of CLIA, and Chairman of FCCA for eight years.





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# Norwegian Cruise Line

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Website: [www.ncl.com](http://www.ncl.com)



*Norwegian Cruise Line, in May 2000, introduced its Freestyle Cruising concept which offers NCL passengers a more relaxed, resort-style cruise product with complete flexibility and non-intrusive service of the highest standard.*

*NCL's ships provide guests with the utmost in comfort, safety and personal enjoyment featuring a wide variety of dining choices, award-winning Broadway shows and a friendly and international staff to create a superb vantage point from which to explore the world.*

*Established in 1966, Miami-based Norwegian Cruise Line is a global cruise company and industry innovator that currently operates a fleet of eight ships sailing to more than 200 ports in Alaska, Asia, Australia, Bermuda, Caribbean, Europe, Hawaii, Mexico, South America and Trans Canal.*

## FLEET STATISTICS

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
Norwegian Dawn	2002	2,240	91,740
Norwegian Dream	1992	1,748	50,760
Norwegian Majesty	1992	1,462	40,876
Norwegian Sea	1988	1,518	42,000
Norwegian Star	2001	2,200	91,000
Norwegian Sun	2001	2,002	77,104
Norwegian Wind	1993	1,748	50,764
Pride of America	2005	2,146	84,000
Pride of Aloha	1999	2,002	77,104
SS Norway	1962	2,032	76,049

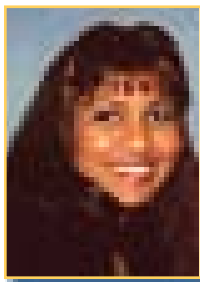




## Eric Benedict ~ Manager, Destination Services

Joining NCL in 1989 I spent 12 years working onboard as a Dive Instructor then as a Shore Excursion Manager. Since coming shore side I have fulfilled the rolls of Pier Supervisor, Manager of the Dive In program and currently serving as a Manager of Destination Services.

In my current roll I handles; all staffing issues, risk management review and policy & procedures for the Shore Excursion staff throughout the NCL, OL & NCLA fleets.



## Sharon Dammar ~ Purchasing Manager, Hotel Purchasing

Sharon Dammar is Purchasing Manager of Hotel Purchasing for Norwegian Cruise Line. She has been in their employ for the last 14 years and her current responsibilities cover all issues and activities pertaining to the procurement of Consumables, for the entire fleet.

Sharon holds a Masters Degree in Hospitality Management from Florida International University.



## Alvin Dennis ~ Vice President, Purchasing & Logistics

Alvin Dennis, Vice President of Purchasing and Logistics, is responsible for corporate purchasing including consumables, food, beverage and maritime spares for Norwegian Cruise Line and Orient Lines.

Born in Trelawny, Jamaica, Alvin has more than 25 years of experience in hotel management and purchasing having previously held positions as Assistant General Manager at the prestigious Frenchman's Cove in Port Antonio, Jamaica; General Manager of the Villas Negril and General Manager of Jamaica Estate Resort and Villas. He joined NCL's former purchasing division of Caribbean Ships Chandler in 1981 and served as Manager of Consumables Purchasing and

Director of Purchasing before being named Vice President of Purchasing and Logistics in 1999.

Alvin represents Norwegian Cruise Line in the **Florida-Caribbean Cruise Association as Chairman of the Purchasing Committee.**

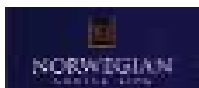
Alvin holds a Masters Degree in Management with a major in International Business from St. Thomas University in Miami and did his undergraduate studies at Barry University. He is based in Miami, Florida.



## Bill Hamlin ~ Executive Vice President, Fleet Operations

Hamlin joins the NCL Group from APL Limited where he served as President Americas region. APL is part of the NOL group based in Singapore. He has also served as President of North America, Vice President of Operations Americas Region and President of Eagle Marine Services, which operates terminals on the West Coast. Hamlin also served on the Board of the Pacific Maritime Association, the Pacific Merchant Shipping Association and the University of Denver Intermodal Transportation Institute and served as chairman of the Ocean Carrier Equipment Management Association based in Washington, DC. Before APL, Hamlin worked for Sea-Land Services for 13 years in a number of key operations and management positions. Hamlin attended the University of

Maine. He is married and has three children.





### Armando E. Martinez ~ Director, Onboard Revenue

Armando E. Martinez, a 26-year veteran of the cruise industry, is Norwegian Cruise Lines' Director of Onboard revenue and Concessions, which is responsible for many of the revenue areas onboard the ships. Martinez joined Norwegian Cruise Line in 1977 and has served in several capacities including manager of Cruise Staff and Cruise Programs.

Martinez has a Business Administration degree from Florida International University.

Armando is based at Norwegian Cruise Line's corporate headquarters in Miami.



### Shannon McKee ~ Director of Land Services,

Shannon McKee is Director of Land Services for Norwegian Cruise Line & Orient Lines. In her role, Shannon is responsible for three key areas – administration, product development and the day-to-day operations of destination services.

Shannon is responsible for the successful development, implementation and operation of all land activities including shore excursions and pre- and post- packages. As well, she oversees all ship-side shore excursions personnel and meet and greet operations.

Prior to appointment as Director in 2003, Shannon was a product manager for NCL, overseeing all land operations for Hawaii and Alaska. Before moving to Miami and working in the shore side office, Shannon was Cruise Director onboard various NCL ships. She has been with the cruise line for over eleven years.

Currently based in Miami, Florida, Shannon is a native Texan and holds a Bachelor of Science degree in Sales and Marketing from Texas Christian University in Fort Worth, Texas.

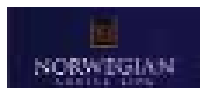


### Colin Murphy ~ Vice President, Land & Air Services

Colin Murphy is vice president of land and air services, responsible for the day-to-day operations of three key areas – air, land and ground services.

Murphy joined NCL in 1998 as director of land programs where he supervised all vendor negotiations and on-site operations. As director, he spearheaded the creation of NCL's Asia Cruise Tours. Murphy has held positions at various travel companies including Vantage Deluxe World Travel Inc., where he was vice president of product development, Go Ahead Vacations, Inc., and Collette Tours, Inc.

A graduate from Polytechnic of The South Bank in London, Murphy holds a Bachelor's of Arts degree in Business Studies and is a Certified Travel Consultant.







### Patrick Powers ~ Product Development Manager, Land Services

Patrick Powers is Product Development Manager within Land Services, responsible for contracting shore excursions for the Caribbean and Alaska. Additionally, he is responsible for contracting Hotel packages for Miami, New Orleans, Houston and Puerto Rico. He currently contracts all Coach charter operations for NCL as well as Limousine programs.

Powers joined NCL in 2001 as Supervisor of Land Services where he supervised all daily operations of the Orient Lines Hotel department, NCL Shore Excursion Administration and World Wide land transfer programs.

He has held positions at various travel companies including American Express Platinum and Centurion Travel., where he was Vendor Relations leader for the Miami Lakes FL call center and supervised daily operations of the cruise office and staff. Powers was manager of Figaro/Pro Travel (Virtuoso) of Miami, where he managed the daily operations. Powers held various management positions with two airlines (Air Florida and North Eastern Airlines) as well as positions with in Paquet French Cruise Line. Powers has a degree from a local Miami college and vast years of travel industry experience and knowledge.



### Steve Riester ~ Vice President, Planning & Analysis

Steve Riester is Vice President, Planning and Analysis for Norwegian Cruise Line and Orient Lines, responsible for strategic planning, ship deployment, strategic pricing, revenue planning, and market research. He was named to this position in December 2003. Riester joined NCL in 1999 as Director, Revenue Planning and has held several positions in NCL's Revenue Management and Revenue Operations areas. Prior to joining NCL, Riester was a business consultant for Royal Caribbean Cruises Ltd. He holds a Bachelor of Science in Mechanical Engineering degree from the Massachusetts Institute of Technology and an MBA degree from the Kelley School of Business at Indiana University.



### Lania Rittenhouse ~ Vice President, Hotel Operations

Lania Rittenhouse joined NCL in May 2004 as vice president of hotel operations, overseeing the Onboard Revenue Department and responsible for all aspects associated with hotel refurbishment, financial analysis and the Marco Polo product.

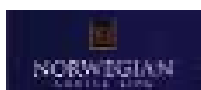
Rittenhouse has a strong background in tourism and hospitality as well as extensive cruise industry experience. Prior to joining the NCL Group, Rittenhouse served as the Director of Tourism in the Department of Tourism for the Cayman Islands.

Earlier in her career, Rittenhouse held the position of vice president of cruise operations for Renaissance Cruises and was responsible for hotel operations and guest satisfaction as well as

overseeing food and beverage operation, housekeeping, entertainment, fleet personnel, and operation analysis for a fleet of 10 ships.

Rittenhouse holds a Bachelor's degree in political science from the University of Florida and an MBA in International Management from Thunderbird.

She lives in Davie, Florida with her husband Tom and her daughters, Chloe and Madison





### Joanne Salzedo ~ Product Development Manager, Land Services, Norwegian Cruise Line and Orient Lines

Joanne's career in the travel industry began as a summer job in Boston while still in college. After graduating from the University of Wisconsin she continued to work as a tour director for a large tour operator in Boston and traveled extensively throughout the world in that capacity. She was eventually promoted to Director of Tour Services. After moving to Miami she operated a destination management company in the Miami area and worked with many incentive and convention groups. Joanne joined Norwegian Cruise Lines in 1999 as Manager of International Shore Programs. As Product Development Manager, Joanne plans shore excursions and pre and post land programs offered on board NCL ships for Europe and South America and worldwide for Orient Lines.



### Andrew Stuart ~ Senior Vice President, Marketing & Sales

Andy Stuart is Senior Vice President of Marketing & Sales for Norwegian Cruise Line, responsible for Marketing, Domestic and International Sales, Revenue Management and Public Relations. He was named to this position on April 5, 2000.

Stuart joined NCL in 1988 and had served as NCL's Sales and Marketing Director in the United Kingdom until December 1996. He was named Vice President of Sales Planning and relocated to the company's Miami headquarters in January 1997. He was promoted to Senior Vice President of passenger services in 1998, and in 1999, named Senior Vice President of NCL sales.

Prior to joining NCL, Stuart was a Sales Manager for the London Marriott Hotel. He holds a Bachelor of Science Degree from Bournemouth University in England.

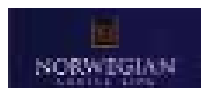


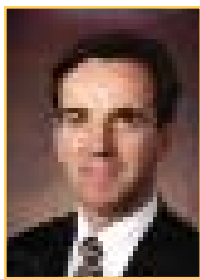
### John J. Sumanth ~ Manager, Market Planning & Research

John Sumanth is manager of market planning and research for the Norwegian Cruise Line Group. He is responsible for development and planning of itineraries for NCL Group vessels, negotiating short- and long-term agreements with ports, developing marketing plans and all company-wide market research. He was named to this position in July 2002.

Sumanth joined NCL in 1999 as a management trainee and served as NCL's senior planning analyst for marketing and sales. In that role, Sumanth led several itinerary-planning projects and created NCL Group product manuals that served as comprehensive sales and marketing reference tools both internally for employees and externally for travel agents.

Prior to joining NCL, Sumanth was a brand research and development analyst for the Burger King Corporation. He holds a Master of Business Administration degree in Marketing and Management from the University of Florida and a Bachelor of Science in Industrial Engineering degree (cum laude) from the University of Miami.





### Colin Veitch ~ President & CEO

Colin Veitch is president and chief executive officer of the Norwegian Cruise Line Group, comprised of Norwegian Cruise Line (NCL), Orient Lines and NCL America. Veitch is also a member of the board of NCL's parent company, Star Cruises, Ltd. He was appointed to his NCL post on February 4, 2000, and reports directly to Tan Sri Lim Kok Thay, chairman of Star Cruises.

Upon joining NCL, Veitch embarked on a major new build campaign for NCL that has resulted in the company adding three new ships in as many years. He also successfully launched Freestyle Cruising, a revolutionary onboard product that offers cruisers a more relaxed, resort-style experience compared to the more structured traditional cruise product prevalent throughout the industry.

In 2001, Veitch steered the company through the aftermath of September 11, by introducing Homeland Cruising bringing 95 percent of NCL's fleet capacity to close-to-home ports around North America anticipating a shift in consumer travel patterns. The successful program, which has become an industry trend, continues to grow with NCL frequently adding new Homeland Cruising ports.

Veitch recently embarked NCL on another breakthrough development, with the formation of a new U.S. Flagged operation - NCL America. The company will launch the first, newly built U.S. Flag cruise ship in nearly 50 years, with Pride of America due to sail her maiden Hawaii Island cruise on July 4, 2004. This ship, and up to four additional NCL America ships, will be 100 percent U.S. crewed, subject to all US laws and regulations, and will pay U.S. taxes.

Before joining the NCL Group, Veitch was senior vice president of marketing and corporate development for Princess Cruises in Los Angeles, where he also had executive responsibility for Princess' sister company in Australia, P&O Cruises. He joined Princess in 1992 as chief financial officer after two years with parent company P&O in London.

Prior to joining P&O, Veitch worked in Boston, Mass. with an international management consultancy, and in San Francisco, Calif. with Bank of America. Veitch holds an MBA degree from the Harvard Business School and a Bachelor of Science degree from the University of London. He is based in the NCL Group's corporate headquarters in Miami, Fla. He is married with two children.

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# Princess Cruises

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*Princess Cruises has grown to one of the three largest cruise lines in the world. Its fleet of 12 ships carries more than 700,000 passengers each year to more worldwide destinations than any other major cruise line.*

*Princess offers more than 150 itineraries ranging from 7 to 72 days, sailing to 6 continents and nearly 260 ports around the world.*

*The Los Angeles based cruise line offers some of the industry's most innovative onboard programs such as, Personal Choice Dining, offering a choice of both restaurant style dining and traditional cruise ship dining; the line's environmental program, Planet Princess; children's program, Love Boat Kids and New Wave Scuba and Snorkel program, the only onboard scuba certification program available on a major cruise line.*

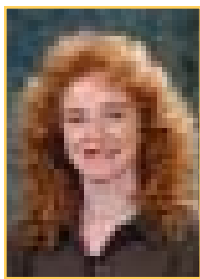
## FLEET STATISTICS

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
Caribbean Princess	2004	3,100	116,000
Coral Princess	2002	1,950	88,000
Diamond Princess	2004	2,670	113,000
Dawn Princess	1997	1,950	77,000
Golden Princess	2001	2,600	109,000
Grand Princess	1998	2,600	109,000
Island Princess	2003	1,970	88,000
Ocean Princess	2000	1,950	77,000
Pacific Princess *	1972	640	20,000
Regal Princess **	1972	1,590	70,000
Royal Princess	1984	1,200	45,000
Sapphire Princess	2004	2,670	113,000
Sea Princess	1998	1,950	77,000
Star Princess	2002	2,600	109,000
Sun Princess	1995	1,950	77,000
Tahitian Princess	1999	680	30,200

\* Refurbished 1999

\*\* Refurbished 1991





## Deanna Austin ~ Vice President, Yield Management

Deanna Austin, Princess Cruises' Vice President of Yield Management, is responsible for the company's cruise yield management, market planning, air planning and direct marketing.

Her areas of responsibility encompass yield management, inventory control and tactical pricing in order to ensure maximum passenger loads and revenues for all sailings. She also oversees market planning including strategic pricing and sales policies as well as itinerary/deployment planning and competitive analysis. The company's air planning function also falls within her responsibilities, as does development of the company's direct marketing programs.

Deanna joined Princess' Market Planning Department in 1987 and was named to her current position in 1997.



## Dean C. Brown ~ Executive Vice President, Customer Service & Sales; Chairman and CEO of Princess Tours

Dean Brown was appointed Princess Cruises' executive vice president of fleet operations in February 2004, bringing his 25 years of company experience to this position responsible for the operation of the line's worldwide fleet of luxury ships. Brown oversees all aspects of the Princess onboard product including hotel, marine, fleet personnel and technical. Additionally he is responsible for the company's global port operations and continues as chief executive officer of Princess Tours, the subsidiary company that develops, operates and markets cruisetour vacations.

Throughout his career with Princess, he has had responsibility for a wide array of operational areas, and most recently was executive vice president of customer service and sales, a position he was appointed to in 2000. In this post he oversaw the sales policies and distribution of the Princess product as well as travel agent support activities. He has been a visible Princess representative throughout the industry.

