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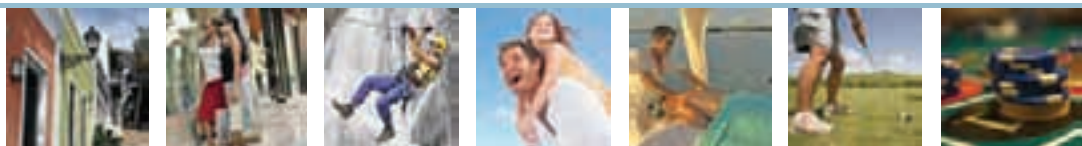


For more information about Colombia's ports, contact:

Camilo Duque  
cduque@proexport.com.co  
Ph: (305)374-3144

Proexport, the Colombian  
Tourism Board  
601 Brickell Key Drive Suite 608  
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# THE DIFFERENCE BETWEEN A PORT OF CALL AND A PORT CALLED HOME.



San Juan is the largest cruise homeport in the Caribbean. Thirteen cruise lines visit Puerto Rico on Central and Eastern Caribbean cruises, 5 of which homeport in San Juan, running more than 10 individual ships: Carnival Cruise Lines, Celebrity Cruises, Princess Cruises, Royal Caribbean International, Seadream Yacht Club and Silversea.

Other Cruise Lines visit the Port of Ponce, Porta Caribe, on the South coast with its museums and a rich cultural history or the western Port of Mayagüez, Porta del Sol, for its great beaches for surfing, snorkeling, whale watching and the best sunsets on the Island.

They all chose Puerto Rico because it is the only Caribbean destination that offers passengers so much to do and enjoy before and/or after their voyage. From pristine beaches and world class golf courses to a centuries old colonial walled city. From relaxing spas and a tropical rain forest nominated as one of the New Seven Natural Wonders of the World to designer shopping and unique culinary delights. It's all here in one amazing place.



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# FLORIDA-CARIBBEAN CRUISE ASSOCIATION

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Website: [www.f-cca.com](http://www.f-cca.com) • E-mail: [info@f-cca.com](mailto:info@f-cca.com)

## **Mission:**

The Florida-Caribbean Cruise Association (FCCA) is a not-for-profit trade organization composed of 15 Member Cruise Lines operating more than 100 vessels in Floridian, Caribbean and Latin American waters. Created in 1972, the FCCA's mandate is to provide a forum for discussion on legislation, tourism development, ports, tour operations, 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 its partner destinations and to develop productive bilateral partnerships with every sector. The FCCA works with governments, ports and all private/public sector representatives to maximize cruise passenger, cruise line and cruise line employee spending, as well as enhancing the destination experience and the amount of cruise passengers returning as stay-over visitors. Some of the ways the FCCA works with the cruise-oriented destinations include:

**Port Improvements** – The FCCA provides technical assistance on port expansion, including input on port and pier design and improvements and new services being planned.

**Research** – Research is conducted and provided to destination partners in an effort to create a better understanding of cruise passengers, improve the landside product delivery and maximize the benefits of cruise tourism.

**FCCA Outreach Program** – FCCA training seminars provide destination partners with valuable information regarding cruise passengers – their wants, needs and habits – enabling them to maximize the impact of cruise tourists in their country. The FCCA has two core training programs:

- *Service Excellence – Cruise Passengers Equal Profits:* A workshop on the importance of excellent customer service and the economic impact of the cruise industry. A happy guest not only spends more money, but will return again and again, thereby producing greater profits and converting cruise passengers into return stay-over guests.
- *Caribbean Taxi Pride:* This presentation geared towards taxi drivers, tour operators and vendors providing ground transportation. This entertaining and informative workshop focuses on five main areas: courtesy, professionalism, marketing, rules and safety.

In addition, the FCCA has designed outreach programs for destination requests, including, but not limited to, the following areas: Cleaning Beaches/Roads, Painting Schools/Hospitals/Orphanages, Hurricane Clean-Up, Visiting Elderly, Community Projects and Volunteering at Hospitals.

## **Associate Membership:**

The FCCA has designed a two-level Associate Membership program, the Platinum Membership program and the Associate Membership program for destination partners and private organizations impacted by cruise tourism to foster an even closer, direct working relationship with the FCCA Member Cruise Lines.

## **Associate Member Benefits:**

- Member meetings and luncheons
- Listing/profile in Membership Directory and in Caribbean Cruising magazine
- Access to up-to-date research and statistical studies
- \$500 discount on first ad placed in Caribbean Cruising (first year of membership only)
- Savings on registration fees for annual FCCA Cruise Conference & Trade Show
- Discount on insurance program for tour operators
- Associate Member plaque and yearly updates
- Use of FCCA logo on printed material

## **Platinum Associate Member Benefits (in addition to the benefits above):**

- One complimentary registration up to \$300 for the FCCA Gala Dinner
- One complimentary registration for the FCCA Cruise Conference & Trade Show
- Private lunch and meeting during the FCCA Cruise Conference & Trade Show
- Serving on FCCA's Platinum Associate Member Advisory Council (PAMAC)
- Complimentary registration on annual PAMAC Cruise
- Invitations to inaugural events & cruises
- Complimentary registration for the PAMAC Conference
- Biannual full-day meetings with FCCA operations executives, followed by networking cocktail receptions (open to all cruise executives)

## **FCCA Foundation:**

The FCCA Foundation provides a tangible mechanism for the cruise industry to fund a range of humanitarian causes in the Caribbean and Latin America region. In its 15 years of existence, the Foundation has impacted thousands of Caribbean citizens by providing over \$3 million in funding to causes and charities throughout the region. Programs include:

- Holiday Gift Project – FCCA reaches out to our partners in Caribbean and Latin American destinations to provide gifts to children in foster homes or institutions where holiday gifts would not ordinarily be possible. The gifts are delivered on Member Lines' vessels to the destinations where the children enjoy a holiday party in their honor. In 2008, 31 destinations participated in the program, with over 7,000 children receiving holiday gifts.
- FCCA On-line Auction – This project, which takes place in December each year, is open to anyone with a valid email address. The auction allows guests to bid on items ranging from vacation packages, artwork, jewelry and sports memorabilia donated by cruise industry partners throughout the Caribbean and Latin America.
- FCCA Gala – The Gala was created by Member Lines 15 years ago to enable cruise executives and industry partners to gather on a social level, establish new relationships and enhance existing ones. Attendees dine with the cruise executive of their choice, giving them the opportunity to foster a better relationship with their table host. Most importantly, all proceeds from the Gala benefit the FCCA Foundation.



### **FCCA Magazines and Publications:**

*Cruising Magazine* – Published quarterly, Cruising is the official magazine of the FCCA and cruise industry that serves to educate and bring about an understanding of the cruise industry's inner-workings. With a distribution of over 18,000 magazines the FCCA magazine offers advertisers optimal access to over 13,000 travel agents and the decision-makers in the marine operations, marketing and strategic planning departments of the major cruise lines. Providing cruise executives and the Caribbean and Latin American public and private sectors with information.



- The *"Highlight Issue"* - Features a who's who in the cruise industry and contains cruise executive profiles along with information on the FCCA Member Lines. As a valuable tool, the Highlight Issue is essential when dealing directly with the cruise industry.
- *Membership Directory* - The FCCA directory contains a complete listing of all FCCA Associate and Platinum members as well as Cruise Line executives and all Ministers of Tourism within partner destinations.
- *Conference Program* and *Gala Program* - Delegates who attend these functions receive comprehensive programs packed with useful FCCA schedules, information and accomplishments.

### **FCCA Cruise Conference & Trade Show:**


For many cruise executives, destinations, suppliers and tour operators, this is the premier industry event of the year, an opportunity to meet in a roundtable format with key players to analyze industry trends and discuss current issues. The FCCA Conference brings together over 100 cruise executives and 1,000 industry partners. For 2009, the Conference will be held in St. Lucia, October 26-30, 2009.

The Annual Golf Tournament has become an important resource for meeting top executives in an exclusive casual atmosphere. Play in a foursome hosted by a Cruise Executive and contribute to a worthy cause, the FCCA Foundation. The 12th Annual RAK FCCA Golf Tournament will take place on Tuesday, October 27, 2009.

As the FCCA proceeds into tomorrow, it will remain steadfast in its mission to create win-win partnerships between the cruise lines and cruise destinations throughout the greater Caribbean and Latin American region.



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# 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 on board with the Florida-Caribbean Cruise Association (FCCA) as its Director of Operations and Communications, steering the Association on issues such as: destination port development, destination product development, waste management, 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.

Ms. Paige has initiated such impactful programs and forums as the annual FCCA Cruise Conference and Trade Show, the FCCA Foundation, the FCCA outreach programs, 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, the Caribbean and Latin America.

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 Hotel Association (CHA) (as a member of the Governing Council of CAST - Caribbean Alliance for Sustainable Tourism), the Caribbean Shipping Association (CSA), the Puerto Rico Shipping Association and the Special Olympics-Caribbean (of which Ms. Paige is a Board Member), as well as being a signator to the Cruise Industry's "Memorandum of Understanding" with the Florida Department of Environmental Protection.



### Omari Breakenridge ~ Manager, Communications & Design

Born in Jamaica and raised in South Florida, Mr. Breakenridge joined the FCCA in February 2005. As the Manager of Communications and design, he is responsible for the creative direction and design of the FCCA's printed materials including, trade publications, conference collateral and presentation graphics. Omari also handles the ongoing development of FCCA's database, website and video projects.

Omari holds a Bachelors degree in Visual Communications.



### Terri Cannici ~ Director, Special Events

Terri Cannici is responsible for the overall organization, coordination and marketing of the Annual Cruise Conference & Trade Show, conducting site inspections for future conferences and organization and marketing of the Annual FCCA Gala Dinner. She also organizes and coordinates the Holiday Gift Project along with FCCA Member Lines to provide holiday gifts for the underprivileged children in the Caribbean and Latin America.

Prior to joining the FCCA in 1999, Terri worked for Royal Caribbean International for 10 years in the Shore Excursion Department, organizing and designing specialty programs for Groups, as well as overseeing Royal Caribbean's signature Golf Ahoy! Program.

A native Floridian, Terri lives in the Ft. Lauderdale area with her husband.



### Adam Ceserano ~ Vice President

Adam Ceserano, Vice President of the FCCA, oversees all day-to-day FCCA operations, as well as the FCCA publications and quarterly magazines. He also works with advertising, promotions, and sponsorships for the FCCA events, publications and the FCCA Golf Tournaments. He coordinates and conducts the Customer Service Training Workshops as well as the FCCA Outreach Program. He plays a vital role in site inspections and organization of the FCCA Conference and Trade show. Mr. Ceserano also works with Tropical Shipping promoting the Cruise Conversion Program. He also participates on the FCCA's Security/Operations Committee.

Prior to joining the FCCA, Mr. Ceserano worked for Maxim Consulting in Ft. Lauderdale, servicing such clients as IBM, ATTWS, and Motorola and producing sales close to 10 million dollars in his first year as the top producing member 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, which laid a solid foundation for the philanthropy work done through the FCCA Foundation.

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

Adam resides in Plantation, Florida.





### Jessica Lalama ~ Executive Assistant

Born in California and raised in Ecuador, Mrs. Lalama worked in the hotel industry with Marriott Hotels before joining the FCCA in 2007. She is the executive assistant to the President, Michele M. Paige and therefore responsible for the day-to-day liaison with all private and public sector partners for the FCCA.