In addition to his fleet operations role, Brown continues to serve as chief executive officer for Princess Tours, a post he has held since 2001, with responsibility for the company's extensive operations in Alaska including passenger logistics, rail operations, land excursions, hotel operations and construction, and product development. He also oversees the company's land programs around the world.

Brown began his career at Princess Tours in 1979 in the reservations department and subsequently held management positions in operations, planning and development. He was appointed vice president of reservations and operations in 1989, and promoted to president of Princess Tours in 1995.

Brown has served two terms as chairman of the North West CruiseShip Association (NWCA). Prior to this appointment he served as the organization's vice chairman and chairman of finance. Brown has served on the Executive Committee of Cruise Lines International Association (CLIA), and represents Princess with the International Council of Cruise Lines (ICCL). He also served on the board of directors of the Alaska Visitors Association (AVA) for more than 10 years, holding the position of AVA president in 1996.

A native of Washington, he attended the University of Washington where he received his B.A. degree in communications and history. He and his wife, Susan, have three children and reside in the Los Angeles area.







### Graham Davis ~ Manager, Caribbean and Atlantic Shore Operations

After graduating with a Marketing Degree Graham was in professional sales for 10 years in the computer and pharmaceutical industries.

In 1991 he was hired by a Princess Cruises concessionaire as a New Waves Scuba Instructor on the Star Princess. From 1992-1994 he managed the diving concession for the Princess ships in the Caribbean.

In 1995 Graham was hired by Princess Cruises in the Ft. Lauderdale office as the New Waves Manager and he successfully brought the New Waves snorkeling and scuba program in house.

In January 2000 he was promoted to Assistant Manager of Shore Operations and was responsible for the day-to-day Operations for the shore excursion and New Waves programs for the Caribbean and Atlantic region.

In June 2002, Graham was promoted to the Manager of Shore Operations for the Caribbean and Atlantic.



### Philip Naylor ~ Operations Manager

Philip Naylor's career has included time at sea as a deck officer on cruise ships as well as experience ashore in a range of operational roles. In his current role Philip has responsibility for the management of P&O Cruises vessel programs. This includes itinerary planning and implementation, shore excursion programs and passenger ground services, security and land stay packages.

A qualified Master Mariner, Philip also holds a Masters Degree in Business Administration.



### Stephen A. Nielsen ~ Vice President, Caribbean & Atlantic Shore Operations

Stephen A. Nielsen is a 30-year veteran of Princess Cruises, having joined the company in 1969 as a Marine Operations Assistant. He rose within the ranks to Vice President of Marine Operations in 1974, responsible for vessel scheduling, port planning, passenger transfer and shore excursion programs for the line's worldwide ports of call.

In early 1995, Mr. Nielsen was appointed to his current position, managing Princess' relationships with federal, state and local government officials in the Caribbean and Florida. He is also responsible for managing marine and other related operational matters in the Caribbean, where six of the line's cruise ships are based, and is administratively responsible for Princess' office in Fort

Lauderdale, Florida.

Mr. Nielsen is a member of the **Florida-Caribbean Cruise Association's Executive Committee and as Chairman of that organization's Security/Operations Committee.** He is also a member of the U.S. Immigration and Naturalization Services User Fee Advisory Committee.

Mr. Nielsen presently resides in Fort Lauderdale, Florida with his wife Dorine and their son Arne.





## Peter G. Ratcliffe ~ CEO of P&O Princess Cruises Ltd.

Peter Ratcliffe began his career in the cruise industry when he joined one of the most recognized maritime companies in the world, The Peninsular and Oriental Steam Navigation Company (P&O), in 1973. After rising through the ranks of the British-based company, he was named president of Princess Cruises in 1993.

Ratcliffe was appointed head of P&O's cruise division in February 2000. Following a demerger from P&O later that year to form an independent public company called P&O Princess Cruises plc, Ratcliffe was named chief executive officer of the new company which was the world's third largest cruise operator at the time. After a subsequent merger of that company into Carnival Corporation in April 2003, Ratcliffe was named one of four executive directors of Carnival Corporation & plc, the largest cruise vacation company in the world with a portfolio of 13 distinct brands comprised of the leading cruise operators in both North America and Europe.

Today Ratcliffe is responsible for Los Angeles-based Princess Cruises and Seattle-based Princess Tours, along with all of Carnival's U.K.-oriented brands including Cunard Line Ltd. (which includes Cunard Line and Seabourn Cruise Line), P&O Cruises, Ocean Village and Swan Hellenic. He also oversees the P&O Cruises Australia brand.

Ratcliffe joined Princess Cruises in 1986 as chief financial officer and subsequently was appointed senior vice president of customer services, and then chief operating officer in 1989. Prior to Princess, his earlier career was spent with P&O Containers Limited in London and Sydney, where he ultimately became group financial controller. Prior to joining P&O, he worked for the London accounting firm of Coopers and Lybrand, after graduating from Cambridge University in 1969 with a BA in Economics and Mathematics.

He served as the chairman of the International Council of Cruise Lines (ICCL) in 1997 and 1998.

Ratcliffe was born in Manchester, England, in 1948, and now resides in a suburb of Los Angeles with his wife Alison.



## Linda Springmann ~ Director, Market Planning

As Princess Cruises' Director of Market Planning, Linda Springmann oversees an area that is a crucial component of any cruise vacation – determining where the ships will sail and when they will call there.

In this role, Springmann calls on 15 years of cruise industry experience to manage all of the line's deployment planning and itinerary development, and also has responsibility for program pricing and policies as well as strategic marketing and cruise industry analysis.

Springmann joined Princess Cruises in August 2001 after relocating to Southern California from Seattle where she spent 13 years with Holland America Line. She began her cruise industry career in the Planning Department at Princess Tours in Seattle. Springmann holds a Bachelor's degree from Willamette University in Salem, Oregon.



## Robert Uhrig ~ Senior Analyst, Market Planning

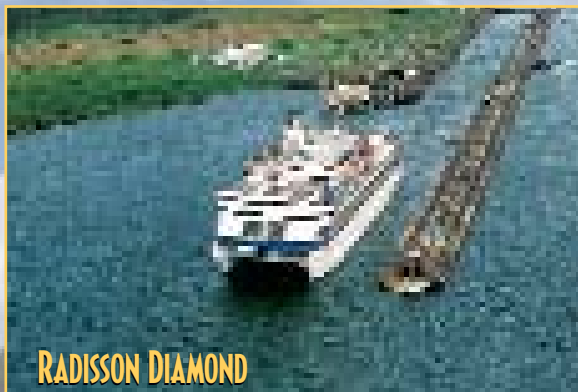
Rob Uhrig is Senior Analyst, Market Planning for Princess Cruises. He is responsible for deployment planning and itinerary planning.

Prior to joining Princess in 2001, Mr. Uhrig worked as a supply chain manager for Nestlé USA. Mr. Uhrig holds a B.A. in English from Dartmouth College in Hanover, New Hampshire.

He and his wife Julie live in Santa Clarita, California with their three children John, Lauren and Caroline.

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*Royal Caribbean International set sail more than a quarter century ago on a voyage that has taken its ships to the ends of the earth - and made it a leader in providing exciting and memorable cruise vacations to thousands of guests along the way.*

*Royal Caribbean International, one of two brands operated by Royal Caribbean Cruises, Ltd., has journeyed far beyond the islands of the Caribbean. From the Mediterranean to the Baltics, the Middle East to Asia and Australia, Hawaii, Bermuda and Alaska.*

*The revolutionary Voyager-class ships represent the dawn of a new era of cruising, including atrium-view staterooms, ice skating rink, and rock climbing wall. Royal Caribbean invites you to "Get Out There."*

## FLEET STATISTICS

### NAME

Seven seas Voyager  
Seven Seas Mariner  
Seven Seas Navigator  
Diamond  
Paul Gauguin

### YEAR BUILT

2001  
2002  
1997  
2000  
1996

### PAX CAPACITY

3,114  
2,501  
1,950  
3,114  
1,950

### TONNAGE

138,000  
90,090  
74,000  
138,000  
74,000



### Mike Pawlus ~ Vice President, Product Planning & Revenue Management

Michael Pawlus oversees the itinerary development, product planning, pricing and revenue management functions at Radisson Seven Seas cruises.

Mike Pawlus is a 17-year cruise industry veteran. He has held a wide range of executive and management positions at Uniworld, Cruise Shoppes (cruise focused travel agent consortium), the Delta Queen division of American Classic Voyages, Norwegian Cruise Line and Royal Viking Line.

Mike is a regular speaker at cruise and travel agent functions. Mike has been on over 50 cruise ships and has traveled to over 300 ports around the world.

He holds an MBA degree from Texas A&M University and did his undergraduate studies at the University of Michigan. He spent part of his early career with PriceWaterhouseCoopers in Tampa and New York as well as Westinghouse in Pittsburgh.



### Carl Robie ~ Director of Sourcing and Procurement

Carl Robie, director of sourcing and procurement for the distinguished luxury fleet of Radisson Seven Seas Cruises leads a team of supply management professionals. Procurement spend is focused on all goods and services for the vessel operations. Prior to joining Radisson Seven Seas he spent an eight-year tenure with Disney Cruise Line, where he served as director of purchasing and logistics.

Prior to joining Disney Cruise Line, Robie was inventory manager/owners furnished equipment specialist for Crystal Cruises for five years, where his duties included ordering and receiving, and inventory management of all hotel, food, beverage, and entertainment supplies and equipment. Before joining Crystal in 1990, Robie spent eight years as inventory manager/food & beverage accountant for Royal Viking Line.

Robie, a graduate of the University of Phoenix with a Bachelor of Science Business Administration degree, is a member of numerous professional associations including the International Council of Cruise Lines, the Marine Hotel Association, the Florida Caribbean Cruise Association, and the Institute of Supply Management.



### Alex Sharpe~ Director, Product Planning & Revenue Management

Alex Sharpe is 33 years old and has worked at Radisson Seven Seas for seven years. As the company has grown from a two-ship cruise line into the leader in the luxury market, Alex has had the opportunity to grow as well. He started in the Charter & Incentive Department as a program coordinator where he worked as a liaison between RSSC's charter clients and the fleet, creating highly specialized six star programs.

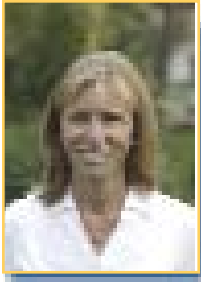
Alex then moved to the Pricing and Planning Department, under VP Paul Goodwin, where he has been a key team player for the past five years. As Director of Revenue Development, Alex played in integral part in RSSC's strategic pricing and promotional development, creating fleet pricing and

all tactical promotional offers. In addition, he oversaw the line's revenue management department, database maintenance for [www.rssc.com](http://www.rssc.com) and the reservation system.

Alex then moved to a newly designed position, Director of Sales Development, where he is charged with finding and creating marketing and business partnerships, leveraging those relationships to drive business using RSSC's best travel agent partners as the booking vehicles. Through these relationships, RSSC will create value-added programs for partners' clients while producing new business for itself and its travel partners.

Recently, Alex has moved back into the new formed Product Planning and Revenue Management department, working

under VP Mike Pawlus as the Product Director for the Radisson Diamond, Seven Seas Navigator and Explorer II overseeing all aspects of planning, pricing and revenue management.



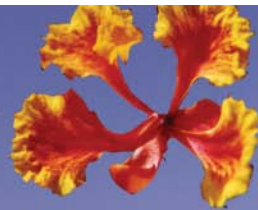
### Sylviane de Tracy ~ Manager, Shore Excursions

Sylviane was born and raised in Belgium. From a tender age, year round sunshine and warmer climates beckoned her and she played at travel agent as a child dreaming of distant shores and distant lands. After finishing high school she moved to sunny Southern Spain to study and later, in Switzerland graduated in tourism and hotel management. Renaissance Cruises, which she joined in 1991 provided her with her first opportunity to satisfy that travel bug, ultimately working her way up to Tour Manager, a position she continued in with Silversea Cruises. After 4 years at sea, Sylviane married and moved to the US and in 1997 started working at Radisson Seven Seas Cruises home office in Florida, back then the company had only two ships. The fleet has grown and her vast experience onboard luxury lines have proven invaluable in her career. Sylviane now manages the tour program for all 5 Radisson Seven Seas ships sailing the warm to temperate waters of the Caribbean, Mexico, Alaska and French Polynesia. She is responsible for designing tour programs that reflect the upscale image of the line as well as providing discerning guest with a truly diverse choice of tours from adventure to exclusivity to the down right unusual.



## Port Zante

Your Gateway to the Jewel of the Caribbean...



**Berths Eagle-class  
Cruise Ships and  
smaller pleasure  
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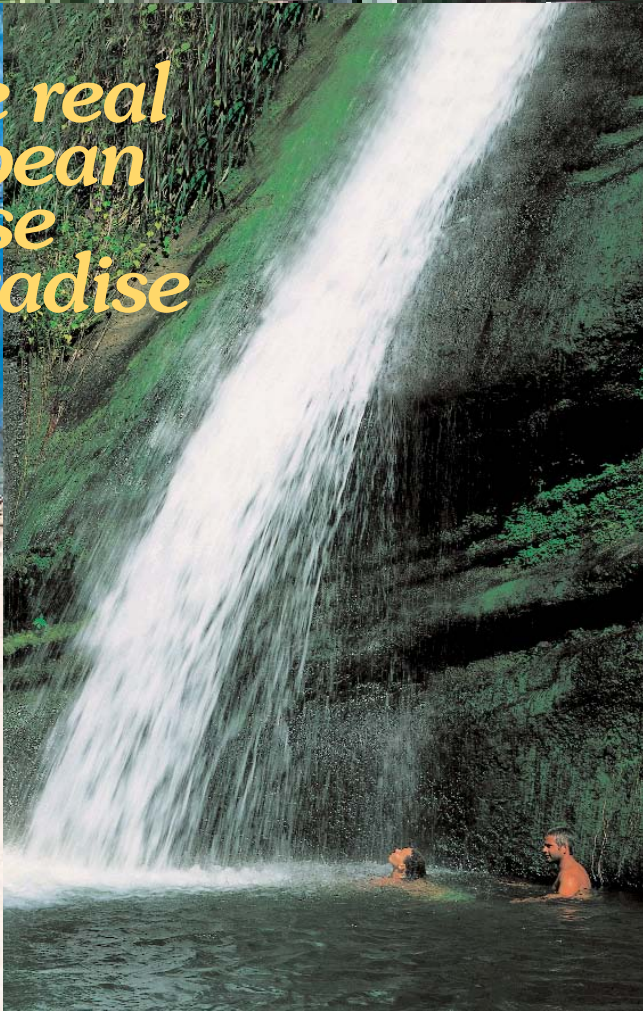
**Tel: (869) 465-8121/2/3, Fax: (869) 465-8124, Email: [scaspall@caribsurf.com](mailto:scaspall@caribsurf.com)**



# Discover Grenada



## The real Caribbean Cruise Paradise



The Caribbean's most picturesque harbour, The Carenage; is the gateway to our warm destination, which offers a range of cultural and historic treasures, rain forests, waterfalls, lakes, white sandy beaches and friendly people. All visitors are guaranteed the most memorable experiences.

Our recently formed Cruise Ship Committee is dedicated to the success and growth of the Cruise Industry.

For further information contact:

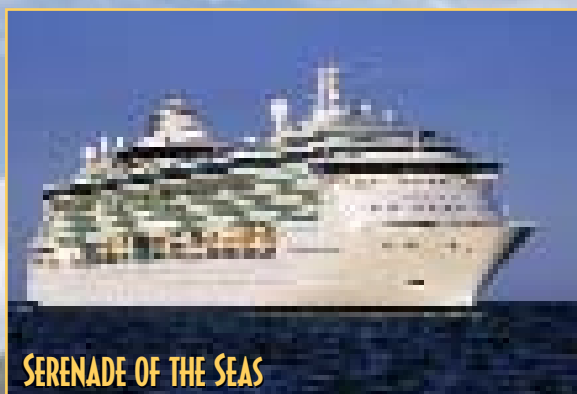
**Grenada Ports Authority**  
at 1-473-440-7678  
or e-mail: [grenport@caribsurf.com](mailto:grenport@caribsurf.com)

**The Grenada Board of Tourism**  
at 1-473-440-2279/2001  
or e-mail: [gbt@caribsurf.com](mailto:gbt@caribsurf.com)

Or visit our website at  
**[www.grenadagrenadines.com](http://www.grenadagrenadines.com)**

# Royal Caribbean International

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Website: [www.royalcaribbean.com](http://www.royalcaribbean.com)



**SERENADE OF THE SEAS**

*Royal Caribbean International set sail more than a quarter century ago on a voyage that has taken its ships to the ends of the earth - and made it a leader in providing exciting and memorable cruise vacations to thousands of guests along the way.*

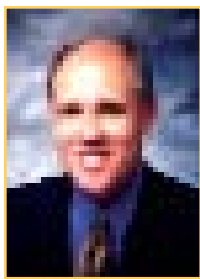
*Royal Caribbean International, one of two brands operated by Royal Caribbean Cruises, Ltd., has journeyed far beyond the islands of the Caribbean. From the Mediterranean to the Baltics, the Middle East to Asia and Australia, Hawaii, Bermuda and Alaska.*

*The revolutionary Voyager-class ships represent the dawn of a new era of cruising, including atrium-view staterooms, ice skating rink, and rock climbing wall. Royal Caribbean invites you to "Get Out There."*

## FLEET STATISTICS

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
<i>Adventure of the Seas</i>	2001	3,114	138,000
<i>Brilliance of the Seas</i>	2002	2,501	90,090
<i>Enchantment of the Seas</i>	1997	1,950	74,000
<i>Explorer of the Seas</i>	2000	3,114	138,000
<i>Grandeur of the Seas</i>	1996	1,950	74,000
<i>Jewel of the Seas</i>	2004	2,501	90,090
<i>Legend of the Seas</i>	1995	1,800	69,130
<i>Majesty of the Seas</i>	1992	2,350	73,941
<i>Mariner of the Seas</i>	2003	3,114	142,000
<i>Monarch of the Seas</i>	1991	2,744	73,941
<i>Navigator of the Seas</i>	2002	3,114	138,000
<i>Empress of the Seas</i>	1990	2,020	48,563
<i>Radiance of the Seas</i>	2001	2,501	90,090
<i>Rhapsody of the Seas</i>	1997	2,000	78,491
<i>Serenade of the Seas</i>	2003	2,501	90,090
<i>Sovereign of the Seas</i>	1988	2,852	73,192
<i>Splendour of the Seas</i>	1996	2,076	70,000
<i>Vision of the Seas</i>	1998	2,435	78,491
<i>Voyager of the Seas</i>	1999	3,114	138,000





### Jeffrey Danis ~ Vice President, Supply Chain Management

As Vice President of Supply Chain Management, Mr. Jeff Danis is responsible for overseeing worldwide procurement, inventory management, distribution, warehousing and shipping for both Royal Caribbean International and Celebrity Cruises.

In this position, Mr. Danis focus on supplier relationship management, maintaining integrity of the procurement process, and driving efficiencies in the supply chain process, for the planning to consumption and utilization.

Mr. Danis is a 25-year veteran of supply chain management. Before joining Royal Caribbean in 2003, Danis worked with P&O Princess Cruises as Vice President of Global Purchasing and Logistics. He was also an Executive Director of Worldwide Sourcing at Raytheon Systems Company and held several management positions at Hughes Electronic in purchasing, inventory/production control, shipping/receiving, strategic Sourcing and supply chain integrations.

Mr. Danis graduated from the California State University, Long Beach. He is a frequent speaker at industry and professional events and currently serves as a board member of the Marine Hotel Associate.



### Richard D. Fain ~ Chairman & CEO

Richard D. Fain is Chairman and Chief Executive Officer of Royal Caribbean Cruises Ltd., the global cruise company operating 29 ships under the Celebrity Cruises and Royal Caribbean International brands.

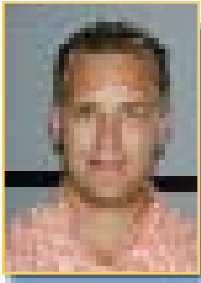
Fain joined Royal Caribbean in 1979 as an outside director on the company's Board of Directors. He became the cruise line's Chairman and CEO in 1988. Prior to joining Royal Caribbean, he spent 13 years as treasurer, chief financial officer and joint managing director of Gotaas-Larsen Shipping Corp., a London-based owner and operator of cargo ships.

Today, Fain serves as chairman of the International Council of Cruise Lines, an industry trade association representing the majority of North American cruise lines. He also is a member of the National Conference for Community and Justice, and serves on the World Wildlife Fund's National Council, the Florida Council of 100 and the University of Miami's Board of Trustees. In addition, Fain is the incoming Chairman of the United Way of Miami-Dade County.

Fain is a former chair of the Miami Business Forum and the Greater Miami Convention and Visitors Bureau. He also served as co-chair of the United Way Campaign of Miami-Dade County and as chair of the POW WOW Host Committee in Miami. In 2004, Fain received the Ultimate CEO Award from the South Florida Business Journal and accepted the Ellis Island Medal of Honor from the National Ethnic Coalition Organization. He will be inducted into the South Florida Business Hall of Fame in October 2004.

Fain was presented one of France's most distinguished awards, the Chevalier de la Légion d'Honneur (French Legion of Honor), and was named Commander, First Class, of the Order of the Lion by Finland. In addition to being the recipient of the Anti-Defamation League's 2000 Distinguished Community Service award, he was named the 1999 Statesman of the Year by the Wharton School Club of South Florida, as well as the 1998 Humanitarian of the Year by the American Red Cross of Greater Miami and the Keys.

Fain holds a B.S. degree in economics from the University of California at Berkeley and a M.B.A. from the Wharton School of Business at the University of Pennsylvania. Fain and his wife, Colleen, have four children and reside in Miami-Dade County, Florida.



### Bill Fay ~ Insurance Specialist, Risk Management

Bill Fay is Insurance Specialist, Risk Management for Royal Caribbean Cruises Ltd. He is responsible for the shoreside and marine insurance programs for both Royal Caribbean International and Celebrity Cruises.

Prior to joining Royal Caribbean in 2000, Mr. Fay worked as Risk Manager for General Roofing, the largest commercial roofer in the US. Mr. Fay holds a Bachelor of Arts Degree from LaGrange College and has obtained the designation of Certified Insurance Counselor (CIC).



### John Fox ~ Vice President, Government & Community Relations

Mr. Fox is an attorney by profession who spent 18 years in Washington, D.C. From 1981-1985, Mr. Fox represented various Florida clients before the Federal government. In 1986, Mr. Fox moved to Miami, Florida to assume the position of Vice President of Corporate Relations for Royal Caribbean Cruises, Ltd. Mr. Fox, now Vice President of Industry Relations for Royal Caribbean International and Celebrity Cruises, is a political fund-raiser, raises money for a number of charities, and is very active in community affairs. Mr. Fox's charitable and civic responsibilities include the following:

- ATIA (Alaska Travel Industry Association), board member
- The Beacon Council, Executive Committee member
- Jackson Memorial Foundation, Board member
- Super Bowl Host Committee 1999, Board member, Co-chair, Special Events Committee, member, Executive Committee
- Florida Sports Foundation, gubernatorial appointment, Board member
- Florida Commission on Tourism, gubernatorial appointment for 2001
- Royal Caribbean Golf Classic, Founding committee member
- NWCA (Northwest Cruise Ship Association) Government & Community Affairs Committee Chairman
- ICCL (International Council of Cruise Lines) Board of Directors, PAC Board, Legislative Committee, CICF (Cruise Industry Charitable Foundation) Board member

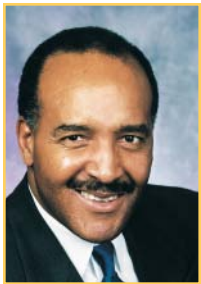
Prior statewide appointments include the Florida Economic Growth and International Development Commission.

Has been honored for:

- Easter Seals 1991-92 Chairman
- FCCA Founding father 1995
- JMF Board of Directors 1996
- Cystic Fibrosis Foundation Chairman 1996
- Bankers Club Board of Governors
- La Gorce Country Club President 1996-99







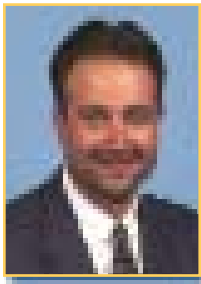
### Horace Hord ~ Vice President, Government & Community Relations Eastern Caribbean

Horace Hord Jr. joined Royal Caribbean Cruises Ltd. in July 2004 as Regional Vice President of Government and Community Relations. In this role, he is the cruise line's chief liaison with destination governments and community organizations throughout the Eastern Caribbean region.

Prior to joining Royal Caribbean, Hord served as president and chief executive officer of the Aruba Hotel and Tourism Association, where he oversaw government and industry relations, advertising and marketing initiatives, joint government and private-sector promotions, travel agent education and member services.

From 1989 to 2000, Hord was American Airlines' Director of Marketing for the Atlantic Caribbean region. As such, he was responsible for directing the company's marketing, advertising, public relations, special events and promotions. He also headed the airline's government and private-sector relations activities in the region.

Throughout his 30-year career in the hospitality and tourism industry, Hord has received numerous honors, including the Academy of Travel and Tourism's "Professional of the Year" award. He also served on the boards of the Caribbean Tourism Organization, Caribbean Hotel Association, Greater Miami Convention and Visitors Bureau and Florida Memorial College.



### A. Henry Lopez ~ Director, Hotel & Corporate Purchasing

Henry is responsible for the purchasing of hotel and corporate supplies for Royal Caribbean International and Celebrity Cruises. Henry joined the Royal Caribbean organization in May 2002 with over 15 years of purchasing, logistics and shipboard experience.

Henry is married with three children.



### Capt. Howard A. Newhoff ~ Manager, Security, R.C.I. & Celebrity Cruises

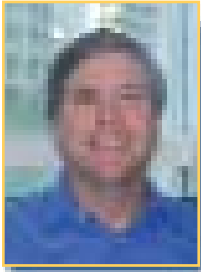
Responsible for shore side security of cruise vessel facilities and terminals worldwide. Supports 26 cruise vessel Masters in onboard security matters including plans, equipment, intelligence and training. Administers fleet vessel visitor control program. Liaisons with federal and local law enforcement agencies such as FBI, Customs and Border Protection, TSA, DEA, Coast Guard, Secret Service, state law enforcement agencies and local police concerning operational and criminal matters. Insures that vessel and terminal operations comply with applicable security laws, regulations and policies. Administers maritime security cruise industry training programs Monitors international maritime terrorism risks and threats. Member of multiple U.S. and international port security committees. Member of International Council of Cruise Lines (ICCL) Security Committee.

#### **1965 - 1989: United States Coast Guard**

Retired with the rank of Captain. Commanding Officer of four cutters. Maritime law enforcement experience. Experience in hostage and terrorism matters. Plans Officer for coastal defense of Western United States. Liaison Officer to U.S. Navy Ship Training Command. Readiness and Training Officer for a Coast Guard District. Assistant Program Manager for Coast Guard Marine Science Program. Merchant Marine ship Deck Safety Officer. Maritime command combat experience in Vietnam.







## Richard M. Pruitt ~ Director, Environmental Programs, Safety & Environment

After basic, he reported to the Presidio of Monterey, Defense Language Institute for 47 weeks of intensive Russian language training in August 1980.

Following language training, LCDR Pruitt was transferred to San Angelo, TX Goodfellow Air Force Base for 7 months of advanced technical training. This was followed by 2 months of intensive survival training at the USAF Survival School at Fairchild Air Force Base, Spokane, Washington.

In April 1982, he was assigned as an Airborne Russian Linguist to Eielson Air Force Base, Fairbanks, Alaska. There, LCDR Pruitt became a qualified Airborne Operator, Tactical Controller and Computer Systems Operator on "RIVET JOINT" aircraft, and most importantly, a COBRA BALL aircraft Airborne Mission Supervisor.

In October 1985, he was reassigned to Fort Meade, Maryland and the National Security Agency. There, LCDR Pruitt qualified as an Airborne Operator, Analyst and Mission Supervisor on the COMFY LEVI and SENIOR SCOUT airborne systems. He also was in charge of all unit operations training, standardization and evaluation.

In 1990, LCDR Pruitt completed his Bachelors Degree and was accepted to USCG Officer Candidate School. After graduating from OCS in December 1990, he was assigned to the USCG Intelligence Coordination Center Detachment in Suitland, Maryland and shortly thereafter to Coast Guard Headquarters as an Indications and Warning Watch Officer until June 1993.

LCDR Pruitt's Marine Safety career began in 1993 when he was assigned as a Resident Marine Inspector at Colonna's, Norshipco and Newport News Shipbuilding yards while at MSO Hampton Roads, VA. In October 1995 he was slated to become the Chief, Port Safety and Security Branch, and held that job until June of 1997.

In July 1997, LCDR Pruitt was transferred to the position of the OPA-90 Contingency Planner at MSO Miami, a position he held until July 1999. At this time he was selected to become the Chief, USCG Passenger Vessel Control Verification Examination (CVE) School, where he directed the USCG's "Center for Excellence" for foreign passenger vessel examinations. As a Senior Marine Inspector, he also assumed the role as Port State Control Leader. In addition to these other duties, he served as duty team leader and casualty investigator, responding to serious marine accidents, involving all types of casualties.

In July 2002, LCDR Pruitt was selected to become the inaugural US Coast Guard (USCG) Passenger Vessel Safety, Prevention and Mass Rescue Operations Program Manager at USCG Headquarters.

His academic achievements include:

- Masters of Business Administration, Florida Atlantic University, Environmental, 2001
- Bachelor of Arts, National Louis University, Management, 1990
- Associate's Degree, Community College of the Air Force, Russian Interpreting, 1988.

His Coast Guard qualifications include:

- Senior Marine Inspector: Deck & Machinery, CVE, Liquefied Hazardous Gas, Crude, Product and Chemical Tanker, Foreign Freight, Barge, Drydock, Small Passenger, and Fishing Vessel Examiner
- Designated Waterfront Facility Inspector, Harbor Safety, and Contingency Planner
- Indications and Warning Watch Officer.





### Michael Ronan ~ Regional Vice President, Government & Community Relations Western Caribbean

Michael Ronan was promoted to the newly created position of Regional Vice President of Government and Community Relations, in August 2004. In this capacity, he is Royal Caribbean's chief liaison with destination governments and community organizations throughout the Western Caribbean region.

Ronan most recently served as the company's Associate Vice President of Destination Development. In that role, he established and maintained strong relationships with the ports Royal Caribbean International and Celebrity Cruises visits, including those in Alaska, the Caribbean,

Europe, Asia, Australia and South America.

Ronan also served as Royal Caribbean's Director of Shore Excursion Programs and Destination Development. As such, he was responsible for developing relationships with private and public venues, and excursion vendors for more than 1,000 tours and excursions in more than 150 ports of call worldwide.

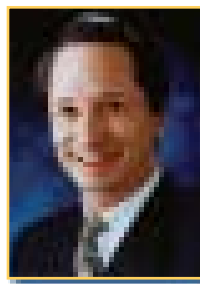
Ronan joined Royal Caribbean International in 1989 as Director of Port Planning, a newly created department within the company's Hotel Operations department. His responsibilities included shore excursions, port agent selection, the berthing of ships worldwide and industry associations.

Prior to joining Royal Caribbean, Ronan worked for Norwegian Cruise Line as Director of Cruise Programs. He also spent more than 12 years as an owner and manager of two tour and excursion companies that serviced major cruise lines visiting the Dominican Republic.

Today, Ronan represents Royal Caribbean International in the Florida Caribbean Cruise Association as Vice Chairman of the organization's Operations Committee. He also is on the board of the Caribbean Tourism Organization.

Ronan earned a bachelor's degree in sociology from Western Michigan University in 1970. Upon graduation, he joined the Peace Corps as a volunteer in the Dominican Republic.

He and his wife, Patricia, reside in Pinecrest, Fla., and have two children: Michael Jr. and Christine.



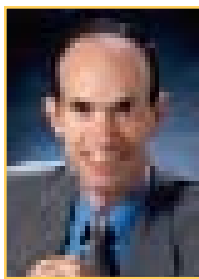
### John Tercek ~ Vice President, Commercial Development

John Tercek brings nearly 20 years experience in project investment and development to this position as Vice President of Commercial Development for Royal Caribbean Cruises Ltd. He is responsible for overseeing infrastructure projects and ventures to support the company's strategic growth objectives, with a special emphasis on port and facilities development to support fleet growth and itinerary expansion.