She also assists in the coordination and promotion of the FCCA Foundation Essay Competition and of the FCCA Foundation Donation Program for the Caribbean and Latin America along with organizing the vessel deployment for FCCA's Member Lines.

Jessica, lives in Plantation with her husband Raphael and son Martin.



### Victoria Lalta ~ Director, Projects & 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 Director 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 is also responsible for organizing the FCCA Foundation online auction.

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 3,000 video stores in the Southeast Zone.

Victoria lives in Miramar, Florida with her dog Romeo.



### George Orellana ~ Research Analyst

Born in Arlington, Virginia and raised in Miami, FL, George Orellana works with FCCA's Member Lines in coordinating statistical research projects. He is responsible for gathering quantitative data from the various port authorities and tourism boards in the Caribbean and Latin America as well as promoting the FCCA Foundation Poster Competition throughout these destinations.

George is a Cum Laude graduate from Florida International University with a Bachelor of Arts in Economics and Political Science.

He resides in the Doral area of Miami-Dade County.

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## AZAMARA CRUISES

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## CARNIVAL CRUISE LINES

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Miami, FL 33178-2428  
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Website: [www.carnival.com](http://www.carnival.com)

## CELEBRITY CRUISES

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Miami, FL 33132  
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## COSTA CRUISE LINES

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## CUNARD LINE

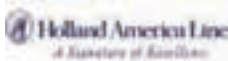
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Website: [www.hollandamerica.com](http://www.hollandamerica.com)



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

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## P&O CRUISES

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*Mediterranean, Canaries, North and Baltic Sea, the Caribbean and Central America.*

*AIDA Cruises is Germany's number one in terms of sales and passengers. The company consistently sets new and unusual trends for holidaying at sea. The fleet today consists of six club cruisers: AIDAcara, AIDAvita, AIDAaura, AIDAdiva, AIDAbella and AIDAluna. The Meyer shipyard in Germany has been commissioned to build three new AIDA ships for delivery in spring, 2010, 2011 and 2012.*

## FLEET STATISTICS

### NAME

AIDAaura  
AIDAbella  
AIDAcara  
AIDAdiva  
AIDAluna  
AIDAvita

### YEAR BUILT

2003  
2008  
1996  
2007  
2009  
2002

### PAX CAPACITY

1,270  
2,030  
1,186  
2,030  
2,174  
1,270

### TONNAGE

42,200  
68,500  
38,600  
68,500  
71,000  
42,200



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Fax: (268) 481 7546  
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**Antigua & Barbuda Cruise  
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Website: [www.azamaracruises.com](http://www.azamaracruises.com)



*Azamara is the new, deluxe cruise experience for discerning travelers who long to reach out-of-the-ordinary destinations and indulge in amenities and service unparalleled on the high seas.*

*The unique offerings of Azamara are beyond compare: butler service is provided in every stateroom; shore excursions are designed to let guests become part of the fabric of life in each destination, instead of merely being an observer; Enrichment programs offer everything from culinary to photographic explorations; along two specialty restaurants providing the finest cuisine at sea; live entertainment can be*

*enjoyed nightly; and the level of service offered is unmatched.*

*Azamara Cruises consists of two intimate ships, Azamara Journey and Azamara Quest. Each can carry 694 fortunate guests to discover the hidden corners of the world that larger cruise ships simply cannot reach.*

## FLEET STATISTICS

### NAME

*Azamara Journey*  
*Azamara Quest*

### YEAR BUILT

*2000*  
*2000*

### PAX CAPACITY

*694*  
*694*

### TONNAGE

*30,200*  
*30,200*





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SANTO TOMAS DE CASTILLA

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*Carnival Cruise Lines is the world's largest cruise line because they offer quality cruise vacations at affordable prices. Carnival operates 23 "Fun Ships" with voyages ranging from 6 to 16 days in length sailing to The Bahamas, Caribbean, Mexican Riviera, Alaska, Hawaii, Panama Canal, Canada, New England, Europe, and Bermuda*

*Carnival prides itself on providing guests a "vacation of their dreams" and delivered them for almost four decades. The staff will work to make sure everyone feels comfortable and has fun on the fun ships. Through the exquisite dining, abundant onboard*

*activities (mini golf to water slides) inside and out, and luxurious spa, nobody will feel at home. Carnival wants all to know that they are on vacation and have the best time possible.*

## FLEET STATISTICS

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
<i>Carnival Conquest</i>	2002	2,974	110,000
<i>Carnival Destiny</i>	1996	2,642	101,353
<i>Carnival Dream</i>	2009	4,631	130,000
<i>Carnival Ecstasy</i>	1991	2,052	70,367
<i>Carnival Elation</i>	1998	2,052	70,367
<i>Carnival Fantasy</i>	1990	2,056	70,367
<i>Carnival Fascination</i>	1994	2,052	70,367
<i>Carnival Freedom</i>	2007	2,974	110,000
<i>Carnival Glory</i>	2003	2,974	110,000
<i>Carnival Holiday</i>	1985	1,452	46,052
<i>Carnival Imagination</i>	1995	2,052	70,367
<i>Carnival Inspiration</i>	1996	2,052	70,367
<i>Carnival Legend</i>	2002	2,124	88,500
<i>Carnival Liberty</i>	2005	2,974	110,000
<i>Carnival Miracle</i>	2004	2,124	85,500
<i>Carnival Paradise</i>	1998	2,052	70,367
<i>Carnival Pride</i>	2001	2,124	88,500
<i>Carnival Sensation</i>	2001	2,124	88,500
<i>Carnival Spirit</i>	2001	2,124	88,500
<i>Carnival Splendor</i>	2008	3,006	113,300
<i>Carnival Triumph</i>	1999	2,758	101,509
<i>Carnival Valor</i>	2004	2,974	110,000
<i>Carnival Victory</i>	2000	2,758	101,509





### 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, 60, 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.

Carnival 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 Westours (now Holland America Tours), a leading Alaska tour operator.

Today, Carnival Corporation also owns ultra-luxury Cunard Line, operator of the legendary Queen Mary 2, along with The Yachts of Seabourn 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 various cruise operators with the wide-ranging 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, AIDA Cruises, 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.

Most recently, the Carnival global portfolio was expanded to include IberoCruises, which caters to the Spanish market. Arison's keen attention to marketing and growth priorities has resulted in revenues increasing from approximately \$600 million in 1988 to \$14.6 billion in 2008.

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.

Arison's contributions to the cruise industry have been recognized by a wide range of international organizations. He has been named an "Officer of the French Legion of Honor" – the country's highest civilian honor – by French President Jacques Chirac, received a honorary doctorate in naval architecture from the University of Genoa, and was awarded the Decoration of Commander, First Class, of the Order of the Lion of Finland by the President of the Republic of Finland. He has also been awarded the insignia of "Onorificenza al Merito della Repubblica Italiana" by the president of Italy, which confers that country's highest title on a civilian.

Arison is also the managing general partner of the NBA's Miami Heat franchise and serves as chairman of the league's board of governors.

Arison and his family are longtime residents of the Miami area.



### Richard Ames ~ Senior Vice President - Corporate Shared Services

Richard Ames joined Carnival Corporation in 1989 as director of internal audit and was promoted to vice president – audit services three years later. In 2002, he was named senior vice president – audit services.

In November 2006, he was promoted to his current position, senior vice president of corporate shared services, where he oversees global source, corporate marketing, port operations and development, corporate information technology, strategic projects and corporate casino operations for Carnival's 12 worldwide cruise brands.

Prior to joining Carnival, Ames spent six years as director of internal audit for Miami-based Resorts International, Inc., and served as a management consultant for International Intelligence, Inc., a subsidiary of Resorts International, for four years.

A resident of Weston, Fla., Ames earned a bachelor's in accounting from the University of Massachusetts in 1975 and a master's in business administration from George Mason University in 1983. He is a certified public accountant.



### David A. Candib ~ Director, Business Development, Strategic Planning & Port Development

David joined Carnival Corporation in 2002 and his capacities as Director of Business Development consist of overseeing commercial and retail contracts and relationships in the three corporate owned ports Puerta Maya (Cozumel), Grand Turk (Turks & Caicos) and Mahogany Bay (Roatan). He also works alongside with Carnival's various cruise lines and Governments and Port Officials in the review and evaluation of both port and infrastructure developments which seek to enhance the destinations and cruise experience alike. David is also responsible for Carnival Corporation's berthing reservation system and policies for all Carnival Corporation owned/operated ports as well as preferential berthing policies in other ports as applicable. While at Carnival, David has

served as project manager overseeing Carnival's involvement in both the expansion of St. Maarten's port facilities and the development of the Mystic Mountain Rain Forest Bobsled Adventure attraction in Ocho Rios. David continues to be involved in corporate concession agreements.

David 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.

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

David resides in Miami along with his wife Vanessa, a neonatal intensive care nurse, and their two children Ava and Joseph.



### Armando A. Corpas ~ Director, Project Management, Strategic Planning & Port Development

Armando Corpas has over 20 years experience in the development, construction, and insurance industries.

He joined Carnival Corporation in January 2007 to assist in the development of several cruise destinations in the Caribbean, Latin America and other strategic locations. In his position at Carnival Corporation, Mr. Corpas is also responsible for identifying new opportunities for Carnival Corporation & plc's 10 cruise operating units.

Prior to joining Carnival Mr. Corpas was involved in the development of several commercial land sites. He also has 12 years of experience in estimating and negotiating insurance settlements, and 3 years experience in audit and tax with an international accounting firm.

A native of Florida, Mr. Corpas received various degrees from the University of Miami. He received a bachelor's in International Finance & Marketing, in Accounting, and holds a Masters in Business Administration.



### Graham Davis ~ Director, Port Operations & Destination Development

Graham began his cruise line career in 1995 with Princess Cruises in the Ft. Lauderdale as the New Waves Scuba & Snorkeling Manager. In January 2000 he was promoted to Assistant Manager of Shore Operations and was responsible for the day-to-day operations of both the overall 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 region. After many years at Princess Cruises, Graham accepted a position with Carnival Corporation in January 2008 as Director Port Operations & Destination Development. He is responsible for the Carnival port in Grand Turk, the Grand Turk Cruise Center. He also works on several projects relating to Carnival's investment

in destination development.



### Thomas M. Dow ~ Vice President, Public Affairs

Tom Dow, appointed Carnival Corporation & plc's Vice President of Public Affairs in October 2003, is a 35 year travel industry veteran. Dow serves as the company's liaison to federal and state governments and local communities throughout North America. He also serves as one of Carnival Corporation's representatives for industry organizations including the Cruise Lines International Association (CLIA), the Northwest CruiseShip Association (NWCA), and the Florida-Caribbean Cruise Association (FCCA). He works closely with departments within the company's 12 brands to coordinate policies and positions on numerous industry issues.

Dow held a similar position in Seattle, Washington with Princess Cruises & Princess Tours for eight of his ten years with Princess. Prior to joining Princess, Dow lived in Alaska for 20 years. He lives and works in Washington, DC.





## Howard Frank ~ Vice Chairman & Chief Operating Officer

Howard Frank, vice chairman and chief operating officer for Miami-based Carnival Corporation & plc, is responsible for directing corporate-wide business development strategies for the largest cruise vacation group in the world. He works closely on strategic planning with the management of each of the company's various cruise brands, which are headquartered throughout the world, and together operate 88 ships totaling approximately 167,000 lower berths.

In tandem with Micky Arison, the company's chairman and CEO, Frank provides oversight for all of the company's brands in North America, Europe and Australia, which include Carnival Cruise Lines, Holland America Line, Princess Cruises, Seabourn Cruise Line, AIDA Cruises, Costa Cruises, Cunard Line, Ocean Village, P&O Cruises, P&O Cruises Australia, and Ibero Cruises.

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.

Frank is a past chairman and current vice chairman of the Board of Trustees for the New World Symphony.



## Giora Israel ~ Senior Vice President, Port and Destination Development

Giora Israel, Senior Vice President Port & Destination Development, Carnival Corporation, is a veteran of the hotel, marine parks, and cruise industries. A graduate of Tadmor Hotel College in Israel, he served as Director of Sales and Marketing at the Tel Aviv Hilton and as General Manager of hotel resorts in Israel & The Bahamas.

He also developed & managed two marine parks and tourist attractions 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 in Greece as Senior Vice President Sales and Marketing of Epirotiki.

From 1998 until 2008 Mr. Israel served as Vice President Strategic Planning at Carnival Corporation and PLC. In that capacity Mr. Israel was involved with Carnival's international expansion. Other responsibilities included strategic developments relating to ports development, cruise operation and other areas of Carnival, the world largest cruise company.

In late 2008 Mr. Israel was promoted to his current position, further emphasizing the strategic importance of cruise destination & cruise development, a key element in Carnival's continuing growth and expansion for the years to come. In addition Mr. Israel remains involved in key strategic initiative for the corporation in various developmental and operational areas.

Mr. Israel also serves as the President of Carnival Ports Inc., as well as the President of four ports operated by Carnival Corporation: Long Beach Cruise Terminal (California), Cozumel Cruise Terminal S.A. de C.V. (Mexico), Grand Turk Cruise Center (Turks and Caicos Islands), and Mahogany Bay (Roatan, Honduras), this latter to be opened in late 2009.

Mr. Israel has served as a speaker in many international forums on tourism and the cruise industry in over a dozen countries. He has also been a frequent guest speaker at various universities, including the University of the West Indies, Barry University, University of Yucatan and Florida International University (both at the Hotel Management school and the FIU MBA program) and served as a visiting fellow at both the Oxford and Cambridge Seatrade Cruise Academy.

Mr. Israel serves on the MBA school advisory boards of both Barry University in Miami and Purdue University in Chicago. Mr. Israel is Member of the board of Trustees of the Miami Chamber of Commerce and has served on numerous civic and industry boards in the U.S., Caribbean and Central America.

In 1999, Mr. Israel, together with Dr. Lawrence Miller, formally a professor at FIU, co-authored the first dictionary of the cruise industry, which was published in London.



### Alberto Uch Mezo ~ General Manager, Puerto Maya

I was born in Cozumel, Mexico. After my studies in Business Administration I became a ship's agent and I did that job for 14 years serving all the cruise lines calling in Cozumel, Mexico. During the beginning in the year 2000 I received an invitation to join Carnival Corporation and on March 30th, 2000 I started to work for the company in Cozumel, Mexico on the administration of Puerto Maya terminal as a Manager of port Operations and two years later I was promoted to my actual position General Manager.

It's a great pleasure for me to work for a great company and I look forward continue with my dedication and efforts to support to the growth of this wonderful company.



### David Mizer ~ Vice President, Strategic Sourcing

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.



### Carlos Torres de Navarra ~ Director, Port and Destination Development

In his position, Mr. Torres de Navarra assists the operating brands in the ever-growing area of port development, including offering new product deployment opportunities in areas such as Mexico, Baja, Caribbean and select U.S. Ports. He also has the overall departmental responsibility for all financial aspects of port projects. That area includes, accounting/financial reporting, controls, policies, tax compliance, third party financing, budgets, auditing, and others. From Miami, he is also in charge of the Long Beach Cruise Terminal operations in California.

Prior to joining Carnival Corporation, he spent seven years with Royal Caribbean Cruises Ltd. as Assistant Treasurer involved in business development, liquidity and capital planning, financial risk management, acquisitions, as well as port development. Previously he spent seven years at W.R. Grace, a worldwide specialty chemical company, as Manager of International Finance responsible for subsidiary capital planning and structuring for numerous subsidiaries in over 50 countries, and two years at Bank of America in its corporate credit department.

Mr. Torres de Navarra is originally from the South Florida area and earned his MBA from the University of Miami. He is married and has three sons. Outside activities include participation in Ironman Triathlons and other endurance events.



### John Marden ~ Director of Corporate and International Affairs

Joined P&O Shipping Group in 1967 and sailed on various types of Company vessels, entering as a Navigating Cadet and completing his sea-going career in 1980 as Chief Officer of the cruise vessel Canberra.

He then moved to P&O Shore Operations Department in 1980 as Assistant Fleet Operations Manager, and became Ports and Scheduling Manager in 1982. In 1986 he became the Operations Director for P&O Cruises, and took on the running of the cruise ships Oriana, Victoria, and Canberra.

In 1998 John was appointed to the position of Fleet Director within Carnival UK, with responsibility for all the operational, passenger logistics, Public Health, medical, marine, technical and security areas of the Carnival UK fleet, which comprises the P&O Cruises UK, P&O Cruises Australia, Cunard and Ocean Village brands.

John currently holds the position of Director of Corporate and International Affairs for Carnival UK, which includes responsibilities for Strategic Port Development and Operations.

John is a Master Mariner, a Member of the Nautical Institute, Chairman of the Passenger Shipping Association Safety, Security, Health, Environment & Welfare (SSHEW) Committee, a Trustee of P&O Princess Pensions Scheme and a Governor of the Old Worcesters Association.



### Julia Stoica ~ Shore Excursions Executive

Julia is the Shore Excursion Executive for Carnival UK (P&O Cruises and Cunard brands) and is responsible for the Caribbean, Amazon, Indian Ocean, French and Italian regions. The role involves all aspects of shore excursion planning and operations for all ports of call within these regions. Julia has worked on board as Tours Manager on the entire fleet for P&O and cruised throughout the Caribbean and Eastern and Western Mediterranean. Julia's previous roles include Shore Excursion Manager for Thomson Cruises and destination service coordinator for Orient Cruise Lines. Julia has also experienced a tour operators agency role as Shore Excursion Assistant Manager within Denholm Barwil shipping Services.





### Andrea Ascarate ~ Manager, Group Shore Excursion, Sales and Education

Andrea joined Carnival in 1997 as a Corporate Travel Agent. She provided corporate executives with business travel services for air/rail transportation, hotels and auto rentals as well as counsel clients on travel itineraries.

In 2000, Andrea was promoted to Supervisor of Corporate/Crew Travel where she supervised 16 travel agents as well as assisted in developing effective and efficient operational policies.

January 2004, Andrea joined the Tour Operations Department as Manager, Tour Operations and Group Programs. In her current position Andrea is responsible for creating, implementing and managing the Groups Shore Excursion Program to cater to various large groups, incentive groups, and charters in all our ports of call. In conjunction to the Groups Program, Andrea arranges informative shore excursion sessions for the Carnival Cruise Lines employees. These sessions are beneficial in educating the staff.



### 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 many of the on-board procedures currently used by the line's Hotel Directors.

In 1993, he came ashore to assume the position of Director of Operations and has held the positions of Vice President Hotel & Port Operations, Vice President Cruise 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 that involve guests in the ports of call. Roger has spent 35 years in the Cruise Industry, and loves the relationships he has developed both onboard and in all of the destinations. He lives in Miami Beach with his wife Marie, son Max and daughter Ashley.



### Robert Blythman ~ Director, 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 Director 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 ~ Vice President, Caribbean Relations

Gordon graduated from Lehigh University in 1976 with a Master's Degree in Business Administration. His association with Carnival began in 1978 with Concord Nopal Lines, a wholly owned subsidiary of Carnival Cruise Lines, handling ocean cargo on the Port of Miami.

In June 1986, Gordon joined Carnival's Operations Department assuming the role of Operations Supervisor for various ships, later becoming integrally involved in the start-up operations for each of the new ships subsequently joining the fleet. Gordon became Manager of Port Operations in 1996, was named Director of Port Operations in 1999, Vice President, Port Operations in February

2005 and appointed Vice President, Caribbean relations in November 2006.

In this capacity, Gordon oversees the line's port agents and port contracts for all the Carnival ships operating in the Caribbean, serving as a liaison with government agencies throughout the region.



### Gerald R. Cahill ~ President and CEO

Gerald R. Cahill joined Carnival Cruise Lines' parent company, Carnival Corporation, in 1994 as vice president - finance and in January 1998 was promoted to senior vice president - finance and chief financial officer. In December 2003, Cahill was named executive vice president and chief financial officer for Carnival Corporation & plc.

In July 2007, he was appointed to his current position, president and CEO of Carnival Cruise Lines. At the helm of the world's largest and most popular cruise line, Cahill oversees 37,000 employees and 22 cruise ships that carry 3.6 million passengers annually.

Before joining Carnival, Cahill spent six years with Safecard Services, Inc., a NYSE-listed company, where he served first as chief financial officer and then as chief operating officer. From 1979 to 1988, Cahill held financial posts at Resorts International, Inc., and, prior to that spent six years with Price Waterhouse.

Cahill a resident of South West Ranches, Fla. and graduated from the University of Miami, earning his B.B.A. degree in 1973.



### Amilcar Cascais ~ Vice President, Tour Operations

A 23 year veteran of the Cruise Industry, Amilcar graduated from the Engineering School of Mineral and Energy Resources at West Virginia University. By pure coincidence he joined Carnival Cruise Lines in 1984 as a Purser aboard the TSS Carnivale for what was to be a very short stay; he would remain at sea for the next nine years, most of these in the capacity of Chief Purser/Hotel Manager. An additional two years would follow aboard Renaissance Cruises Yacht Cruising Vessels, again as Hotel Manager.

In 1997 Amilcar again joined Carnival Cruise Lines this time in the corporate office in the Operations Department. Currently as Vice President of Tour Operations, Amilcar is responsible for all Shore Excursion programs Carnival Cruise Lines offers world wide, as well as being involved with various other committees and a member of the Care Team. Amilcar is also the **Chairman of the Shore Excursion Committee for the Florida-Caribbean Cruise Association.**



### Brendan Corrigan ~ Sr. Vice President, Marine 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 and subsequently promoted, in 2000, to the position of Senior Vice President, Cruise Operations. In August 2006, he was appointed to his current position of Senior Vice President, Marine Operations. He is responsible for fleet technical operations, including safety, environmental and quality assurance, technical purchasing and budgeting, special projects including hotel superintendents and new building personnel, deck and engine manning and training; fleet port operations, maritime legal and medical services and product quality.

He is the Incident Commander under Carnival Cruise Lines' Incident Response Plan and Crisis Management Group, Chairman of the Safety Management System Coordination Committee, and member of the New Building Committee.

Mr. Corrigan is a member of the Lloyd's Technical Committee; the Florida-Caribbean Cruise Association (F.C.C.A.), serving on the Security/Operations Committee; and Cruise Lines International Association (C.L.I.A.) serving on various committees such as Operations, Department of Homeland Security/Customs Border Patrol, Technical & Safety Matters and Legislative Committees. He also serves on the Board of Directors for Seafarers' House in Port Everglades, and the Board of Governors for the Brevard Community College Foundation.