Tercek's achievements also include arranging acquisition of twelve shopping centers in Southern California for Burnham Pacific Properties, where he played a key role in creating and implementing that company's urban infill investment program that grew to \$1 billion on the West Coast.

Previously, Tercek was Vice President of International Development for SeaWest Energy Corporation, where he developed the first private gas co-generation power plant in Spain and structure project financing for the largest renewable energy project in Europe in the United Kingdom, among other accomplishments. His professional career spans many large-scale projects in the areas of retail, industrial and multi-family real estate development and investment, and co-generation power development and investment; he has been involved in over \$1 billion of development transactions.

John is a graduate of the Wharton School of Finance at the University of Pennsylvania and Fordham University Law School and is a member of the New York Bar. He and his wife, Linda, have one child and live in Coconut Grove, Florida.



## Adam M. Goldstein ~ Executive Vice President, Brand Operations

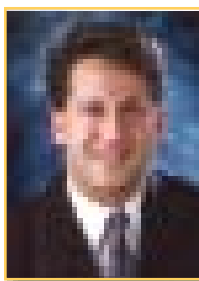
Adam Goldstein, Executive Vice President, Brand Operations for Royal Caribbean International, has spent nearly 15 years introducing Royal Caribbean to vacationers and ensuring the cruise line's offering is in harmony with its guests' preferences.

In November, 2002, Goldstein was named Executive Vice President, Brand Operations for Royal Caribbean International, a new position with responsibility for Fleet Operations, Newbuildings, Global Sales & Marketing, Supply Chain Management and Royal Celebrity Tours.

From 1999 to 2002, Goldstein served as Senior Vice President, Total Guest Satisfaction, with responsibility for the guests' vacation experience from pre and post cruise land operations to all products and services during the cruise. From 1997 to 1999, Goldstein served as Senior Vice President, Marketing, with responsibility for North American and Latin American Sales & Marketing, Reservations, Groups, Marketing Automation and Strategic Planning. From 1994 to 1997, Goldstein served as Vice President, Marketing, adding worldwide responsibility for development of and communication about the Royal Caribbean brand to his existing responsibilities. From 1991 to 1994, Goldstein served as Vice President, International Sales and Marketing, and was charged with creating an international sales and marketing capability for Royal Caribbean. From 1989 to 1991, Goldstein served as Director, Market Development, and initiated Royal Caribbean's strategic planning effort as well as the line's market development function, including market research and marketing automation. Beginning in 1989, he helped to create and then expand CruiseMatch 2000, the cruise industry's first fully-automated reservations and information system available to travel agents worldwide via the internet and all four major airline computer reservations systems (CRS). From 1988 to 1989, Goldstein served as corporate secretary to the Royal Caribbean's board of directors, and was actively involved in accomplishing the merger of Royal Caribbean and Admiral Cruises as well as the acquisition of the company by Cruise Associates and Anders Wilhelmsen & Co.

Goldstein also represents Royal Caribbean on the board of directors and executive committee of the Travel Industry Association of America (TIA). He served as National Chair of TIA in 2001 and continues to serve as a member of the TIA Foundation board. Also, from 1998 to 2000, Goldstein served as Chair of TIA's USA Marketing Council during the design and implementation of TIA's Expanded Strategic International Vision.

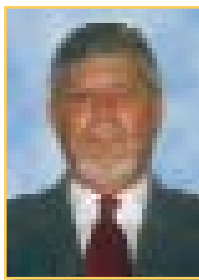
Goldstein graduated with honors from Princeton University, majoring in public policy at the Woodrow Wilson School of Public and International Affairs. He also has a law degree from Harvard and an MBA with distinction from INSEAD, the European business school in Fontainebleau, France. Goldstein and his wife Cheryl have two children, David and Julie, and live in Miami-Dade County, Florida.



## James Haller ~ Manager, Deployment & Itinerary Planning

James Haller is Manager, Deployment & Itinerary Planning for Royal Caribbean Cruises Ltd. He is responsible for itinerary development for the Royal Caribbean International and Celebrity Cruises brands as well as Corporate Strategic Planning and Business Development.

Mr. Haller holds a B.S. in Accounting from the State University of New York at Buffalo.



## Andy Horton ~ Executive, Shore Excursions & Explorations

Looking for more of a challenge, Andy left the hotel industry and joined Carnival Cruise Lines in the early 80's. He spent another 10-years at Regency Cruises as Manager of Vessel Operations before joining Royal Caribbean International in 1995 as Manager of Port Planning and most recently, Shore Excursions Executive.



### Tellef Lie-Nielsen ~ Superintendent, Nautical Port Development

Captain Tellef Lie-Nielsen worked with Norwegian Cruise Line for 13 years, 8 years on the ships and 5 years shoreside in Marine Operations.

Captain Lie-Nielsen joined Royal Caribbean International in 1995 as Port Captain and was then promoted to Marine Superintendent. In 2000 he became the Director for the Marine Nautical Department and currently holds the position of Port Development Superintendent dealing with all the port issues.



### David J. Llewellyn ~ Associate Vice President, Shore Excursions & Explorations

David currently resides in Weston with his wife Rosie and their three children Alexander [12 yrs], Madelaine [7 yrs] and Alan [2yrs].

David's cruise industry career started when he joined the shore excursions department of Chandris Cruises in 1975. After 11 years of cruising all over the world, he relocated shoreside to Miami in 1986 and took over running the operation of the shore excursion program for the Chandris fleet.

In 1990 he additionally accepted the responsibility for the excursion Operations of Celebrity fleet. In 1999, two years after the merge between RCCL and Celebrity Cruises, management implemented a restructuring of both excursion departments. Since then David, in his capacity as an Associate VP, heads-up a dual branded shore excursion team for Royal Caribbean International and Celebrity Cruises, Inc.



### Lisa Lutoff-Perlo ~ Associate VP, Product Marketing & Strategic Alliances

Lutoff-Perlo is a hospitality executive having spent the past seventeen years with Royal Caribbean Cruises, Ltd. Her current responsibilities include: 1) Developing brand and destination strategies and marketing initiatives for Royal Caribbean International. These are developed through understanding today's consumers and what they are buying as well as the experiences they are looking for. 2) Developing and maximizing relationships with strategic alliance partners that fit the Royal Caribbean brand strategy, customer preferences, and consumer mindset, and 3) Developing new programming and enhancing the Royal Caribbean experience base on customer feedback and consumer trends.

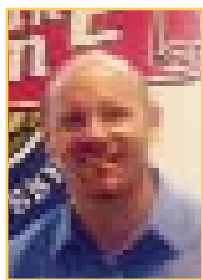
The vast majority of time Lisa has been with Royal Caribbean has been spent in the sales area. Her most recent role was Associate Vice President of National and Corporate Sales. In this role, Lisa covered markets that generated more than \$1.5 Billion in annual revenues and spanned 18,000 retail/incentive and corporate locations. She led a team of sales professionals that worked with many distribution channels to grow business for Royal Caribbean Cruises, Ltd. In these roles, Lisa has gained a very good sense of buying patterns, customer changes, and travel habits.

Lisa is active in youth volunteer programs and in 2001 was named one of the industry's "Top 100 Most Powerful Women in Travel."



### Althea Palmer ~ Manager, Business Systems- Explorations!

Althea Palmer has worked for Royal Caribbean International and Celebrity Cruises for over 10 years. Althea has been heavily involved in the development of the on-line shore excursion reservation system since its inception in 2001. She currently is responsible for the online shore excursion inventory maintenance for the pre-paid system. This includes all destinations that Royal Caribbean Cruises Ltd. visits for all of their vessels.



### Charly McDonald ~ Specialist, Adventure Ocean

Charly hails from the city of brotherly love, Philadelphia, Pennsylvania. After graduating with a B.S. in Recreation and Leisure Studies from Ithaca College in New York he joined Royal Caribbean International in March 1992 as a member of the youth staff onboard Sun Viking.

Charly spent six years at sea as an Adventure Ocean Manager, working on eleven Royal Caribbean ships. He was part of the start up team for the introduction of the Legend of the Seas and has had the opportunity to travel through out the Caribbean, Europe, Alaska, Bermuda, and Asia.

In 1998 Charly accepted a position in the Miami headquarters of Royal Caribbean International overseeing the companies recreation program for kids and teens ages 3-17 and their families. During his tenure with Royal Caribbean he has experienced and managed the company's growth from carrying 35,000 youth under the age of 18 in 1992 – to last years 250,000 youth under the age of 18 on the companies 18 ships.

In his leisure time Charly enjoys traveling, reading, working out, and spending time his wife Lorie and their new daughter Madelyn, born in May 2003.



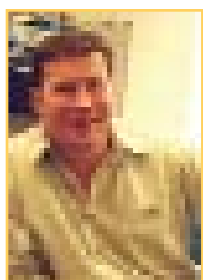
### Maria Sastre ~ Vice President, Total Guest Satisfaction Services

As Vice President, Total Guest Satisfaction Services for Royal Caribbean International, Ms. Sastre is responsible for Royal Caribbean's culinary and beverage Operations, entertainment, shore excursions, guest cabin services, private island destinations, cruise activities and programming, as well as other areas.

Ms. Sastre joined Royal Caribbean International after serving as Vice President of Customer Satisfaction for United Airlines. She was appointed to that position in July 1999, to lead the newly created division charged with refining the customer experience. Ms. Sastre joined United in 1992, as Director of Sales and Planning for Latin America. In 1994, she was promoted to the position of Director of International Sales Planning for Asia, Europe and Latin America. In 1995, she was promoted to Vice President for Latin America Operations which included Latin America, the Caribbean and Miami. In that position Ms. Sastre earned the highest customer satisfaction ratings for any region in the airline's worldwide Operations. Ms. Sastre also served as Senior Director of Sales and Distribution at Continental Airlines where she began work in 1989. Prior to that, she held a variety of managerial positions in finance, technology, marketing, international Operations, and sales at Eastern Airlines.

Ms. Sastre's education includes an Associates degree in Accounting from Miami-Dade Community College, a Bachelor's degree in Marketing from the New York Institute of Technology and a Master's in Business Administration also from the New York Institute of Technology.

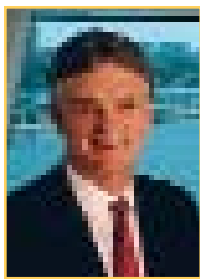
Ms. Sastre's professional affiliations include serving on the Board of Directors of Darden Restaurants, parent of Red Lobster, Olive Garden and Bahama Breeze Restaurants, as well as serving on the boards of the Greater Miami Chamber of Commerce and the Greater Miami Convention and Visitors Bureau. She is a member of the International Aviation Women's Association (IAWA) and the International Women's Forum (IWF). Ms. Sastre has also served on the Executive Boards of United Way of Dade County, New World Symphony and the Beacon Council.



### Patrick Schneider ~ Executive, Shore Excursions & Explorations

Patrick Schneider has worked for Royal Caribbean and Celebrity Cruises for over 12 years. Part of this time was spent working onboard the vessels in the capacity of a Shore Excursion Manager, covering the areas of Alaska, South America, Baltic, Mediterranean, Bermuda, and of course, the Caribbean. He is currently responsible for all shore excursion programs in the areas of the Caribbean, Panama Canal, and the Bahamas for both Royal Caribbean and Celebrity Cruises vessels.





## Jack L. Williams ~ President & COO, Royal Caribbean International & Celebrity Cruises

Jack Williams has served as president and chief operating officer (COO) of Royal Caribbean International and Celebrity Cruises lines since 2001. He joined the company as Royal Caribbean International's president and COO in 1997. In both roles, Williams has been instrumental in redefining the company's corporate culture and repositioning both brands in the marketplace. He also was a driving force behind the restructuring of the company's revenue management practices, environmental policies, and marine operations.

Prior to joining the cruise industry, Williams worked for 23 years at American Airlines, where he held a variety of positions involving operations, finance, sales, and marketing. Ultimately named vice president and general sales manager of the airline in 1990, he began with the company in 1972 as an operations agent in San Diego.

Williams' career is closely intertwined with his passion for charity, especially the Cystic Fibrosis Foundation (CFF). A member of CFF's Board of Directors from 1999 to 2003, Williams now serves on its Founders' Council as a key fundraising adviser. While at American Airlines, he raised millions of dollars for the charity as featured auctioneer at the company's annual Celebrity Ski events. After coming to Royal Caribbean, Williams launched a similar event, which later became known as "Shine Miami," a weekend of fund-raising activities sponsored by Celebrity Cruises. In 2003, Williams completed his first New York City Marathon, adding another \$300,000 for the cause. Earlier this year, Williams ran the third leg of the "Escape from Alcatraz" triathlon in San Francisco in support of CFF. This fall, he will kick off "Shine San Francisco" and "Shine New York City" events to raise funds for the organization.

CFF recognized Williams in 1994 by presenting him its highest honor, the "Breath of Life Award." The organization's San Francisco chapter presented him a similar award in 1995. Sharing the stage with Bob Hope in 1996, Williams' was recognized by the American Cinema Awards for his humanitarian efforts, receiving its "Joel McCrea Merit of Achievement Award."

Williams also served on the Board of Directors of the Andre Agassi Foundation, which has supported at-risk children since 1994. He continues to lend his auctioneering talents to the American Airlines Celebrity Golf event for the Susan G. Komen Breast Cancer Foundation and the Michael Bolton Foundation, which supports at-risk women and children. Williams raises an estimated \$6 million to \$7 million annually for several charity organizations.

In other affiliations, Williams serves on the Board of Directors of SunTrust Bank in Miami. He was appointed by Secretary of Homeland Security Tom Ridge to serve on the nation's Private Sector Senior Advisory Committee, a subcommittee of the Homeland Security Advisory Council. Earlier this year, Williams was honored by the Seafarers House in Port Everglades with its 2004 "Golden Compass Award" for his commitment to improving the well-being of ships' crew. Williams is a graduate of San Diego State University, where he earned a B.A. degree in Communications.



“I’m very impressed with Gulfport. I’m really looking forward to working with them in the future.”

—Captain Giovanni Catugno, *Conquest Master*



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When Carnival Cruise Lines needed a port for its largest ship—and needed it to be ready in less than a week—Gulfport stepped up and delivered. With amazing speed, we were able to adapt our state port to accommodate 7,000 passengers and 13,000 pieces of luggage every week.

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# Seabourn Cruise Line

6100 Blue Lagoon Drive, Suite 400 • Miami, FL 33126 • Phone: (305) 463-3000 • Fax: (305) 463-3010  
Website: [www.seabourn.com](http://www.seabourn.com)



*Seabourn Cruise Line, operated by Cunard Line, is generally regarded as the most celebrated cruise line in the world with absolute dedication to the highest level of personal service. Spaciousness and elegance is the rule, with an ambiance that allows pampered guests to establish their own pace befitting their own lifestyles.*

*Seabourn's voyages range from 4 to 99 days sailing to the Mediterranean; Scandinavia, Russia, and the Rivers of Europe; Asia, India and Arabia; the Americas; and Transoceanic cruises including transatlantic and transpacific voyages.*

## FLEET STATISTICS

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
Seabourn Legend	1996	208	10,000
Seabourn Pride	1988	208	10,000
Seabourn Spirit	1989	208	10,000
Seabourn Sun	1988	758	38,000





## Deborah L. Natansohn ~ President, Sales and Marketing

Deborah L. Natansohn was appointed president of Seabourn Cruise Line in July of 2004, with a mission to guide a major reorganization and create a stand-alone company from a symbiotic business structure sharing numerous services with Cunard Line. Natansohn had served as Cunard's senior vice president of sales and marketing, spearheading the rebranding of the line and guiding the immensely successful introduction of the line's new flagship Queen Mary 2.

A well-known industry veteran, Natansohn was the first female president of a premium cruise operator, the destination-oriented Orient Lines, from 1998 until 2000, when she began her tenure with Cunard,

Natansohn began her travel career 20 years ago as an editor with Travel Trade magazine. Her background includes five years in London as director of marketing for Travellers International, which operated the TWA, SAS and Cunard tour programs in Europe; and three years as director of marketing for Arthur Frommer International. She was vice president of marketing for Ocean Cruise Lines and Pearl Cruises, and senior vice president at Orient Lines from 1992 until her appointment as the line's president in 1998. In addition, Natansohn has chaired the marketing committee for the Cruise Lines International Association (CLIA).