### Captain Gaetano Gigliotti ~ Port Captain

A native of Italy, Capt. Gaetano Gigliotti began his career in 1986 as a deck cadet Officer with Carnival on the *Mardi Gras*. Served on various position on Board of almost all Carnival Vessels. Promoted Captain in Year 2000 on the *Paradise*. Served as Master on *Paradise*, *Pride*, *Victory*, *Miracle*, *Fantasy*, *Valor*, *Elation*, *Glory*.

In February 2007 moved shore side as Port Captain.



### Andrew Landsberger ~ Product Development Supervisor

Andy, joined Carnival in 1998 as a Junior Purser and subsequently moved over to Shore Excursion in 2000 to be a part of the newly formed Tour Operations department, where he worked as a Shore Excursion Manager being involved with the transition of the department into where it stands now.

Andy has been involved with the Hospitality Industry from the beginning of his career which started in 1991, where he working in Hotels in Sri Lanka and Dubai. Since moving to the corporate office in 2003, he was involved with the building of Carnival's successful shore excursion pre sales system. Currently he is involved with the product management of all the Caribbean ports of calls.



### 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.



### Tracey McLaughlin ~ Product Manager, Shore Excursions Med/N. Europe and Exotics

Tracey has worked as an overseas representative in Europe, Greece, Italy & Spain. She has worked on ships since 1996 in the roles of Gift Shop and Social Host, (Carnival Cruise Lines), Port Lecturer (Onboard Media) and Shore Excursion Manager (Suncruises and Carnival Cruise Lines).

In 2004 Tracey came shoreside with Carnival Cruise Lines and is currently the Product Manager, of Shore Excursions for the Mediterranean/Northern Europe and Exotics. She is also handling Caribbean ports at present during the lower attendance in Europe.



### Vickey Rey ~ Vice President, Guest Services

Vicky Rey, a 28 year veteran of Carnival Cruise Lines, is responsible for the guest services area of the company, including the embarkation services department. Additionally, she oversees the administrative functions of the reservations department, with primary focus on maximizing occupancy and revenue for each sailing.

Rey also heads up Carnival's CareTeam, comprised of a group of 350 company volunteers who are activated to assist guests and employees in a variety of crisis. This team, who has received formal training ranging from the handling of displaced guests caused by itinerary deviations, to the grief and trauma resulting from a more devastating event, was formed in 1999 and travels to different homeports and ports of call to help guests in various emergency situations.

In addition to the responsibility of recruiting and maintaining this team, Rey oversees all CareTeam related training programs for shipboard, shore side and port agents and is involved in day to day operational decisions concerning the level of care that is extended to individuals in their time of need.

Rey graduated cum laude from the University of Miami where she earned a bachelor's degree in communications, and also holds a Certified Travel Counselor designation. She is Carnival's representative on the Family Assistance Foundation's Cruise Line Advisory Panel. The Foundation is an independent, Atlanta based non-profit corporation that supports businesses and victims of emergencies and disasters.





### Leon Sutcliffe ~ Director, Port 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 then later in 2004 to Director. In September 2006 he was appointed to his new roll; Director, Port Operations.



### Erika Tache ~ Product Supervisor, Tour Operations

Erika, with experience as Tour Consultant in Romania and Hungary, joined Carnival Cruise Lines in 2001.

In 2003, Erika was promoted to Shore Excursion Manager, and she worked in this capacity on board different vessels through out the Carnival fleet.

In 2005, Erika joined the recently established Shore Excursion Pre-Sales Team and today as Product Supervisor for Mexico, New England, Canada, and other Caribbean ports. She is involved in the development, operation and evaluation of the Shore Excursion program.



### 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 ~ Vice President Port Operations

A native of Italy, Capt. Domenico Tringale began his career in 1957 as Deck Cadet Officer with Sitmar Cruise Line. In 1975 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 and in 2006 was promoted to Vice President Port Operations.



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## FLEET STATISTICS

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
<i>Century</i>	1995	1,750	70,606
<i>Constellation</i>	2002	1,950	91,000
<i>Equinox</i>	2009	2,850	122,000
<i>Infinity</i>	2001	1,950	91,000
<i>Mercury</i>	1997	1,870	77,713
<i>Millennium</i>	2000	1,950	91,000
<i>Solstice</i>	2008	2,850	122,000
<i>Summit</i>	2001	1,950	91,000
<i>Xpedition</i>	2004	98	2,329







## Dan Hanrahan ~ President & CEO

Dan Hanrahan was named president of Celebrity Cruises – the cruise line known for putting its guests at the center of attention – in February 2005, and in September 2007, was given the expanded title of president and CEO. Hanrahan also is responsible corporately for Human Resources, Corporate Communications and Supply Chain for Royal Caribbean Cruises Ltd.

In 2008, under Hanrahan's leadership, Celebrity Cruises launched a new, brand-defining class of ships with the introduction of the 2,850-guest Celebrity Solstice, the first of five new ships of its kind. Widely heralded for its stylish design, superior dining and service, technological innovations and a series of industry-first offerings such as the first lawn of real, growing grass and dedicated glass-blowing studio at sea, Celebrity Solstice continues to garner rave reviews from guests, travel agents and the media.

In 2007, Hanrahan and the Celebrity team launched Azamara Cruises, a small-ship, exotic-destination line in the "deluxe" category, a niche between premium and luxury.

Hanrahan previously served for six years as senior vice president of sales and marketing for Celebrity's sister brand, Royal Caribbean International. During that period, he repositioned the Royal Caribbean brand to appeal to a broader, more active consumer market via the acclaimed "Get Out There" campaign, which introduced millions of people to cruising. Marketing campaigns under Hanrahan's oversight earned numerous awards, including Gold and Silver EFFIES in 2001 and 2002 from the American Marketing Association, Hispanic Marketer of the Year for 2001 from the Miami Chamber of Commerce and web excellence awards from Gomez, Forbes and the Web Marketing Association (WMA). Royal Caribbean International's web site also was named "Travel Web Site of the Year" for both 2001 and 2002 by the WMA.

Hanrahan joined Royal Caribbean in 1999, after serving for two years as vice president and general manager for Polaroid Corporation in Cambridge, Mass. His responsibilities for the \$800 million photography manufacturing division included sales, marketing, inventory management, finance and oversight of the company's Canadian subsidiary.

Hanrahan also occupied several senior executive posts with Reebok International, Ltd. in the sports marketing, licensing, global product marketing divisions. His responsibilities ranged from developing and executing sports marketing strategies to negotiating deals with the NFL, NBA, MLB and NCAA programs and professional athletes.

Prior to joining Reebok in 1989, Hanrahan served in senior management positions with Nestle Foods Corporation, Texas Instruments and the Gallo Winery.

Hanrahan is a past chairman of Marketing for the Cruise Line Industry Association (CLIA) and a member of the organization's executive committee. He also is chairman of the Miami Wine and Food Festival, a member of the board of United Way of Miami-Dade, a member of the Baptist Hospital Foundation board in Miami, and a member of the board of directors for Island Dolphin Care, a nonprofit organization in Key Largo, Fla., that serves critically ill and special-needs children.

In 2006, the American Society of Travel Agents (ASTA) named Hanrahan ASTA "Allied Member of the Year." That same year, he was named "Executive of the Year" in Travel Trade's annual industry-wide election. In 2004, Hanrahan was named one of the "Top 25 Extraordinary Minds in Hospitality Sales and Marketing" by Hospitality and Sales Marketing Association International. He is a frequent guest speaker at national and international travel conferences.

A native of Madison, Wisconsin, Hanrahan earned a bachelor's degree in business administration from the University of Wisconsin. He has two children and lives in Miami. He enjoys cycling, skiing and swimming.

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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 Concordia  
Costa Europa  
Costa Fortuna  
Costa Luminosa  
Costa Magica  
Costa Marina  
Costa Mediterranea  
Costa Pacifica  
Costa Romantica  
Costa Serena  
Costa Victoria

### YEAR BUILT

1992  
2000  
1991  
2006  
2002  
2003  
2007  
2004  
1990  
2003  
2007  
1993  
2007  
1996

### PAX CAPACITY

820  
2,114  
1,308  
3,780  
1,744  
2,720  
3,780  
2,720  
776  
2,114  
3,780  
1,356  
3,780  
1,928

### TONNAGE

30,000  
85,000  
53,000  
112,000  
53,872  
105,000  
112,000  
105,000  
25,500  
86,000  
112,000  
53,000  
112,000  
76,000







## Hans Hesselberg ~ Vice President, Hotel Operations

Hans Hesselberg came to Costa Cruises in 1995 as Vice President of Hotel Operations. 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 22 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

With a combination of creative finesse and business savvy, Linda Parrotta has overseen the success and evolution of marketing for Costa Cruise Lines—North America over the past 13 years. From new tag lines to new ad campaigns, her marketing expertise has significantly contributed to the growth of the company's brand awareness.

Parrotta joined Costa as Director of Marketing Services in 1993. Two years later, she was appointed Vice President of Marketing, a position in which she is responsible for Costa's in-house marketing department. Some of her job responsibilities include overseeing the creation and production of advertising and collateral materials, directing Costa's advertising agency, as well as merchandising, promotions and public relations. Prior to joining Costa, Parrotta held positions in account management both at Harris Drury Cohen and BBDO advertising agencies, specializing in travel and retail accounts. She holds a Bachelor of Arts degree in Business Administration with an emphasis in Marketing from Florida International University.

Throughout trade and consumer marketing campaigns, Parrotta has been instrumental in integrating elements of Costa's "Cruising Italian Style" and "Europe's Number One Cruise Line" messaging. She has also been responsible for securing significant coverage for Costa on a national level through strategic promotional and public relations efforts. In addition, she recently oversaw a complete brand review for the company, which resulted in a new brand positioning and advertising campaign.





## Maurice M. Zarmati ~ President & CEO, Costa Cruise Lines - North America

In many ways, Maurice M. Zarmati seemed destined to assume his role as President & Chief Executive Officer of Costa Cruise Lines—North America. From the five languages he speaks fluently, to his Italian heritage and his long-standing ties to the cruise industry, Zarmati brings a wealth of experience and savoir faire to the position, which he began in March 2008.

Born to an Italian father and French mother, Zarmati and his family emigrated from his birthplace in Egypt to Genoa, Italy in 1956. Zarmati remembers the foreshadowing of his future upon arrival – the first image he saw was a Costa logo displayed distinctly in the Port of Savona. After spending three years in the Northern Italian port city, Zarmati's family moved to the United States and settled in Miami. Already fluent in Italian, French and Arabic, Zarmati became proficient in English as well, eventually adding Spanish to round out his linguistic skills to five languages. Zarmati carried this passion for language with him to his studies and graduated from the University of Miami in December 1969 with a B.A. in comparative linguistics.

In January 1970, he joined Arison Shipping, which was the general managing agent for a Miami-based cruise line. Two years later, he worked with the legendary Ted Arison and was part of the original team that formed Carnival Cruise Lines, serving as southeast regional sales manager from 1973 until his promotion to director of sales in 1979. Zarmati was named vice president of sales in 1987, a position in which he became responsible for the largest field sales force in the cruise industry.