A native New Yorker, Natansohn earned a Bachelor of Arts degree in English Literature and Journalism from the State University of New York, Albany. She resides in Fort Lauderdale, Florida.





# Topaz International Cruises

1015 North America Way, Suite 128 • Miami, FL 33132

Tel: (305) 376-8600 • Fax: (305) 376-4375



*Topaz International Cruises owns and operates "The Tss Topaz". The Topaz is currently fully chartered to Thompson Holidays Limited, the largest tour operator in the U.K. The vessel performs seven-night sailings to the Western Mediterranean including such exotic ports as Palma de Majorca, Naples, Messina, Casablanca, Cadiz, Valencia and many more.*

*The Topaz offers a care free, all-inclusive cruise experience; whether you're relaxing in one of the pools, brushing up on your ballroom dancing or just enjoying the fabulous entertainment onboard, their professional staff and crew attend to their passengers' every need.*

## FLEET STATISTICS

### NAME

*The Topaz*

### YEAR BUILT

1956

### PAX CAPACITY

1,050

### TONNAGE

32,327





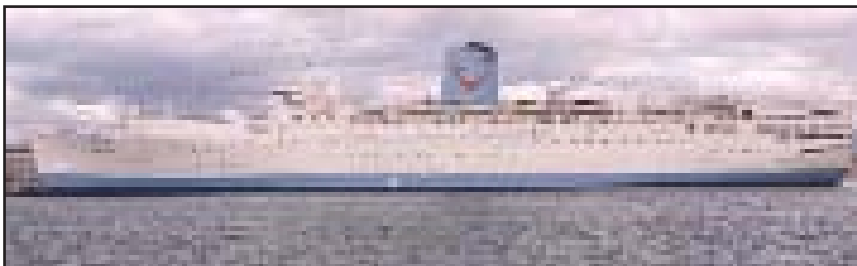


Captain Paris G. Katsoufis ~ President

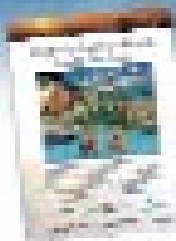
A Master Mariner with over 40 years experience in shipping, Captain Katsoufis is the President of Kyma Ship Management Inc., which manages for specific areas of the world, the passenger vessels T.S.S. "The Topaz" (owned by Topaz International Cruises Inc. and chartered by Japan Grace on behalf of Peaceboat, a non-governmental association, from June 2003 to June 2006), and the M.V. "Mona Lisa" (owned by Leonardo Shipping and chartered by Holiday Kreuzfahrten, from December 2002 to October 2010).

In his prior position as President of Cunard Line Ltd., he succeeded in the turnaround of the Company from a negative operating income to positive, in less than one year.

From 1980-1997 he was the President of Dolphin and Majesty Cruise Lines operating at their peak with five (5) vessels, the T.S.S. "Dolphin", T.S.S. "Ocean Breeze", T.S.S. "Sea Breeze", T.S.S. "Island Breeze" and M/V "Royal Majesty."



## Port Canaveral, A Partner For Success



## References

Spain is the 11th largest country in the world by land area, but it is the 45th largest by population. Located in the Iberian Peninsula, it is bordered by the Mediterranean Sea to the east and south, and by France, Andorra, and Portugal to the west. It has a total area of 505,992 square kilometers (195,367 square miles). The population is approximately 45 million people.

any new law, must also cover corporations both small and medium-sized, and companies, i. e. in different tax systems. Governmental officials have to be clear in their own minds that the law will be applied to all companies.

**RESEARCH DESIGN**

[illegible]Liliana was baptized in the  
Lutheran Church and her father

The authors report that the observed increase in the use of cocaine is not necessarily good, and that it may well be a sign of a more serious problem, such as the increasing use of cocaine in the United States.

### Members of Advisory Committee

During the 1990s, the number of people who have been convicted of sexual offenses has increased significantly. This has led to a growing concern about the safety of children and the need for better protection measures. The following table shows the number of people convicted of sexual offenses in the United States from 1990 to 1999.

### Public/Professional Interest: The need to understand

near some associations, representing the same genus are represented by a phyllite. Island metamorphism created schists, crystalline gneiss, and a metabasite suite (Fig. 2) on the island. Our intention is to help you develop skills in a natural world, from before then, and the students become a new team.

Paul's mission and its growth in the "homeland" and gratitude will be the leading themes in our sessions. In approaching such diverse issues, we build on the "Power to Believe." For additional information and other suggestions, visit [www.100years.org](http://www.100years.org).



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 Fax: 303.733.1101  
 www.rockwellautomation.com

# Windstar Cruises

1015 North America Way, Suite 128 • Miami, FL 33132  
Tel: (305) 376-8600 • Fax: (305) 376-4375



*Windstar Cruises - A Unique Concept In Cruising*  
*Sailing under the banner of its appropriate tag line "180 degrees from ordinary," Windstar was created with the vision to offer an alternative to the typical cruise or resort vacation. The Windstar guest views the world from a romantic sailing ship with luxurious accommodations, and exquisite service and cuisine in a casually elegant environment.*

*Well known for cruising off the beaten path, the upscale line sails to exotic locales and hidden harbors that larger ships cannot access. These stately vessels turn heads from the Greek Islands to the Caribbean.*

*With their sleek lines and computerized controls, Windstar ships are revolutionary in concept and design, while the towering sails echo a bygone era of explorers. Windstar's ships are officially motor sail yachts (msy), but the designation belies the vessels unique rigging. Unfurling in two minutes at the push of a button, billowing white sails reach to the sky. All functions are operated from the bridge by computer micro-chips and navigational devices. The unusual "open-bridge" operation allows guests to drop by and acquaint themselves with the veteran captains and officers who demonstrate the ship's intriguing capabilities to modern day explorers.*

## FLEET STATISTICS

NAME
Wind Star
Wind Spirit
Wind Surf

YEAR BUILT
1986
1988
1990

PAX CAPACITY
148
148
308

TONNAGE
5,350
5,350
14,745





### Bradley Hardaway ~ Supervisor of Shore Excursions

As Supervisor of Shore Excursions for Windstar Cruises, Brad Hardaway is responsible for designing and implementing onboard amenity programs, worldwide shore excursions and shore-side events.

He provides specialized services to groups in both the retail and incentive/charter markets. He consults with clients in an evaluation process designed to individually tailor activities to guest profiles and requirements. Hardaway was hired as shore excursion supervisor in 2003 and reports to Sandra Scragg, manager of marine hotel operations.

Hardaway customizes charter, group and incentive shore excursion programs and is responsible for research, development and coordination of all shore excursions in Windstar's extensive worldwide program. He is responsible for the creation of the company's shore excursion brochures and maintains descriptions on the website. Overland tour options offered on longer cruises are coordinated by Hardaway, including pre-bookings. Hardaway brings to the position six years of experience as a sales coordinator with Windstar's charter and incentive department. He has traveled extensively aboard the Windstar ships and is well experienced with the destinations. He began his travel career with Windstar Cruises' parent company, Holland America Line in December of 1994.

He has a business management degree from Boise State University and lives in Seattle, Washington.



### Tom Russell ~ Vice President, Marketing & Sales

As vice president of marketing and sales for Windstar Cruises, Tom Russell is responsible for revenue management and marketing of all cruises for Windstar's fleet of three motor sailing yachts: Wind Star, Wind Spirit and Wind Surf. Windstar Cruises is headquartered in Seattle, Washington and is a subsidiary of Holland America Line.

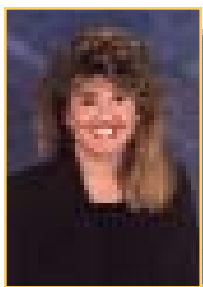
A 30-year travel industry veteran with 20 years experience in the cruise industry, Russell oversees all product pricing, yield management, sales, marketing and other activities for the company. He has strengthened the company's "180-Degrees from Ordinary" brand messaging and reputation as an upscale niche cruise line through new marketing and product initiatives. He is responsible for the cruise line's itinerary research and development.

Russell also oversees a sales force of over 85 people in North America, as well as 20 international general sales agents. A staff of 14 people in marketing and sales in the Seattle office report to Russell. He maintains a strong alliance with Windstar's travel agent partners and cruise guests.

Russell is active in the travel industry and often speaks at industry events. He is a member of both the marketing and management committees for the Cruise Line International Association (CLIA).

Prior to joining Windstar in 2000, Russell was president of Society Expeditions. He has also held key senior management positions with Cruise West, Silversea Cruises, Costa Cruises, Sitmar Cruises and Princess Cruises. He has an undergraduate degree in marketing and an MBA from California State University, Dominguez Hills.

Russell lives with his wife and six children in Issaquah, Washington.



## Sandra Scragg~ Manager, Marine Hotel Operations

Sandra Scragg manages marine hotel operations for Windstar's three-ship fleet of motor sailing yachts.

An extensive work history with Windstar, including working as social hostess, purser, and hotel manager on board the ships and shore excursion supervisor in the office, prepared her well for the varied responsibilities of her position. She was hired as manager of marine hotel operations in 2000.

Scragg's top priorities are food and beverage operations, accommodations and onboard revenue. She is charged with maximizing passenger satisfaction while maintaining strict cost controls. She has developed initiatives to enhance the guest experience, as well as generate on board revenue from food and beverage, entertainment and shore excursion programs.

Consistent standards of service are maintained through a system of directives and communications initiated by Scragg and carried out by each ship's hotel manager on board.

Scragg knows first-hand the challenges of shipboard life and provides support to the staff on board with regular communication and ship visits. She is involved in hiring decisions and staff scheduling.

Scragg also oversees all concessionaires from contracting to performance monitoring. She provides purchasing with all hotel related specs and bids for future programs.

Shore excursion and dive programs are developed and executed by Scragg with assistance from Brad Hardaway, shore excursion supervisor. She provides information, ideas and support to the Charter & Incentive group and Marketing and Sales. She is actively involved with planning and implementing interior improvements on the ships and oversees general maintenance when it involves passenger satisfaction.

Scragg received a Bachelor of Arts, Honors, Cum Laude from the University of Stellenbosch in South Africa, and then studied in Switzerland at Hotel Management School. She speaks fluent English, French, Swiss-German, German, Spanish, Afrikaans and some Italian. Sandra lives with her husband and son in Seattle.



# 2004 Featured Destinations

**Antigua**

**Aruba**

**Barbados**

**Dominica**

**Grenada**

**Jamaica**

**Puerto Rico**

**St. Christopher Air and Sea Port**

**St. Kitts**

**St. Maarten Tourism**

**St. Vincent**

**Trinidad**

**U. S. Virgin Islands**



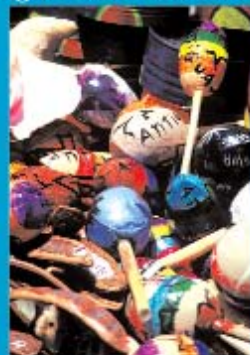


# Antigua & Barbuda



Cruising  
Cruising

[www.antigua-barbuda.com](http://www.antigua-barbuda.com)



## Department Of Tourism

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## Honorable Minister Hilson Baptiste

Minister Of State, Chairman Of Antigua Pier Group Ltd.

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Antigua, W.I.  
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Honorable Minister Hilson Baptiste is Minister of State and Junior Minister of Tourism. He is also the Chairman of Antigua Pier Group Limited and an important figurehead for Antigua & Barbuda's Cruise Industry. The Minister has pledged his commitment to his government's continued tourism training and development initiatives outlined in the Tourism Transformation Taskforce.



## Ms. Shirlene Nibbs

The Director General Of Tourism

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Ms. Shirlene Nibbs is the Director General of Tourism and Secretary to the Antigua Pier Group Ltd. She has a solid track record of more than 25 years experience in the tourism industry. Since her appointment to the position of Director General of Tourism in 2000 she continues to chart the direction of the industry by redefining and setting new standards in service quality. Ms. Nibbs holds an MBA, Master in Business Administration, a BSc in Hotel & Tourism Management, and a Diploma in Institutional Management. She is also Vice Chair of Director of Tourism Association (DOTA) and is well respected by her peers throughout the region.



## Mr. Nathan Dundas

President of The Antigua & Barbuda Cruise Tourism Association

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Mr. Nathan Dundas has been an important part of Antigua & Barbuda's cruise & shipping industry. He has been employed as the Shipping Manager of Bayers shipping for over twelve years. He is also the President of the Antigua & Barbuda Cruise Tourism Association; third Vice President of the Caribbean Custom Brokers Association and is the Chairman (Group A) of the Caribbean Ship Agents Association.



## Mr. Raphael Benjamin

Port Manager

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E + urp@port@condwag

Raphael A. Benjamin has been employed by the Government of Antigua since 1969. He has held several influential positions within the Ministry of Finance including the Customs Division. His knowledge and experience has been invaluable to the Antigua Port Authority since his appointment as Port Manager 1997.



Antigua Pier Group Ltd. - Government & private sector point of contact.

Antigua & Barbuda Cruise Tourism Association - Active private sector involvement.

US\$22 million spent on the new cruise infrastructure.  
1,400 Turning Basin.  
4 Downtown cruise only berths.  
Direct access to duty free shopping, restaurants & vendors market.  
Direct access to tourist information, taxis & tours.  
40 specialized tour opportunities with a total capacity of 5,280 guests.  
Competitive head tax rates and port charges.  
Waste oil & Sludge removal and treatment facility.  
Access to container cargo & bunker facilities.  
Home porting.

# *Aruba, only the Best!*



Aruba works ongoing on innovative ideas on how to serve its cruise passengers at their best. A list of over 20 suggestions on how to spend a day in Aruba was recently released on the island's official web site [www.arubabycruise.com](http://www.arubabycruise.com).

The Cruise Tourism Authority is distributing in the cruise terminal "Welcome Back" refrigerator magnets as a token of appreciation to persuade the cruise guests to return to the island for a longer vacation period.

Upon disembarkation the guests would receive a customized "Aruba for you" guidebook.

After familiarizing with the island's wonders and intrigued nature and by being fascinated by the safety, cleanliness and friendly people, the guests would receive the refrigerator magnet. It has two simple instructions, visit [www.arubabycruise.com](http://www.arubabycruise.com) and click Welcome Back for special offers.

This program is specifically designed with the valuable cruise guest in mind.

Additionally, the Government of Aruba passed the law of Ship-and Aircraft security ordinance on June 24, 2004. The law includes relevant aspects delineated by the International Ship & Port facility Security (ISPS) code.

The undertaken security measurements are being put in place, in accordance with the Port Facility Security Plan (PFSP), which was designed in compliance with the recommendations given by a Recognized Security Organization, outlined in their Port Facility Security Assessment (PFSA). The Aruba Ports Authority is executing major related projects to increase and or maintain the security standard at the facilities.

Aruba's cruise and cargo/ free-zone ports are both in total compliance to the ISPS code.

The Port and Ship Facility Office and the Company Ship Security Office went through the process of signing the declaration.

The government approved also the purchase of additional screening machines to be placed at specific checkpoints, which were installed early August at the "Reina Beatrix Aeropuerto Internacional." Now, Aruba's airport is also in compliance with new US safety airport standards set by Transportation Security Administration (TSA.)

With these additional security measurements, and located outside the hurricane zone Aruba is welcoming you to spend your holidays in Aruba.

**You are cordially invited to Aruba, only the best!**





# THE BRIDGETOWN PORT



For more than two decades the Bridgetown Port has welcomed many cruise ships and millions of vacationers to our shores. More than 620 000 passengers were welcomed to Barbados in 2003 and projections are for close to 800 000 passengers in 2004. In January, Barbados was the first Caribbean destination to host Cunard's new megaship, the Queen Mary 2, which is currently the buzz of the industry.

Barbados has already been positioning itself to accommodate increased arrivals, with improvements to the Bridgetown Port and new and improved activities for passengers who take part in onshore excursions.



The Port of Bridgetown comprises five berths totaling 1,531 metres

in length. At peak capacity the Port can accommodate three mega vessels in addition to three smaller or mid size vessels. There are plans to build a dedicated cruise pier which will accommodate two mega vessels.



## DREDGING

Maintenance dredging of the Bridgetown Port was executed and completed in May 2002.

## Dimensions of dredged depth of the Harbour basins are:-

Entrance	13.5m
Turning Basin	12.5m
Berth 2	11.0m
Berth 3	11.0m
Berth 4	11.0m
Breakwater	11.5m
Bulk Facility	13m
Shallow Draft	6m



# THE CRUISE TERMINAL

The cruise terminal at the Bridgetown Port provides a number of services for the use of cruise passengers and crew members. It offers 24 duty free shops, quaint pushcarts, Customs, Immigration, Port Health, Plant and Animal Quarantine Services, Post Office, a communications centre, and general information services at the Barbados Tourism Authority.

In over 20 000 sq/ft of air-conditioned space, visitors can shop to their hearts content for a wide variety of items including: jewellery, perfumes, fine linen, crystal, china, cameras and electronic equipment, arts and

craft, souvenirs, t-shirts, exclusive resort wear, liquor, cigars and cigarettes.



Bridgetown Cruise Terminals Inc.

Tel: 246-431-0386/0393 Fax: 246-431-9032 Website: [www.bridgetowncruiseterminals.com](http://www.bridgetowncruiseterminals.com)

# THE AIRPORT EXPANSION PROJECT

The airport expansion and refurbishment project was started in November 1998. In the end, the Grantley Adams International Airport will include:

- a new cargo terminal with the installation of bigger luggage carousels
- additional aircraft parking space
- expanded immigration and customs facilities
- improved flight information displays
- an increase in the number of airline lounges and departure lounge seating
- a substantially large duty free shopping mall and an airside food court.

## FLY / CRUISE

In Barbados, special arrangements can usually be made to transfer passengers directly from charter aircraft to the gangway of the ship, without the usual formality of Immigration and Customs clearance at the arrival hall. It is a smooth and classy operation and often, passengers are on board ship 30 minutes after the charter flight lands! There are plans for a dedicated fly-cruise facility at Spencers, near Grantley Adams International.



Barbados Grantley Adams International Airport

Tel: 246-428-7101 Fax: 246-420-7069



# Your Ideal Cruise Port

[www.dominica.com](http://www.dominica.com)

For cruise passengers whose idea of paradise is scuba diving, canoe, drop-off and pick-up off a deserted sandy beach on the Caribbean, watching for several species of whale and eleven species of dolphin, or hiking up a mountain slope through a verdant, sparkling trail of indigenous species to a sparkling hidden waterfall, Dominica is the ideal port of call.

In recent years, Dominica has seen dramatic growth in the number of cruise ships that stop at the island. Offering a unique alternative to the Caribbean, cruise passengers – whether on island for a half day or full day – enjoy exploring Dominica's diverse and ever-inspiring terrain, looking for whales and dolphins, riding historical trails, hiking the mountain, scuba diving, snorkelling, shopping the local markets, or simply relaxing on a serene sandy beach.

Cruise passengers interested in exploring the island's natural surroundings can take half and full day hiking excursions into the rainforests to witness waterfalls and hot springs while more independent and experienced hikers can tackle the island's rugged interior terrain (Dominica is the most mountainous island in the Caribbean) on their own.

Trails of various difficulty levels can be found throughout the island, including some that connect historic agricultural estates, and you take as little as one hour or as many as you desire to complete.

For a different perspective on the lush scenery of the island from the top, a cable car known as the new *Maintenant Aerial Tram* provides a breathtaking scenic view. This 4,688-foot-long tram takes visitors on a spectacular 70 minute journey over the treetops of the island's magnificent rainforest.

Another aspect of this island gem is an "Awa-on-Blue" expeditions boating on the Indian River. The route runs past turquoise coves of Dominica's coral gardens and serene rivers and gorges and offers the opportunity to board the route that takes you back to the 16th Century in order to trade with the native people – Dominica's Caribs. The Indian River is home to a wide variety of tropical flora and fauna, some of which are indigenous to the island.

To see the breathtaking underwater world that exists off Dominica's coast, diving and snorkelling excursions to well known dive sites like Champagne and South Head Pinnacles are available, as are boatwork sailing, river fishing, kayak and canoeing, and mountain hiking trails.



# Your Ideal Cruise Port

[www.dominica.dm](http://www.dominica.dm)

Those who have always wanted to see a sperm whale or bottlenose dolphin will delight in taking a whale watching tour. Considered by some to be the whale watching capital of the Caribbean with an 80% sighting rate, 18 species of whales and dolphins have been identified in the Island's surrounding waters. Tours to see these amazing creatures up close and first-hand are offered by various Island tour companies several times a week.

History and culture buffs that want to learn about the Island can take a walking tour of Roseau, the Island's capital city, or visit the Dominica Museum. Also waiting to be explored is Fort Shirley, an English colonial fort found among the ruins at the 800 acre Cabrits Historical and Marine National Park, and the Carib Territory, the 3,787 acre territory where the descendants of the Caribs, the first inhabitants of Dominica, live in eight villages. Today, Carib Indians continue to practice traditional hand weaving of baskets, which make great souvenirs.



In Roseau, visiting cruise passengers can pick up a few presents for those back home, from handmade crafts made of woods like bamboo, calabash and fwije (tree fern) to local art and various duty-free bargains. At the north end of town, a fruit and vegetable market is a lively stop and provides insight into local customs and culture.

Dominica's local tour operators offer full and half-day tours. Check [www.dominica.dm](http://www.dominica.dm) for a complete listing of tour companies. Additionally taxis have standard sightseeing rates and drivers that are knowledgeable about the Island's sights and history.



Cruise lines including Carnival, Cunard, Holland America, Norwegian Cruise and Princess visit the island regularly docking at either the Roseau Cruise Ship Berth in the capital city, Woodbridge Bay Port, a five minute drive north of the capital, or Cabrits Cruise Ship Berth located at Prince Rupert Bay in the north of the Island. For the 2004/2005 season, Dominica expects to welcome over 350,000 passengers.



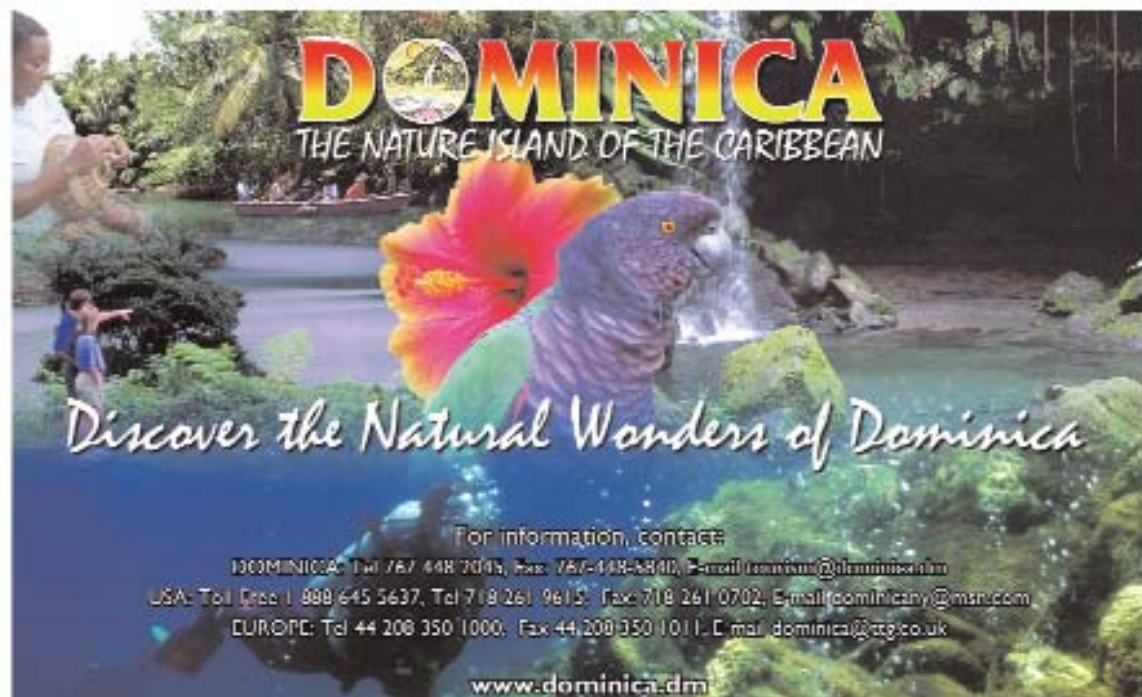
# Your Ideal Cruise Port

[www.dominica.dm](http://www.dominica.dm)

The independent nation of Dominica (pronounced "Dom-in-eeek-a") is located between the French islands of Guadeloupe and Martinique in the Eastern Caribbean. The largest and most mountainous of the Windward Islands, Dominica encompasses an area of nearly 290 square miles. Of volcanic origins with mountains reaching heights of nearly 5,000 feet, rainforests that are considered among the last true island-based rainforests in the world, more than 365 rivers, waterfalls, boiling lakes, and pristine coral reefs, Dominica's natural diversity is truly unique. Dominica is also home to the last remaining settlement of the Indigenous Peoples of the Caribbean - The Carib Indians.

A place where man and nature live in harmony, adventurers and nature lovers alike will revel in the Island's eco tourism options which include scuba diving, snorkelling, mountain biking, kayaking, horseback riding, nature tours, hiking/trekking, whale, dolphin and bird watching, sailing, fishing and boating on the Indian River.

Plans are well on the way to develop new port facilities at the Woodbridge Bay Port to accommodate two mega ships simultaneously. The facilities will be complemented with a Cruise Village featuring duty free shopping, a handy craft centre, creative and performing arts, local cuisine among others. The island is now fully compliant with the IMO ISPS regulations, ensuring complete safety and security of ships, passengers, officers and crew while in port. For more information on Dominica, contact the Dominica Tourist Office in New York at 888 645 5637 or visit Dominica's official website at [www.dominica.dm](http://www.dominica.dm).



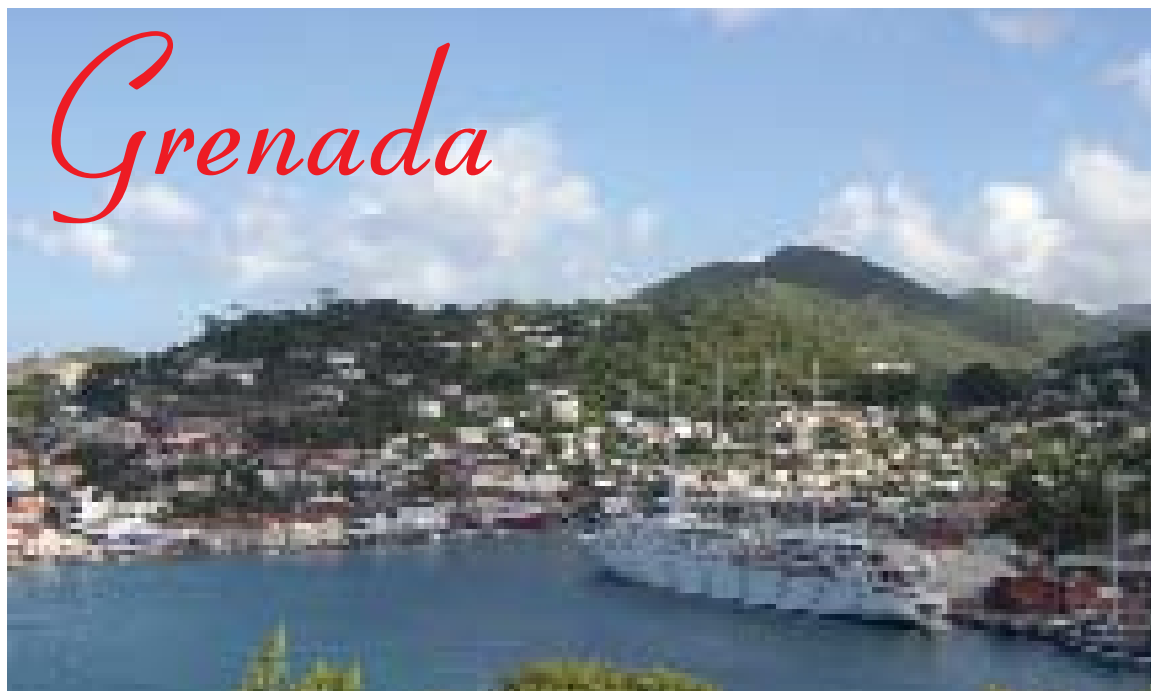
**DOMINICA**  
THE NATURE ISLAND OF THE CARIBBEAN

*Discover the Natural Wonders of Dominica*

For information, contact:

DOMINICA: Tel 767 448 7045, Fax: 767-448-5840, E-mail: [tourism@dominica.dm](mailto:tourism@dominica.dm)  
USA: Toll Free 1 888 645 5637, Tel 718 261 9615, Fax: 718 261 0702, E-mail: [dominicany@msn.com](mailto:dominicany@msn.com)  
EUROPE: Tel 44 208 350 1000, Fax 44 208 350 1011, E-mail: [dominica@tg.co.uk](mailto:dominica@tg.co.uk)

[www.dominica.dm](http://www.dominica.dm)



The state of Grenada, commonly known as “The Spice of the Caribbean”, is the largest of a group of Caribbean isles located at the most southern point of the Grenadine Island chain. Grenada, together with two other main islands, Carriacou and Petite Martinique, is home to an indigenous mix of approximately 100,000 warm and friendly inhabitants. Some 97% of the population is of Afro-Caribbean descent, while the remaining 3% is comprised of descendants with East Indian and European ancestry.

Situated at 12 degrees north, Grenada is considered a safe haven for “yachties” during the hurricane season between July and October. However, yachtsmen and women are but a small portion of the leisure traffic hosted by this verdantly picturesque island. Although stay over visitors from the Caribbean, North America, the United Kingdom,

and Europe form the largest group of tourists, and consequently provide the largest contribution to the Grenadian economy, cruise tourism is also a significant revenue earner as well.

In support of a new cruise port, in 2002 the Government of Grenada embarked on an ambitious infrastructural project to the tune of US \$ 25 million. This project called for the reclamation of approximately 10 acres of seabed to the southwestern end of the island. The planned development featured an attractively designed Cruise Passenger Welcome Centre and duty free shopping complex, with parking facilities for ground tour and taxi operations. In addition to the construction of the 400-meter finger jetty, capable of berthing 2 mega cruise ships simultaneously, provision was also made for a smaller jetty to be utilized as a deployment area for water based tours.

The land reclamation was completed in December 2003, and the technical hand-over of the jetty to the Grenada Ports Authority by developer Zublin (Grenada) Ltd., was completed on March 5th, 2004. Completion of the Welcome Centre, and Phase I of the duty free shopping complex is scheduled for Fall 2004, and Summer 2005 respectively.

The Government of Grenada is aware, however, that visitors do not come to a destination solely to take advantage of shopping opportunities at the cruise port. Being mindful of this, initiatives are being undertaken by private and public sector stakeholders to ensure that the Grenadian product, i.e., the sights and attractions, activities, and consumables at this destination, are reflective of unique brands and high quality standards that differentiate from the “run of the mill” vacation experience.



Grenada's strengths are undoubtedly her natural scenic beauty - white and black sand beaches with turquoise blue waters; waterfalls nestled in lush, green vegetation; and rainforest punctuated with splashes of brilliantly hued flora. Her history mirrors a turbulent past of battles being fought for political and economic supremacy between the original Arawak and Carib inhabitants or "Kalinago" who sailed up the Orinoco River from mainland South America, and the Spanish, French, and British. Two of the main forts from this period, Fort George and Fort Frederick, are visitor attractions today. The former is the site of a bloody massacre that occurred on October 19th, 1983, when Prime Minister Maurice Bishop, and some of his most loyal supporters were gunned down by an opposing fraction of the then People's Revolutionary Government (PRG). Today, visitors to Fort George, snap picture perfect shots of the Carenage harbour on one side of the fort, and the new Melville Street Cruise Port on the other.