In his role with Costa, Europe's Number One Cruise Line, Zarmati oversees sales development, marketing, revenue management, finance, human resources and passenger services for the North American region. He reports to Gianni Onorato, President of Costa Crociere.

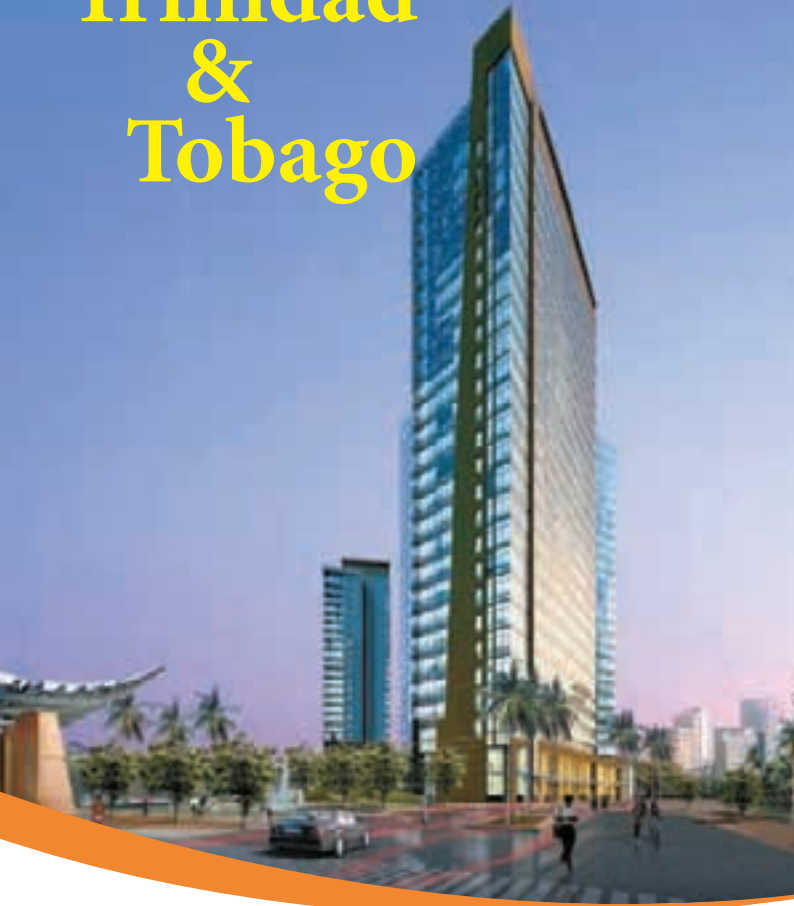
Zarmati is actively involved in the South Florida community. He is a past president of the Executives' Association of Greater Miami and has served on the board of directors of the Fiduciary Trust International of the South, Boy Scouts of America and the National Safety Council. Additionally, Zarmati is involved with the United Way of Dade County and is on the board of trustees for the National Foundation for the Advancement of the Arts. He has co-chaired the Star Chefs & Wine Extravaganza benefiting the March of Dimes Foundation, and has served on the executive committee for the Miami Heart Association's annual Walk-A-Thon. A member of the Travel Industry Association of America, Zarmati is a certified travel counselor and serves on the Marketing committee of the American Society of Travel Agents. He is also a certified translator of French and Italian.

Zarmati resides in Miami Beach and has two children, Sabrina, a proud senior at Stetson University and Joshua, and exotic animal handler. His interests include wine appreciation and fine dining and he is a member of a number of different wine organizations.



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## FLEET STATISTICS

### NAME

*Queen Mary 2*  
*Queen Victoria*

### YEAR BUILT

2004  
2007

### PAX CAPACITY

2,620  
2,014

### TONNAGE

151,400  
90,000



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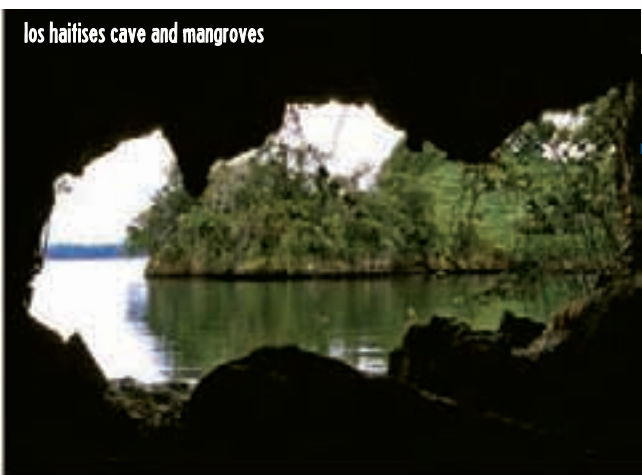
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*All cruises feature a day at Castaway Cay, Disney's private island paradise in The Bahamas. Four and three-night cruise only bookings are also available.*

## FLEET STATISTICS

### NAME

*Disney Magic*  
*Disney Wonder*

### YEAR BUILT

1998  
1999

### PAX CAPACITY

1,750  
1,750

### TONNAGE

83,000  
83,000





### Ozer Balli ~ Vice President, Hotel Operations

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.



### Russell Daya ~ Director, Marine, Port, Security Operations and Maritime Affairs

Russell Daya is director of marine, port, security operations and maritime affairs for *Disney Cruise Line*. He also serves as the company's security officer.

Russell provides operational direction and support to the Disney Cruise Line ships on safety, security, environmental, and navigational issues. His responsibilities also include worldwide port operations, vessel deployments, itinerary planning, government and port relations.

He joined *Disney Cruise Line* in 1998 as the manager of marine operations. From 2002 to 2003, he served as staff captain onboard the *Disney Magic* and *Disney Wonder* cruise ships.

Prior to joining Disney Cruise Line, Russell served for 7 years as a captain for Stena Line Cruise Ferries on various continental routes in Europe as part of his 32 years of maritime industry experience.

He is a member of the Nautical Institute, a group dedicated to promoting and coordinating nautical studies and safety worldwide.

Born in London, England, he earned his Bachelor's degree in Nautical Science. And currently splits his time between the London and Orlando, Fla. offices



### Frank de Heer ~ Vice President, New Ship Development - Walt Disney Imagineering

A 30-year veteran of the cruise industry, de Heer was named to this post in 1998 and is responsible for the overall safety, security compliance, medical, navigation, itinerary planning, marine, engineering, drydock, interior design and maintenance aspects of the line's vessels and island, including all technical hotel and entertainment equipment.

De Heer joined Disney Cruise Line in 1996 to establish marine and technical operations as well as the organization's safety management system.

Prior to joining Disney Cruise Line, de Heer served in various shipboard and shoreside posts at Holland America Line, where he was the superintendent responsible for the maintenance, technical operations and repair budget for Windstar Cruises and several of Holland America Line's large cruise ships.

His career began with the Holland America Line as a shipboard engineer on the SS Rotterdam and SS Statendam. He was selected to be part of the new builds supervision team in France and retired his shipboard career to be part of the management team in the marine and technical department of the Holland America Line and Windstar Cruises. De Heer is a member of the Society of Naval Architects and Marine Engineers.

Born in 1958, he earned his Bachelor of Science in mechanical and marine engineering at the Academy for Marine Engineers. He currently resides in Windermere, Fla.



### Karl L. Holz ~ President, Disney Cruise Line and New Vacation Operations, Walt Disney Parks & Resorts

As President, Disney Cruise Line and New Vacation Operations, Karl Holz is focused on operating several key growth businesses for Walt Disney Parks & Resorts. In this role he oversees Disney Cruise Line, Adventures by Disney and the offsite regional resorts business working to align these businesses that take the Disney brand to new destinations.

At Disney Cruise Line Holz leads a cast and crew of more than 3,000 and is responsible for the entire 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 will also lead the business in delivery of the company's two new ships, currently under construction at the Meyer Werft Shipyard in Papenburg, Germany. The new ships are scheduled to come online in 2011 and 2012.

Since August 2008 Holz served as President, New Vacation Operations, Walt Disney Parks & Resorts, where he was responsible for determining effective operating strategies and leading the operational aspects of new areas that Walt Disney Parks & Resorts are exploring based on leisure trends.

Previously, Holz held the post as President and Chief Executive Officer of Euro Disney S.A.S. after joining the Euro Disney Group in 2004 as President and Chief Operating Officer. His first position with Disney was at the Walt Disney World Resort in 1996 as Vice President of Downtown Disney. He was Vice President of Epcot from 2000-2001, then was promoted to Senior Vice President of Walt Disney World Operations, responsible for the day-to-day operation of Epcot, Disney's Hollywood Studios, Downtown Disney, and 11 Disney resort hotel properties. He was promoted to President of Disney Cruise Line in 2003.

Holz, a native of Germany, received a Bachelor of Science in Business Administration degree in 1973 from the State University of New York at Fredonia. He then took on increasingly responsible positions to become Regional Vice President for Sky Chefs Airport Concession, Inc. He spent three years as President and CEO of Concession Air, Inc., and for nearly five years before joining Walt Disney World, he served as Vice President of theme park operations at Knott's Berry Farm in Southern California.

Holz resides in Orlando with his wife, Wendy. They have two children, Erik, a graduate of Syracuse University's architecture program, and Kirsten, a graduate of Washington College of Law at American University. He enjoys golf and cycling.



### Don Moody ~ Manager, Sourcing and Procurement Services

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 13 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, Island Recreation and Shore Excursion

Larry Stauffer is the manager of island recreation and shore excursions for *Disney Cruise Line*. In this role, Stauffer is responsible for the operation of recreational activities on Disney's private island, Castaway Cay. In addition, he is also responsible for the development, operation and continuing evaluation of shore excursions for all Disney Cruise Line itineraries including ports in the Bahamas, Caribbean and other additional itinerary calls such as the Mexican Riviera and Mediterranean.

A 20-year Disney veteran, Stauffer has held various operational management roles at the Walt Disney World Resort prior to joining Disney Cruise Line. These roles included water park manager for Typhoon Lagoon, food and beverage manager for Disney's Yacht & Beach Club Resorts and regional food and beverage manager.

Stauffer is a member of the Florida-Caribbean Cruise Association's (FCCA) Security and Operations Committee. He is also a member of the International Council of Cruise Lines (ICCL).

Born in 1955 and a native of Michigan, Stauffer earned his Associate Degree at the Davenport College of Business in Grand Rapids, Mich. He currently resides in Orlando, Fla.



### Bert Swets ~ Vice President, Marine & Technical Operations

Bert Swets is the vice president of marine and technical operations for Disney Cruise Line.

He is responsible for the overall safety, security and environmental operations, navigation, itinerary planning, marine, engineering, dry dock, interior design and maintenance aspects of the ships and private island Castaway Cay.

Before Swets was named as vice president, he served as the director of purchasing and logistics for Disney Cruise Line. As director, he was responsible for the procurement and transport of all supplies from vendors to the ships and Castaway Cay. Swets also oversaw stevedore services and terminal and pier maintenance.

Prior to his stint in purchasing, Swets served as the manager of technical operations at Disney Cruise Line. Here he was responsible for all technical operations, including refurbishment, interior maintenance and planning project work during the dry docks for both Disney ships. Swets joined Disney Cruise Line as part of the new-build team for the Disney Magic construction in 1996.

From 1987 to 1996, Swets served as a senior maritime officer for Holland America Line.

He received a Walt Disney World Partner in Excellence Award in 2001 and was also the recipient of the 1995 Employee of the Year Award for Holland America Line.

Born in 1965 in Maasbracht, the Netherlands, Swets earned his Bachelor Degree in both engineering and navigation. He currently resides in London, UK.





### Tom Wolber ~ Sr. Vice President, Operations

Tom Wolber is currently the Sr. Vice President for *Disney Cruise Line* Operations. Responsible for shipboard operations, including purchasing, logistics, onboard entertainment and youth activities, operations integration, shoreside travel operations and marine and technical operations.

Tom first joined The Walt Disney Company in November 1989. His Disney career has given him the opportunity to lead several worldwide projects. In Europe, he was responsible for opening Ranch Davy Crockett at the Disneyland Paris Resort and for establishing the presence of the Disney Vacation Club in Europe. In the United States, Tom has also worked with the Disney Vacation Club, leading resort operations and the development of early Disney Vacation Club properties. He was instrumental in coordinating the 1999 launch of the Disney Wonder cruise ship for Disney Cruise Line and partnered with the Walt Disney World College Program to expand the on-site housing options for students on the work study program.

Most recently, Tom was the Vice President of the Disney-MGM Studios theme park. During his four year tenure at the park, he focused on developing the future growth of the New York Street area, including the opening of the "Lights, Motors, Action! Extreme Stunt Show" and a revamped "Osborne Family Spectacle of Lights" holiday display.

Prior to joining The Walt Disney Company, Tom worked for the Libema BV development company in the Netherlands, leading strategic planning and acquisition efforts.

Born in Essen, Germany, Tom attended the Leeuwarden Institute for Technology, Architecture, and Construction and the Institute for Tourism and Leisure Studies in Europe. He is fluent in Dutch, German, French, and English.



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# Holland America Line

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*Holland America Line, renowned for its gracious service, spacious cabins and quality dining, marks its 136th year in business in 2009. 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
ms Amsterdam	2000	1,380	61,000
ms Eurodam	2008	2,104	86,700
ms Maasdam	1993	1,266	55,451
ms Noordam	2006	1,214	33,930
ms Oosterdam	2003	1,918	81,769
ms Prinsendam	1988	837	38,000
ms Rotterdam	1997	1,316	62,000
ms Ryndam	1994	1,266	55,451
ms Statendam	1992	1,266	55,451
ms Veendam	1996	1,266	55,451
ms Volendam	1999	1,440	63,000
ms Westerdam	2004	1,848	85,000
ms Zaandam	2000	1,440	63,000
ms Zulderdam	2002	1,848	85,000







### Cees Deelstra ~ Director, Nautical Services 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 world-wide 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 ~ Shore Excursion Product Manager

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 the Seattle Corporate Office. In his more than 27 years with the company he has witnessed remarkable growth and on any given day, about 20,000 passengers are on Holland America Line's 13 ships with 9,000 on shore excursions in the

over 300 ports Holland America Line visits each year. John is directly responsible for Holland America Line's Caribbean Program, Central America Program, Canada and New England Program and the Baltic and Scandinavia Program.



### Simon Douwes MM, MNI. ~ Director, Deployment & Itinerary Planning

Simon Douwes is the Director of Deployment and Itinerary Planning for Holland America Line, a subsidiary of the Carnival Corporation & plc. Appointed to this position in March 2002, he has the responsibility of researching, developing and implementing the deployments and itineraries for all vessels in the Holland America Line fleet.

Douwes began his career at Holland America Line as a navigation officer in 1980, shortly after graduating from the Nautical Academy of Amsterdam. He steadily rose through the ranks and was promoted to Captain in 1993. He served as Captain on most of the Holland America Line ships between 1993 and 2002.

Simon resides on the Kitsap Peninsula in Washington State with his wife Sharon and two teenage children. When not at work, he enjoys fly-fishing, scuba diving and the theatre.

Simon Douwes is a Master Mariner, a member of the Nautical Institute and serves as a trustee on the board of the world famous Seattle Children's Theatre.



### Stein Kruse ~ President and Chief Executive Officer

Stein Kruse is president and chief executive officer for Holland America Line Inc. a unit of Carnival Corporation & plc. Kruse reports to Micky Arison, chairman & CEO, and Howard Frank, vice chairman & COO, Carnival Corporation & plc.

Kruse joined Holland America Line in 1999 as senior vice president, fleet operations with overall responsibility for all Holland America Line's operations. In 2003, Kruse was named president and chief operating officer, and on December 1, 2004, chief executive officer.

Kruse joined Holland America Line from "K" Line America, where he was senior vice president and chief financial officer. He also oversaw financial activities in seven U.S. subsidiary companies for the global Japanese shipping company and served on the board of directors.

Prior to that, Kruse held several 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 is a former vice chairman of Cruise Lines International Association (CLIA) and presently serves as a director on the board of the United States Coast Guard Foundation and CLIA and on the board of governors of the World Trade Center Seattle. Kruse, a native of Oslo, Norway, holds a Bachelor of Science degree from Purdue University and is a graduate of Harvard Business School's Advanced Management Program. He is married to Linda and they have two children – Victoria and Alexander. The Kruse family resides in Bellevue, Washington.



### Timothy Littley ~ Manager, Deployment & Itinerary Planning

Timothy Littley is the Manager of Deployment and Itinerary Planning for Holland America Line, a subsidiary of the Carnival Corporation & plc. He has the responsibility of researching, developing and implementing the deployments and itineraries for all vessels in the Holland America Line fleet.

Born in the Netherlands and of British nationality, Timothy graduated from the Nautical Academy of Amsterdam in 1998 with two Bachelor degrees in engineering (BSc).

Prior to joining the Holland America Line he served as a navigational and engineering officer with various commercial cargo operators. Timothy began his career at Holland America Line as a navigational officer in 1999 and served on many of Holland America Line's vessels as he rose through the ranks. He accepted his current position as Manager of Deployment and Itinerary Planning in 2005 and subsequently moved to Washington State.

Timothy resides in Everett, Washington with his wife Kelly and their golden retriever Piper. When not at work, he enjoys catamaran sailing, fishing and travel.



### Ellen Lynch ~ Director, Shore Excursions

Lynch has been involved in the cruise and tour industry for 24 years culminating in her most recent position at Holland America Line where she has been Director, Shore Excursions since 2004. In this role she oversees HAL's worldwide shore excursion program. She began in the industry with a 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 subsidiary company focusing almost exclusively on Alaska operations.

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



### Chris Martin ~ Manager, Port Operations

Chris Martin came onboard with Holland America Line in January 2004, managing all port-related aspects worldwide for both Holland America Line and Windstar Cruises. His responsibilities include overseeing numerous port and service vendors, advance planning and coordination of port activities, ensuring compliance with port regulations and requirements, and maintaining applicable information for associated budgets. In addition, he acts as a direct liaison between Holland America Line and various regulatory agencies.

Prior to joining Holland America Line, Mr. Martin worked for Princess Cruises and Tours. He began his career with the company in 1995, working seasonally in Alaska. In 1997, he became the lead Driver Safety and Training Instructor for the Pacific Northwest region. Two years later, Chris returned to Alaska as the Division Manager for Skagway and Haines. In 2002, he came back to Seattle to develop and manage the new homeport operation for Princess Cruises. In this role, Mr. Martin oversaw all agency, port, and shore operations in Seattle and assisted with the Vancouver homeport operation.

Mr. Martin holds a Bachelor of Arts degree from the University of Puget Sound in Tacoma, Washington and a Master of Science in Management Communication from the University of Portland in Oregon.



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

Sams joined Carnival Cruise lines in 1985. In June 1997, Sams was promoted to Vice President of Caribbean Relations for Holland America Line and is responsible for the 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, and is the current Vice Chairman of the Operations Committee.**

He and his wife Michelle, whom he met on a cruise to Alaska in 1979, reside on Ft. Lauderdale Beach.



### Bill Sharp ~ Vice President - Port Operations & Fleet Security

Appointed in November 2003, Bill Sharp is vice president, port operations for Holland America Line Inc., a unit of Carnival Corporation & plc. He oversees worldwide port operations for Holland America Line's fleet of five-star vessels.

Sharp began his Holland America Line career as director of port operations in April 1996, bringing a 17-year background in port operations throughout Alaska, primarily responsible for oversight of cruise and cargo port operations. Prior to joining Holland America Line, Sharp was vice president of operations at Southeast Stevedoring Corp and Cruise Line Agencies of Alaska.

Bill serves on the board of directors for YMCA Eastside District in the Seattle area.

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# MSC Cruises (USA) Inc.

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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

MSC Armonia  
MSC Fantasia  
MSC Lirica  
MSC Melody  
MSC Musica  
MSC Opera  
MSC Orchestra  
MSC Poesia  
MSC Sinfonia  
MSC Splendida

### YEAR BUILT

2004  
2008  
2003  
1982  
2006  
2004  
2007  
2008  
2002  
2009

### PAX CAPACITY

2,087  
3,900  
2,069  
1,492  
2,550  
2,055  
2,550  
2,550  
1,566  
3,900

### TONNAGE

58,600  
133,500  
58,600  
35,143  
89,600  
58,600  
89,600  
92,400  
58,625  
133,500





### James Henwood ~ Sr. Vice President of Passenger Services

Jim has over 20 years of cruise industry experience with a focus on selling, marketing and building relationships with the travel agent community. Jim led 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.



### Neil Palomba ~ Chief Operating Officer

Neil has had a leadership role in handling key aspects of MSC Cruises' global business. Raised in a small town outside Sorrento, Italy, Neil began his career with the company onboard ship as a night steward in the information office; during his days at sea, he spent his free hours on the bridge, honing his navigational skills in preparation for earning his certification as a ship captain. His tenure at sea included time on the *Symphony* (when it was part of what was then known as Starlauro Cruises/MS-Cruise Lines) and then *MSC Rhapsody*. His efforts were recognized and he was promoted to MSC Cruises' Sorrento offices. He was then charged with overseeing the building of the *MSC Lirica* and *MSC Opera* and their transfer from the shipyard to the MSC

Cruises fleet, as well as taking delivery of *MSC Armonia* (formerly the *European Vision*) when it was purchased by the line in 2004. As COO, Neil is responsible for managing the day-to-day operations of the Fort Lauderdale-based North American general sales and marketing arm of MSC Crociere SA with a focus on organizing the U.S. operations to promote profitable growth.



### Richard E. Sasso ~ President and CEO

Richard E. Sasso, president and CEO of MSC Cruises (USA), Inc., has been a popular and well-respected figure in the cruise industry for more than 36 years and involved in the travel industry for 40 years.

After holding key positions at Costa Cruises and Chandris Cruises, Sasso joined the senior management team that launched Celebrity Cruises in 1990. He served as president of that line from 1995 to 2001 and was instrumental in establishing it as a top premium cruise line.

Sasso was named president and chief executive officer of MSC Cruises USA in April 2004 and has been charged with establishing a strong position for MSC Cruises in the North American market with a cruise experience that truly reflects the heart and soul of Italy.

Backed by one of the world's largest container shipping companies, MSC Cruises has emerged as a fast-rising star in the European-style cruise market. It's the fastest growing cruise line in the world with the most modern fleet of ships. In 2003, the company launched a \$7 billion expansion program. Its fleet now consists of 10 vessels, including the classic MSC Melody; the "Lirica" class MSC Armonia, MSC Sinfonia, MSC Lirica, and MSC Opera; the Panamax "Musica" class MSC Musica, MSC Orchestra, and MSC Poesia; and the post-Panamax, MSC Fantasia and MSC Splendida. The Panamax MSC Magnifica joins the fleet in March of 2010.