Cruise passengers and stay over visitors take advantage of available island tours ranging from the simply scenic, to soft adventure activities such as hiking, mountain bike rides, and kayaking. While hiking in the rainforest, the fragrant aromas of Grenadian spices remind you that you are in the heart of "The Spice of the Caribbean". Did you know that Grenada is known for growing more spices per square mile than anywhere else on planet earth? The only other country that produces large quantities of Grenada's main spice - the

Nutmeg - is Indonesia. The golden pericarp, or fleshy outer covering of this spice, is used in the production of jams and jellies. The red Mace is utilized in perfumes and pharmaceuticals, and the dark brown nutmeg (nestled inside a hard shell) is grated over alcoholic and non-alcoholic drinks, soups, and stews to create a subtle flavour unlike any other. Other spices grown are Bayleaf, Cinnamon, Cloves, and Ginger. Local spices and spice products can be purchased as special remembrances of this beautiful tropical island, Grenada. For additional information on Grenada and the new Melville Street Cruise Port Village, please visit the cruise section of the official website of the Grenada Board of Tourism at **[www.GrenadaGrenadines.com](http://www.GrenadaGrenadines.com)**

*Nikoyan Roberts, April 30th, 2004*

Mr. William Joseph, the current holder of the office of Director of Tourism, has given over twenty-five years of public service to Grenada.



A man whose philosophy of work and whose social and academic

preparation have produced a career of high achievement, Mr. Joseph is also a person of generous spirit and the common touch.

In his several roles as husband and father, friend and neighbour, team-player and executive, he has shown himself to value sharing not selfishness; people not things; truth not convenience and success not praise.

Mr. Joseph cherishes his upbringing as a member of a large, working-class family - the sacrifices, values, hard work, belonging and parental guidance and encouragement particularly towards the acquisition of a sound education. Today, he credits his being a graduate of the University of Manchester in England and the University of the West Indies to those important influences.

During his working life, Mr. Joseph has held top positions in the Grenada Public Service and has represented Grenada at numerous international and regional conferences. He has held directorships on several statutory bodies in Grenada, two sub-regional companies and is the current Chairman of WINERA Limited based in St. Lucia. He is also a well-trained and highly experienced diplomat.

Mr. Joseph's leadership of the Grenada Board of Tourism has heightened his standing among all sections of the local community and he has been the longest serving Director of Tourism in Grenada. His efforts in this area of work have been to the economic and social benefit of the people of Grenada.

## **HON. BRENDA HOOD**

### **MINISTER FOR TOURISM, CIVIL AVIATION AND CULTURE**

Right from the start, Hon. Brenda Hood's career seems destined to have involved the political arena. She is a certified Social Worker with more than 20 years of professional experience in the field. Throughout her career,

Hon. Brenda Hood has been instrumental in contributing to the betterment of all members of society through a number of organizations in both Grenada and Canada.

Having graduated as a Social Worker from York university in Canada, her career began in 1974 as an Employee Benefits Adviser with the Ontario Government. Four years later, she became a Rehabilitation Counselor within the Ministry of Social Services.



In 1982, Hon. Hood left the government to develop her own business, PCL Counseling Services in Toronto. There she provided therapeutic counseling to families, young offenders, immigrants, women and children. She also founded and served as Director of Hood's Home for behavioural Problem Children in Toronto, as well as co-founded the CANRISE Non-profit Housing for Women and their families.

In addition to the professional counseling, Hon. Hood also conducted training in Management Workshops for women's groups, students and social workers in Canada.

Hon. Hood finally returned to Grenada in 1992, where she served as the Executive Director of Grenada Save the Children Development Agency (GRENSAVE). She stayed in that position for seven years, until the political world came calling once again.

In January 1999, Hon Hood was elected to Parliament as Minister of State in the Ministry of Social Services, Housing, Social Security and Women's Affairs with special responsibility for Women's Affairs. Later that same year, she was appointed as Minister for Tourism, Civil Aviation, Social Security and Gender and Family Affairs. Culture was added to her responsibilities in January 2002. She also served as Acting Foreign Affairs Minister in their respective absences. In November 2003 she was appointed as Minister for Tourism Civil Aviation and Culture.

In the years she has been in office, Hon. Hood has chaired several committees, namely the Prison Review Committee, Multi Partite Committee, Mercy Committee and most recently Chairperson of the Caribbean Disaster Emergency Response Agency (CDERA) and locally the National Emergency Relief organization (NERO) and the Human Resource Technical Committee formed out of the Caribbean Tourism Organization. She is also the past-chairperson of the Grenada Adoption Board as well as the National Coalition on the Rights of the Child.

The dedication Hon. Hood has shown to community service and development has been recognized through a number of awards, including one from the Grenada Association-Toronto, along with the Harambee Foundation for contributing to the improvement of the lives of Caribbean people in Canada. At the end of 2002, the Informer Newspaper named Hon. Hood Personality of the Year.





# Puerto Rico

The Port of San Juan is the busiest ocean terminal in the Caribbean, and the second largest port in the Western Hemisphere. More than 700 cruise ships arrive each year bringing close to one million passengers to the island. Puerto Rico is host to several luxury cruise lines, such as Carnival, Celebrity, Cunard, Holland, Norwegian, Princess, Radisson Seven Seas and Royal Caribbean International.

With its authentic Latin culture, diverse attractions, breathtaking beaches and abundant natural scenery, Puerto Rico is a mecca for travelers looking for an exotic vacation, and a popular way for travelers to experience Puerto Rico is through a cruise. Travelers can choose to fly to San Juan and begin their cruise there, or include Puerto Rico as a port-of-call. Because Puerto Rico is a territory of the United States, U.S. citizens do not need a passport to enter the country and the dollar is the official currency. English is also widely spoken on the island.

From the moment visitors step off their plane or cruise ship, they can begin experiencing the history and culture of Puerto Rico. The narrow cobblestone streets of Old San Juan, a seven-square-block area over 500 years old, are bustling with ancient churches, plazas, historic sites, trendy restaurants, hip boutiques and galleries, all easily accessible from the air and cruise ports.

The newly renovated Pan-American Pier offers passengers the best facilities available in the Caribbean. As ships arrive at the port, locals greet visitors with an introduction to the lively music, dance and rich Latin culture of the island. As passengers stroll up the walkway that connects the piers to the historic streets of Old San Juan, the capital of Puerto Rico, they are welcomed with a series of information centers. These booths are part of the Puerto Rico Tourism Company's "Bienvenidos" initiative, which provides visitors with brochures, information and walking tours with an experienced guide. Visitors can choose from several themed tours featuring Puerto Rico's shopping, monuments, historic sites and panoramic views.

Cruise visitors don't have to travel far from the ship to find exciting attractions and events in

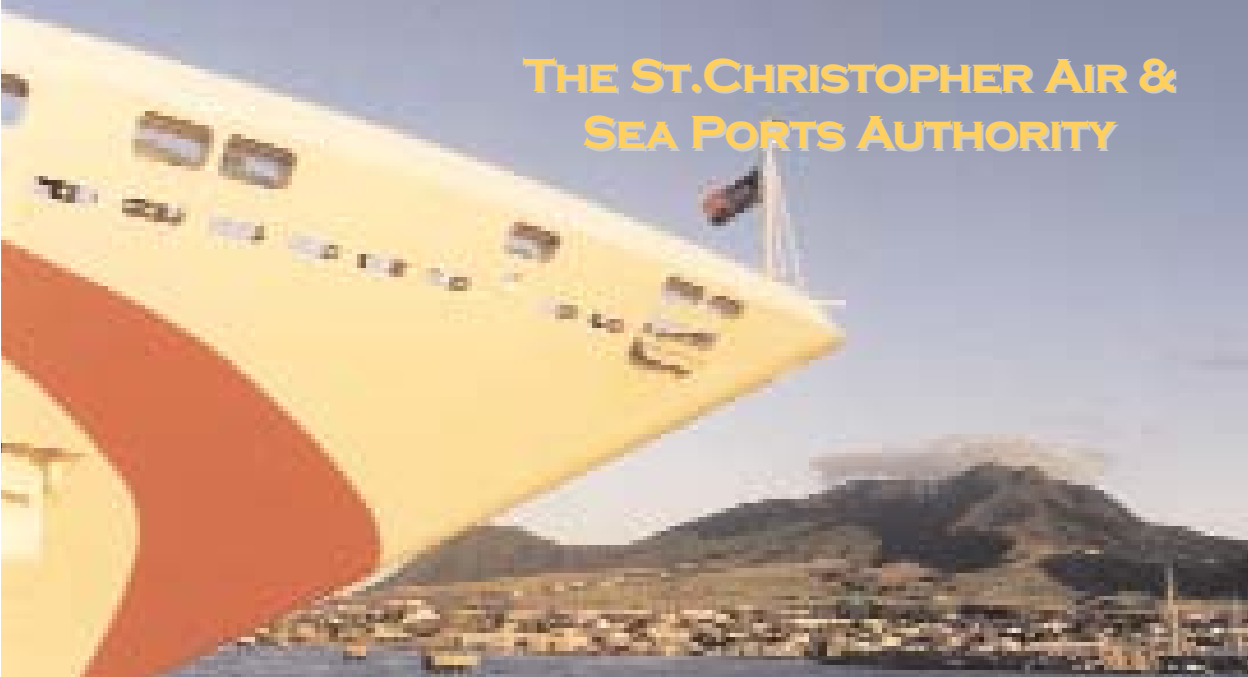


the pier area. La Casita Festival is a lively celebration that takes place the first Saturday of the month (5:30-7 p.m.) at the Plaza de la Darsena, adjacent to Pier 1 in Old San Juan. This festival features prominent Puerto Rican musicians, dance groups, painters and artisans as they perform and display their works. Art enthusiasts won't want to miss the Artisans Exposition, showcasing the handiwork of local artisans every Saturday and Sunday from 10 a.m.-8 p.m. in the Paseo La Princesa and Plaza de la Darsena.

Three major airports, located in San Juan, Ponce and Aguadilla, allow travelers to fly throughout the island with ease for pre-post cruise excursions. Many hotels and car rental companies have made it easy for travelers by offering packages that combine San Juan with other destinations throughout the island. Taxis, buses and rental cars also offer visitors convenient ground transportation. For one-day excursions, easily identifiable "Taxis Turísticos," or tourist taxis, operate on a fare-zone basis between the airport and cruise ship pier to designated tourist areas. Spending some additional is the perfect way for travelers to enhance or extend their vacation and experience the various exotic regions of Puerto Rico.



# THE ST. CHRISTOPHER AIR & SEA PORTS AUTHORITY



The St. Christopher Air & Sea Ports Authority looks forward to welcoming 2005 FCCA Conference Delegates at three of the finest Ports in the Caribbean!

A Statutory corporation formed by the Government of St. Kitts & Nevis in 1993, the Authority provides the gateway to St. Kitts, operating the Port Zante Cruise Ship Terminal, the Robert Llewellyn Bradshaw International Airport, and the Basseterre Deep Water (Cargo) Port.

## *Port Zante*

Cruise Ships calling in scenic Basseterre can now berth at the redesigned and reconstructed Pier at Port Zante.

With two dedicated Cruise ship berths at a length of 1100 ft and a maximum water depth of 40 ft, the Pier can accommodate Eagle-class Cruise ships as well as smaller pleasure crafts. Dockside services include fresh water and storage facilities, waste disposal, slop reception, shuttle service, pilotage, stevedoring, port security, and minor repairs.



Among its strengths, the refortified Berth is designed to withstand the most forceful hurricane experienced in the Federation in the past century. Additionally, a recently built revetment now protects the Pier and adjacent Marina.

Visitors to Port Zante can enjoy shopping and dining, access tourist information, taxis/tours, public telephones and banking facilities, or a short stroll away, sample a wide range of goods and services in St. Kitts' historic capital city.



## ***Robert L Bradshaw International Airport***

Perhaps the most modern and attractive Air Terminal in the English Speaking Caribbean, the Robert L Bradshaw International Airport makes travel to and from St. Kitts a pleasure.

Completed in 1998, the Terminal has spacious Arrival and Departure lounges, VIP Accommodation, an escalator and elevator in Arrival and Departure suites, ramps for the disabled, flight information display screens, and a number of retail shops and restaurants. The service extended to travelers is well supported by the Airport's commitment to safety and adherence to international security procedures.

The Terminal offers a variety of aircraft handling services on a rental basis, including Airstart Unit, Highloader, Passenger Stairs, and Ground Power Units. Aircargo services are also provided by a number of freight forwarders, including Fedex, DHL, and UPS.

At 2,439 metres long and 45.7 metres wide, the Airport's runway can accommodate up to DC10 type aircraft. Fire-fighting capability is category 8.

The Authority plans to expand and improve Airport facilities in the near future. This project includes the resurfacing and lengthening of the runway to accommodate larger aircraft, the creation of a fixed-based operation (FBO) for private and business jets, and an additional VIP lounge.

In early 2003, the Airport's new Control Tower and MET Office were officially opened, significantly improving the Federation's ability to provide enhanced aeronautical services.

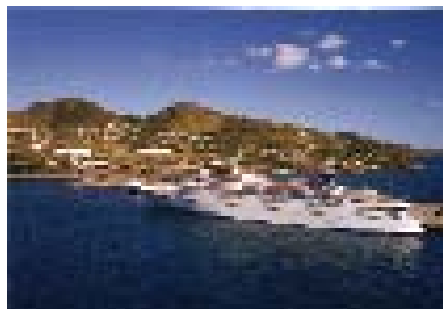
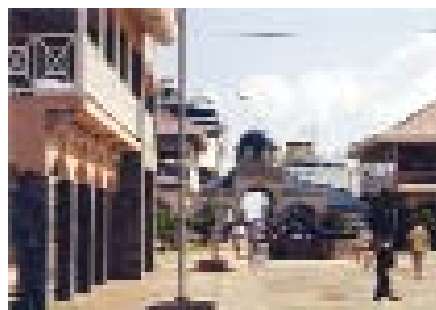
## ***Basseterre Deep Water (Cargo) Port***

Conveniently located on the Basseterre coast, the Deep Water Port can comfortably accommodate cargo vessels over 900ft long with a draught of 27 ft. The ro/ro berth can accommodate vessels over 300 ft long with a minimum depth of 19 ft.

With a sturdy set of cargo-handling vehicles, the Port has the facilities and expertise to move a range of diverse cargo and provide a quick turn-around for shippers. The Terminals are supported by a paved and secured cargo yard and more than 175,000 square feet of warehouse storage. Along with reefer facilities, there is container storage adjacent to each berth and a spacious park to accommodate the increasing container traffic.

During the tourist season, the Deep Water Port also provides additional accommodation for Cruise ships up to 960 ft in length with a draught of 26 ft.

Future plans include the further expansion of the Cargo Yard, and the construction of additional berthing facilities to accommodate all classes of small vessels.



# Strategic Outlook

With a record of boosting the island’s economy through the provision of modern cruise, cargo and aircraft handling facilities, the St. Christopher Air & Sea Ports Authority will continue its development thrust to facilitate the Government’s strategic plan for the Tourism Industry.



The island’s allure, together with sound Port infrastructure, has led to the recent establishment of the St. Kitts Marriott Resort and St. Kitts Scenic Railway, inaugural visits by several major Cruise ships and international Airlines, and exciting shore excursions planned for 2005.

With rousing international interest, continued development and efficient service from the Authority, St. Kitts is set to become a major player in the tourism and trade arenas.

When you decide to visit, we will be here... your Gateway to the Jewel of the Caribbean.

## Contact:

St. Christopher Air & Sea Ports Authority  
P. O Box 963  
Bird Rock  
St. Kitts, W. I

Receptionist:	(869) 465-8121/2/3
General Manager:	(869) 466-5560
Financial Controller:	(869) 465-6867
Personnel Manager:	(868) 466-7685
Manager/Operations:	(869) 466-5597
Accountant:	(869) 465-0895
Airport Manager	(869) 465-8472
Operations Officer/Airport:	(869) 466-5598
Air Traffic Control:	(869) 465-2750
Meteorological Office:	(869) 465-2749
Operations Officer/Security:	(869) 466-4609
Facsimile (Seaport):	(869) 465-8124/466-2258
Facsimile (Airport):	(869) 465-6722
Email:	scaspail@caribsurf.com



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In Canada: (416) 368-6707, Fax: (416) 368-3934 • In the UK: 011-44-207-376-0881, Fax: 011-44-207-937-6742

Email: [mintc&e@caribsurf.com](mailto:mintc&e@caribsurf.com)

Email: [info@st.kitts-nevis.com](mailto:info@st.kitts-nevis.com)



# *Port of St. Maarten*



## *Welcome to the Port of St. Maarten,*

*Four cruise ships at the jetty with the John Craane Cruise Terminal in the foreground along with other cruise facilities and services.*

The Port of St. Maarten is one of the most modern cruise facilities in the Northeastern Caribbean offering much and more for cruise ship passengers.