In 1999 the National Association of Cruise Only Agencies (NACOA) honored Sasso as "Cruise Industry Executive of the Year" and a leading travel industry trade magazine named him its "Cruise Industry Executive of the Year." He also served as chairman of both the Cruise Lines International Association (CLIA) and the Florida-Caribbean Cruise Association (FCCA).

In addition to his responsibilities as President & CEO of MSC Cruises (USA) Inc., Rick currently serves as chairman of CLIA's Marketing Committee.

Sasso lives in Delray Beach, Fla., with his wife of 37 years, Carmen.



# FOUND



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# Norwegian Cruise Line

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*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 with 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 Gem	2007	2,394	93,000
Norwegian Jade	2006	2,376	92,000
Norwegian Jewel	2005	2,384	92,000
Norwegian Majesty	1992	1,462	40,876
Norwegian Pearl	2006	2,394	93,000
Norwegian Sky	1999	2,002	77,104
Norwegian Spirit	1998	1,966	77,000
Norwegian Star	2001	2,200	91,000
Norwegian Sun	2001	2,002	77,104
Pride of America	2005	1,900	81,000





### Eric Benedict ~ Manager, Shore Excursion Operations

As Manager Shore Excursion Operations, Eric manages the onboard operations of the Shore Excursion department. He provides operational direction and support to Orient Lines, Marco Polo on its international turns. His responsibilities also include recruitment, training, managing the Dive-In program, out island development and risk management pertaining to Shore Excursions.

He joined Norwegian Cruise Line in 1989 as a Dive-In Instructor, later assuming the roll of Shore Excursion Manager working onboard the NCL fleet and enjoying such itineraries as the Caribbean, Alaska & Europe. Since joining the shore side team in 2001, Eric has fulfilled the roll of Pier

Supervisor, Manager of the Dive-In Program and currently Manager of Shore Excursion Operations.



### Stephen Bock ~ Manager, Finance and Administration

Steve has dedicated the last 28 years to the cruise industry, spending his first 10 years on RCCL ships as Chief Purser and transferring to Port Operations for the last 17 years with RCCL and recently with NCL. His current position is Manager, Finance and Administration for the Port Operations department where he is responsible for NCL's port agent network, contract negotiations with port service providers and budgeting/forecasting port, stevedoring and ground handling costs.



### Kenneth Charles ~ Director of Hotel, Newbuilding & Corporate Purchasing

Kenneth Charles, Director of purchasing for hotel consumables, corporate purchasing and Newbuilding for Norwegian Cruise Line. Kenneth was born and raised in Antigua before attending both undergraduate and graduate school in Florida. Kenneth has worked for a number of major corporation over his career starting with the Royal bank of Canada in Antigua, Price Waterhouse Coopers, as a Certified Public Accountant in Miami and then with Royal Caribbean Cruises Ltd. before his current roll at Norwegian Cruise Line.

Kenneth holds a Bachelors of Science degree in Accounting and a MBA in finance from the School of Business and Industry at Florida A & M University in Florida. Kenneth currently resides in Miami Florida where he works out of the corporate offices.



### Alvin Dennis ~ Vice President, Purchasing & Logistics

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

Born in Trelawny, Jamaica, Alvin has more than 27 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** and is a board member of the Marine Hotel Association

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.



### Ross Henderson ~ Vice President, On-Board Revenue

Ross Henderson joined Norwegian Cruise Line in August 2009. As Vice President On-board Revenue, Henderson is responsible for all aspects of Shore Excursions and Concession Management, including spa, photo, gift shop, bingo, art sales, on-board telecommunications and internet services.

Prior to joining Norwegian, Henderson spent six years managing key on-board revenue departments and an analytics team for Princess Cruises. Prior to working in the cruise industry, Henderson spent seven years in the energy industry and was at the forefront of marketing residential retail electricity as states deregulated in the 1990's. He has had extensive experience in product development, product management, strategic planning and operations. Henderson also worked for The Boston Consulting Group for several years.

Originally from Los Angeles, California, Henderson now resides in Weston, Florida with his wife and two sons. He holds an MBA from The Haas School of Business at UC Berkeley.



### Alina Juliachs ~ Product Development Specialist

My introduction to the cruise industry began at Cunard as the Administrative Assistant to the Director of Land Services, Shore Excursions and Hotel & Ground Services.

I joined Norwegian Cruise Line in August 2001 as a Product Development Coordinator for Alaska and Hawaii and in 2004 was promoted to Product Specialist. And now I have the pleasure of working with Eastern and Southern Caribbean, Alaska and Bermuda. In this position I have taken on additional responsibilities, such as the contracting and development of shore excursions and operational issues.

I am looking forward to enhancing the Shore Excursions program on all of NCL ships.



### Jennifer Marmanillo ~ Marketing Analyst - Itinerary Planning

Jennifer Marmanillo joined Norwegian Cruise Line in August, 2001. As Marketing Analyst in Itinerary Planning, Jennifer is responsible for itinerary design, port research and schedule maintenance.

Before itinerary planning, Jennifer served as a Shore Excursion Product Development Coordinator and Hotel Coordinator in the Land Services department with NCL.

Originally from Miami, Florida, Jennifer now resides in Pembroke Pines, Florida with her husband and two children. Jennifer received her Bachelors in Hospitality Management from Florida International University.





### Michelle Muller ~ Product Development Specialist

I joined the Travel Industry and the NCL Family on July 2000 as a reservation agent, where I was able to make family vacations come true for our guests.

After a short year in reservations I began working in other departments and was most interested in the Land Services Program. After working with the system for prebooking shore excursions and handling inventory I joined the Product Development Team.

Now I have the great pleasure of working with products like Hawaii, Western Caribbean and the Europe Market in Baltic Capitals.

I love working with a department that makes it possible for guests to live out their dreams while vacationing on our Freestyle Ships.



### Colin Murphy ~ Vice President of Destination & Strategic Development

Colin Murphy is Vice President of Destination & Strategic Development. Reporting to the President, Murphy is responsible for corporate strategic initiatives, destination government relations and destination development. Murphy is also responsible for NCL's ground operations in Hawaii including Polynesian Adventure Tours and Luau Kalamaku.

Murphy joined NCL in 1998 as Director of Land Programs and has promoted to subsequent positions including Vice President, Land and Air Services and Vice President, Onboard Revenue .

Murphy has been involved in the travel industry for more than 20 years, and has held positions with various tour operators including Collette Tours, Go Ahead Vacations, and Vantage Deluxe World Travel.

He resides in Coral Gables with his wife and two children.



### Steve Riester ~ Vice President, Itinerary Planning and Analysis

Steve Riester is Vice President, Itinerary Planning and Analysis, for Norwegian Cruise Line, responsible for strategic planning, ship deployment, strategic pricing, and revenue planning. 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.



### Joanne Salzedo ~ Director, Shore Excursion Product Development

Joanne's career in the travel industry began as a summer job while still in college. Working as a tour director after graduation for a large Boston tour operator, Joanne traveled extensively throughout the world and eventually assumed the position of Director of Tour Services. After moving to Miami she owned and operated a destination management company, specializing in the group and incentive market. Joanne joined Norwegian Cruise Lines in 1999 as Manager of Shore Excursions and currently, as Director of Shore Excursion Product Development, she oversees the shore excursion programs offered on board Norwegian Cruise Lines worldwide itineraries.



### Kevin Sheehan ~ Chief Executive Officer

As Chief Executive Officer for Norwegian Cruise Line, Kevin Sheehan is responsible for both the day-to-day operations of the business, and a broader focus on long term corporate strategy. Sheehan has an extensive 30-year background in senior executive and financial positions. Sheehan joined Norwegian in November 2007 as Chief Financial Officer and was named Chief Executive Officer in August 2008.

Before joining Norwegian, Sheehan was Chairman and CEO of Cendant Corp Vehicle Services Division, where he was responsible for Avis Rent A Car, Budget Rent A Car, Budget Trucks, PHH Vehicle Management, First Fleet and Wright Express. While there, he integrated Avis and Budget rental car brands into one network and also successfully completed a 100 percent initial public offering of Wright Express.

Prior to joining Cendant Corp, Sheehan served as CFO of STT Video Partners LLP, as well as SVP Finance and Controller of Telemundo Group, Inc. Sheehan also spent two and a half years consulting to private equity firms and lecturing at Adelphi University in New York as a Distinguished Visiting Professor of Accounting, Finance, and Economics.

Sheehan is a graduate of Hunter College, and New York University Graduate School of Business, and is a Certified Public Accountant.



### Captain Svein Sleipnes ~ Vice President, Nautical & Port Operations / CSO

Captain Svein Sleipnes, Vice President, Nautical and Port Operations for Norwegian Cruise Line, has been involved in the cruise industry, both at sea and on land, for nearly three decades.

Captain Sleipnes began his cruise career as a First Officer with Norwegian Cruise Line in 1982. Promoted quickly through the ranks, he became the youngest captain in the fleet just nine years later in 1991. Seeking to bring his wealth of nautical experience landside, Captain Sleipnes was hired as Port Captain with Royal Caribbean Cruise Line. He was serving as Director of Nautical Operations for Royal Caribbean when Norwegian Cruise Line asked him to return as Vice

President of Nautical Operations.

Today, Captain Sleipnes is Vice President of Nautical and Port Operations. Throughout his executive tenure with NCL, he has been designated as Company Security Officer, directly responsible for all security-related matters throughout the entire company, on land, sea and at all port and terminal facilities.

Born and raised in Aalesund, Norway, Captain Sleipnes now makes his home in Davie, Florida, with his wife, Katherine, and two sons, Hans and Christian.



### Andrew Stuart ~ Executive Vice President, Global Sales & Passenger Services

Andy Stuart is Executive Vice President, Global Sales and Passenger Services for Norwegian Cruise Line, responsible for global sales, revenue management, passenger services and public relations. In this role, Stuart directs the Company's global distribution strategy, ensuring Norwegian continues to enhance and strengthen its relationships with travel partners as its primary distribution system. He is leading the further development of Partnership 2.0, a core strategy to position Norwegian as the first choice of travel partners when selecting and booking a cruise for their clients. He also ensures revenue optimization and oversees the Company's public relations efforts. He was appointed to this position in November 2008.

Most recently, Stuart was Executive Vice President and Chief Product Officer, responsible for delivery of the Freestyle Cruising product across the Norwegian fleet, ensuring that it provided exceptional value and quality for guests and was consistent with the marketing and brand positioning of the company.

Stuart joined Norwegian in 1988 and served as the company'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. In 2000, he was promoted to senior vice president of marketing and sales. In 2003, Stuart was named executive vice president of marketing, sales and passenger services.

Stuart has also served as Chairman of the Cruise Lines International Association.



### Lily Urrutia ~ Product Development Manager Shore Excursions

Lily Urrutia is Product Development Manager for various areas in Shore Excursions including the Mexican Riviera, Panama Canal, and Bahamas as well as the Eastern US and Baltic/Northern Europe area.

Originally joining Norwegian Cruise Line in the Accounting department, Lily has held various positions in Ground Services and Land Programs, where she was responsible for contracting 'Pre' and 'Post' cruise hotel packages worldwide.