The latest addition is the Harbor Point Village, a typical Caribbean style village concept of stores offering cruise passenger various local and international gift items and accessories for that last minute shopping experience.

Harbor Point Village was opened in May 2003 and complements the shopping center of Philipsburg (Frontstreet). The village features a shopping arcade consisting of 12 shops and 12 market-stalls.

The John Craane Cruise Terminal is a full service terminal with bus and taxi pick-up and drop-off. It also features an internet café, banking facilities, postal services and a food and beverage shop.

Our cruise pier is over 2100 feet in length and can accommodate up to a maximum of five cruise vessels and has a passenger disembarkation rate of 100 per minute.

Cruise tourism growth is expected to continue and the island's political leadership recognizes this. Spearheading cruise tourism growth over the years has been Commissioner responsible for Economic & Port Affairs Theodore Heyliger.



*A statue of the late Dr. A.C. Wathey overlooks the cruise ships in port as thousands of passengers disembark to go on tours of the Friendly Island. The Cruise & Cargo Facilities are named after him because of his contributions to the development of St. Maarten. Many consider him the architect of St. Maarten's development.*

Commissioner Heyliger mapped out the vision for what is known as the Dr. A.C. Wathey Cruise & Cargo Facilities. The island as a cruise destination currently caters to over one million cruise passengers annually. This milestone was achieved late 2002 and was due to the hard work of the supervisory board, management and the staff at the Port of St. Maarten.

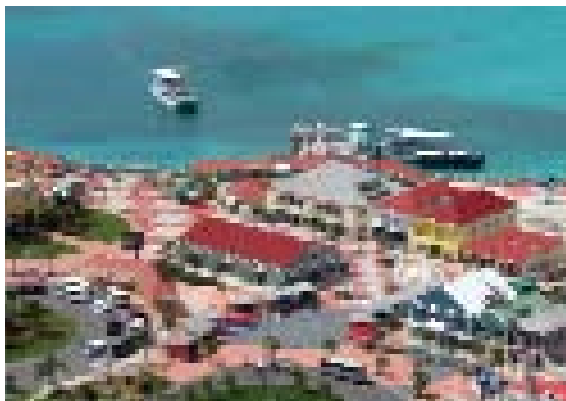
“St. Maarten is an attractive cruise destination because of its dual status of being shared by two European powers, The Netherlands and France, thereby making it an interesting destination to visit. As we would say: “Twice the vacation, Twice the fun.”

“We have much to offer cruise passengers besides our nation’s natural beauty, excellent duty-free shopping, entertainment, tours, friendly people, and visits to the neighboring islands of Anguilla, St. Barths, Saba and St. Eustatius etc.

“In order to continue to improve and enhance our cruise tourism product, we are on a continual basis looking at what can be done to make the cruise passengers visit better. We have added approximately 100 Washingtonian palm trees to beautify the entrance to the cruise facility and part of the pedestrian walkway leading to the shopping center of the Caribbean, .....Philipsburg.

“In the latter half of 2003 a beach promenade was constructed next to the Great Bay Beach and before that there was a multi-million guilder beach replenishment program. This allows cruise passengers to easily access Frontstreet where the majority of duty-free stores are located. Visitors can enjoy various beach activities or just simply relax and enjoy the ambiance overlooking the Great Bay Harbor and the blue Caribbean Sea.

“We will continue to build a successful future that attracts additional cruise



*The latest addition to the Dr. A.C. Wathey Cruise & Cargo Facilities is the Caribbean style Harbor Point Village.*

business. Our island-nation strategically located in the Northeastern Caribbean, is a hub for many of the surrounding islands and this also adds to the many attractions that St. Maarten and the neighboring islands have to offer the cruise visitor.

“We value very much the relationship with the Florida Caribbean Cruise Association (FCCA). This relationship has allowed us to both grow and it will allow us to keep pace with the rapidly changing cruise business. As larger cruise ships come online, we are adapting to these massive changes in the cruise industry. Our port strengths will continue to be the key ingredients for its future success,” Commissioner Theodore Heyliger said.

Two officials who play a very important role are St. Maarten Ports Authority Supervisory Board Chairman Leo Chance and St. Maarten Harbor Holding Company Supervisory Board Chairman Michel Soons. They along with their respective boards are responsible for implementing and executing the vision of Commissioner responsible for Economic & Port Affairs Theodore Heyliger.

Some of the long-term plans for the harbor facilities are: the construction of a breakwater, south of the cargo quay. This breakwater will provide additional protection to the cruise and cargo facility and Frontstreet shopping area from heavy sea swells.

An additional mooring dolphin will be added to the end of the 2130 foot cruise pier and plans have also been drafted to construct a second cruise pier. The new pier takes into consideration the Port of St. Maarten’s vision for home porting facilities in the Northeastern Caribbean for cruise lines thereby expanding the island’s hub into home porting.

The St. Maarten Group of Harbor Companies is managed by Rommel Charles and Mark Mingo. These two gentlemen handle the daily management of the facilities supported by a well trained team of staff who provide service with a smile and keep things running in an orderly, professional and efficient manner for a multi-million dollar cruise facility such as St. Maarten’s.

We all welcome you to visit the Port of St. Maarten and discover what we have to offer.

For further information and inquiries about the Dr. A.C. Wathey Cruise & Cargo Facilities, you can contact us as:

**St. Maarten Ports Authority**  
**P.O.Box 146,**  
**Philipsburg, Pointe Blanche**  
**St. Maarten, Netherlands Antilles**

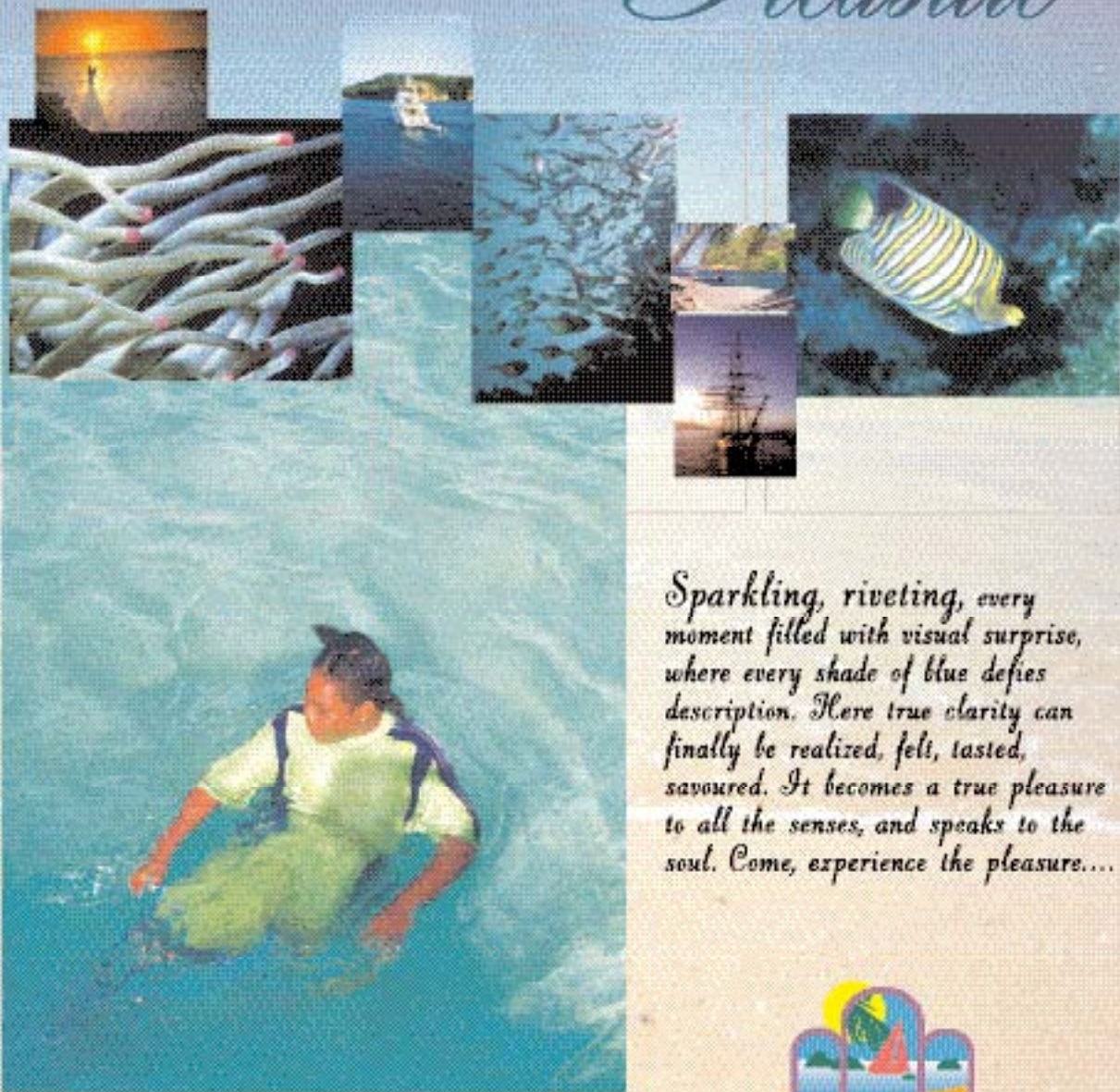
**Tel. 599 542-2307, 2348, Fax 599 542-5048**  
**Website: [www.portofstmaarten.com](http://www.portofstmaarten.com)**





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Contact us for information at:

St. Vincent & the Grenadines Ministry of Tourism and Culture  
Kingstown, St. Vincent & the Grenadines, West Indies. Tel: 08404571502  
Fax: 178404552425 - email: [tourism@stvincent.gov.tt](mailto:tourism@stvincent.gov.tt) - website: [www.stvincent.gov.tt](http://www.stvincent.gov.tt)  
or call your Travel Agent.





*Christopher Mendez* is the Acting General Manager/CEO of the Port Authority of Trinidad and Tobago since January 2003. He possesses a wealth of experience and knowledge of the port's operations having joined the Authority in August 1975, when he began as a Clerical Officer. He has also held the positions of Assistant Port Engineer and Deputy General Manager – Operations, before being appointed to his present position of Acting General Manager/CEO. He has a Bachelor of Science degree in Civil Engineering and a Diploma in Hydraulic Engineering from Delft, Holland.

The Authority's Cruise Shipping Department is headed by Mr. Balkaran Maharaj who has been the Supervisor Cruise shipping since the department's inception in 1989.

## TRINIDAD PORT DEVELOPMENT

In Trinidad work on the new Port of Spain International Waterfront Project is expected to commence in late 2004. This project is scheduled to be completed by 2006 December and will feature a new Cruise Ship Passenger Terminal with duty free shopping and a Craft Market.

## TOBAGO PORT DEVELOPMENT

In Scarborough Tobago works are currently in progress on the upgrade of the existing Pier. The Pier is expected to be completed by 2005 June and will be 310 meters long.



Trinidad & Tobago

## TOURISM AND INDUSTRIAL DEVELOPMENT COMPANY OF TRINIDAD AND TOBAGO LIMITED

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*Warren Solomon* is the Vice President, Tourism of the Tourism and Industrial Development Company of Trinidad and Tobago (TIDCO), a position he has held since January 2, 2004.

Warren is no stranger to the TIDCO team due to the fact that his strong experiential knowledge was partially built through previous employment with the company from 1995 to 1999 where he worked as Marketing Manager - Americas.

He expanded his career internationally, when he joined the Cayman Islands Department of Tourism – based in Grand Cayman – and as Marketing & Promotions Manager, was part of an energetic and creative team for five years.



Warren's experiential background is not to overshadow his academic achievements. A proud alumnus of Queen's Royal College in Trinidad, Warren received his tertiary education and training in North America, earning a Bachelor of Arts degree in International Development Studies and Spanish at St Mary's University in Halifax, Nova Scotia, as well as a series of marketing, management and tourism certificates at The George Washington University in Washington, DC.

He also received a Certificate in Tourism Planning & Development at the University of Surrey in the UK. Fluent in Spanish, Warren was able to develop programmes that led to the launch of Trinidad & Tobago's first major tourism promotions in South America during his first tenure at TIDCO.

In his capacity as Vice President of Tourism, Warren oversees all of TIDCO's tourism product development initiatives as well as niche development and marketing activities, which includes the local Cruise Tourism Sector.







## EMPOWERING YOUR ISLAND

Patricia G. Roberts, Director of the Department of Tourism for the United States Virgin Islands

The U.S. Virgin Islands is a beautiful island with a rich cultural heritage. It's a place where you can enjoy the best of both worlds: a tropical paradise with white sand beaches and turquoise water, and a vibrant culture with a mix of African, European, and Caribbean influences. The islands are a perfect destination for anyone looking for a relaxing vacation or a more adventurous experience.

To truly get a "taste" of the islands, visitors must experience the local culture. This includes trying the local food, which is a mix of Caribbean and European influences. Visitors should also take the time to explore the islands' history and natural beauty. The islands are a perfect destination for anyone looking for a relaxing vacation or a more adventurous experience.

With its stunning beaches, crystal clear water, and vibrant culture, the U.S. Virgin Islands is a perfect destination for anyone looking for a relaxing vacation or a more adventurous experience. The islands are a perfect destination for anyone looking for a relaxing vacation or a more adventurous experience.

Roberts is the Director of the Department of Tourism for the United States Virgin Islands. She is responsible for promoting the islands and attracting visitors. She has been in this position for over 10 years.

In 2008, Roberts was elected as the first female chair of the Caribbean Tourism Organization (CTO). She is a member of the CTO's Board of Directors and is responsible for promoting the islands and attracting visitors.

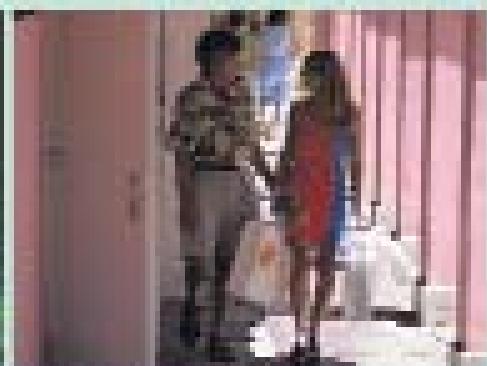
Roberts is a member of the Caribbean Tourism Organization (CTO) and is responsible for promoting the islands and attracting visitors. She has been in this position for over 10 years.

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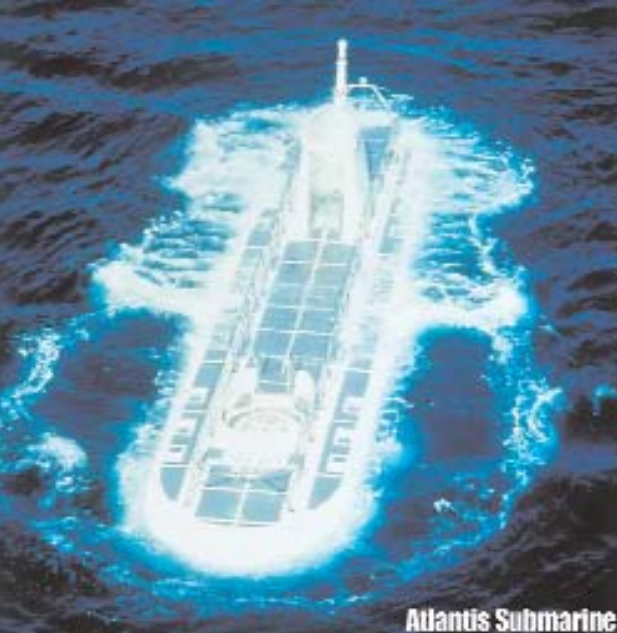
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From its start as a small, independent business operating a single tourist submarine at one Caribbean location, Atlantis now offers submarine excursions throughout the Caribbean, Hawaii, and Guam. Additionally, our focus has broadened so that we also offer semi-submarine excursions, and a wide array of land and ocean based adventures throughout our locations.

Atlantis crewmembers worldwide are the primary reason for our successes. Diverse in ethnic and cultural background, our team has an unwavering commitment to safety, quality and professionalism.

The Atlantis corporate office staff in Vancouver, our regional teams in Ft Lauderdale, Oahu and Guam and our many operations facilities throughout the Caribbean and the Pacific are standing-by to assist our cruise industry partners.



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