Lily is a graduate of Schiller College and the University of Florida and makes her home in Miami, FL.





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*Ocean Village leapt into the world of cruise holidays back in 2003 with a mission to shake the industry up with a holiday at sea that broke all the conventional cruise rules and appealed to people who had never cruised or considered cruising before.*

*Free-spirited and unconventional, Ocean Village is a far cry from conventional cruising. Created for 30-50 somethings who like to explore new places and try new things, an Ocean Village holiday is a heady mix of pulse-racing action and chilled-out relaxation - whenever and wherever you want it. On board you can kiss goodbye to the rules of conventional cruising*

*like set meal times and formal dress codes and instead wear what you want and eat when the mood takes you.*

*Calling at six destinations every seven days, Ocean Village and Ocean Village Two offer a choice of fly-cruise holidays in the Caribbean during the winter months and the Mediterranean during the summer.*

*Cruises can be 7 or 14 nights or added to a week's hotel stay in Barbados, Majorca or Crete for a two week Stay and Cruise holiday.*

*Both ships are kitted out in Ocean Village style so you'll find everything you need from an ocean view gym, spa, pools, jacuzzis and a fleet of mountain bikes (great for exploring ashore) to spacious cabins, four restaurants and a bar for every night of the week.*

## FLEET STATISTICS

### NAME

Ocean Village One  
Ocean Village Two

### YEAR BUILT

1989  
1990

### PAX CAPACITY

1,856  
2,014

### TONNAGE

63,500  
69,500





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*You can enjoy a spontaneous modern holiday. Or you can experience cruising with all the traditions. Our quality of service and attention to detail let you*

*experience a world that is both carefree and tailored to you.*

*You can explore the world with us at the same time as experiencing the very best of British. Tate Modern and Tate Britain will be on board various cruises offering Tate Talks and creative workshops. You can dine in restaurants created by Gary Rhodes and Marco Pierre White. Play Scalextric at Sea. And children can be entertained by Noddy and Mr Bump from the Mr Men show.*

## FLEET STATISTICS

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
Arcadia	2004	1,800	85,000
Artemis	1984	1,200	45,000
Aurora	2000	1,840	76,000
Oceana	2000	2,020	77,000
Oriana	1995	1,810	69,000
Ventura	2008	3,076	115,000





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# Princess Cruises

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



*One of the best-known names in cruising, Princess Cruises first set sail in 1965 with a single ship cruising to Mexico. Today, the line has grown to become the third largest cruise line in the world, renowned for innovative ships, an array of onboard options, and an environment of exceptional customer service. A recognized leader in worldwide cruising, Princess offers approximately 1.3 million passengers each year the opportunity to escape to the top destinations around the globe, aboard a fleet of 17 modern vessels.*

*Princess offers more than 100 different itineraries offer travelers the opportunity to literally cover the globe, with sailings to all seven continents that call at approximately 350 ports and destinations around the world. Destinations include the Caribbean, Alaska, Panama Canal, Europe, Mexican Riviera, South America, Australia/New Zealand, South Pacific, Hawaii, Tahiti/French Polynesia, Asia, India, Africa, Canada/New England, Antarctica and world cruises. Princess passengers can enhance their cruise experience through the Adventures Ashore® program featuring nearly 4,000 in-port excursions worldwide, and the company's expanding cruisetour offerings enable passengers to combine their cruise with a full land tour.*

## FLEET STATISTICS

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
Caribbean Princess	2004	3,080	113,000
Coral Princess	2002	1,950	88,000
Crown Princess	2006	3,080	113,000
Dawn Princess	1997	1,950	77,000
Diamond Princess	2004	2,670	116,000
Emerald Princess	2007	3,080	113,000
Golden Princess	2001	2,600	109,000
Grand Princess	1998	2,600	109,000
Island Princess	2003	1,970	88,000
Pacific Princess	1999	670	20,000
Royal Princess	2001	710	30,200
Ruby Princess	2008	3,763	113,000
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



### 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.



### Donna Silvera-Barnett ~ Port Operations Specialist

Donna is Port Operations Specialist for Princess Cruises, covering the Caribbean and Canada/New England.

She is responsible for port reservations and coordinates port operations activities, working closely with the Market Planning and Marine departments, port agents and local port authorities. Her experience ranges throughout the airline and hospitality industries, having worked with as Reservations Supervisor with British Airways and in Administration with a hotel chain, Corporate Resorts in her native Jamaica. Donna also assists with coordinating arrangements for homeport

operations in various ports in the Caribbean, NYC and Atlantic Canada regions.



### Dean C. Brown ~ Executive Vice President of Shore Operations & Corporate Services Chief Executive Officer, Princess Tours

Cruise industry veteran and Princess Cruises Executive Vice President Dean Brown oversees a number of key areas for the global cruise and tour company. His responsibilities span both the worldwide destinations that Princess ships visit plus a number of the shoreside functions that support its cruises and tours to all seven continents.

Brown is responsible for Princess' corporate services functions which include the finance, legal, information technology, human resources, compliance and government affairs departments. He also heads the shore operations division which develops and manages the more than 5,000 shore

excursions offered during cruises, along with the port and logistics functions that support ship calls and turnaround operations in over 350 destinations.

Since 2001 Brown has additionally been the chief executive officer for subsidiary company Princess Tours, overseeing the company's extensive operations in Alaska which includes passenger logistics, rail operations, land excursions, hotel operations and construction, and product development. Princess Tours also manages the company's pre and post cruise land programs around the world.

Brown was appointed to his current position in 2004, and throughout his three-decade career with Princess has had responsibility for a wide array of operational areas. Previously he 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 long has been a visible Princess representative throughout the industry.

Brown began his career at Princess Tours in 1979 as a management trainee and has 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), and on the executive committee of Cruise Lines International Association (CLIA). He has served on the board of directors of the Alaska Visitors Association (AVA) for more than 10 years, including one year as its president.

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.



### Alan B. Buckelew ~ President & Chief Executive Officer

With a career spanning more than 30 years in the cruise industry, Alan Buckelew has served as chief executive officer of Princess Cruises since June 2007 and as the line's president since February 2004. As head of one of the best-known brands in the industry, Buckelew oversees a worldwide cruise and tour company featuring a fleet of 17 modern ships that sail on a diverse array of itineraries to all seven continents. Princess Cruises is part of Carnival Corporation & plc, one of the largest leisure travel companies in the world.

In addition to his role overseeing the Princess brand, Buckelew also served as chief operating officer for Cunard Line from 2004 to 2007, as part of a reorganization of that company's operations.

His wide-ranging job roles at Princess, and before that at Sitmar Cruises, have given Buckelew a breadth of experience across the company's operations. Prior to his appointment as president, Buckelew served from 2000 to 2004 as executive vice president of corporate services for Princess, with responsibility for the company's strategic planning, marketing and yield management functions. Before that, Buckelew held the positions of senior vice president of corporate services, senior vice president of customer service, senior vice president of corporate services and yield management, chief information officer, and chief financial officer.

Buckelew, who began his career as a financial analyst, joined Sitmar Cruises in 1977 as manager of management information. Rising through the ranks of the company with increasing responsibility for a wide array of areas, he served as Sitmar's director of corporate services, vice president-controller, and senior vice president of corporate planning. He headed the company's reservations and data processing departments when Sitmar was acquired by Princess in 1988.

Born in Long Beach, California, Buckelew holds an MBA and bachelor's degree from the University of California at Los Angeles. He resides in Los Angeles with his wife, Christine, and two daughters.



### Lisa Jensen ~ Manager, Caribbean and Atlantic Shore Operations

Lisa Jensen first came to Princess Cruises as an intern from the University of Florida in 1998. After graduation, she worked in the Caribbean and Atlantic Shore Operations department for the next two years before pursuing other career moves. She rejoined Princess in 2003 as a Logistics/Shore Excursion Coordinator and was then promoted to Shore Excursion Specialist in 2004.

Currently, Lisa is the Manager of Shore Operations for the Caribbean and Canada/New England regions. In this position, she is responsible for overseeing the development, daily operation, and continual assessment of the tour program in approximately 65 ports.





### Crystal Morgan ~ Director, Market Planning, Deployments & Itineraries

As the Director of Market Planning for Princess Cruises, Crystal is responsible for the strategic deployment and itinerary planning for Princess Cruises' fleet of 17 vessels.

In this role, Crystal calls on over 15 years of cruise industry experience including 8 years as an onboard Shore Excursion Manager. Prior to joining the Market Planning department, Crystal worked within Princess' Shore Operations group planning worldwide Shore Excursion and Logistics programs.

Crystal holds a Bachelor's degree in Business Management.



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

Steve Nielsen is a 40-year veteran of Princess Cruises, having joined the company in 1969 as a Marine Operations Assistant. His current responsibilities as Vice President of Caribbean and Atlantic Shore Operations include managing the companies shore excursions, port operations, passenger logistics and government relations in the 30 plus ports that Princess calls at in the Caribbean and Atlantic.

Steve is a member of the **Florida-Caribbean Cruise Association's Executive Committee**, serves on the Caribbean Tourism Organization's Board of Directors, Seafarer's House Board of Directors and Port Everglades Association's Board of Directors. He is also a member of the U.S. Immigration and Naturalization Service's User Fee Advisory Committee.

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



### Chris Roberts ~ Shore Excursion Specialist

Chris Roberts was contracted initially in the 1990s to work on Princess Cruises vessels as international marketing representative to increase shore excursion sales, serve as port lecturer, and implement onboard shopping programs. In 2003 he joined Norwegian Cruise Line's onboard revenue department to manage the company's in-house port & shopping promotions and subsequently handle shore excursion for the Eastern Caribbean. Chris returned to Princess in 2008 in the Fort Lauderdale office to assist Lisa Jensen in overseeing the shore excursion program for the Caribbean. In addition, Chris is a freelance travel writer.



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# Royal Caribbean International

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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 Five 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.*

## 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>Freedom of the Seas</i>	2006	3,600	158,000
<i>Grandeur of the Seas</i>	1996	1,950	74,000
<i>Independence of the Seas</i>	2008	3,600	158,000
<i>Jewel of the Seas</i>	2004	2,501	90,090
<i>Legend of the Seas</i>	1995	1,800	69,130
<i>Liberty of the Seas</i>	2007	3,600	158,000
<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>Oasis of the Seas</i>	2009	5,400	220,000
<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>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





## Richard D. Fain ~ Chairman & CEO

Richard D. Fain is Chairman and Chief Executive Officer of Royal Caribbean Cruises Ltd., the global cruise company operating 38 ships under the Celebrity Cruises, Royal Caribbean International, Pullmantur, Azamara Cruises and CDF Croisières de France 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, Fain 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.

Fain 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, he serves on the executive committee of the United Way of Miami-Dade.

Fain is a former chair of the Miami Business Forum, the Greater Miami Convention and Visitors Bureau and of the Cruise Lines International Association (CLIA), an industry trade association representing nearly 17,000 affiliated travel agencies and the bulk of the world's cruise lines. He has also served as co-chair of the Campaign of United Way of Miami-Dade 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 was 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.





### Christopher S. Allen ~ Director, Deployment & Itinerary Planning

*Royal Caribbean International, Celebrity Cruises & Azamara Cruises*

Christopher Allen is the Director of Deployment & Itinerary Planning for Royal Caribbean International, Celebrity Cruises, and Azamara Cruises. Christopher joined Royal Caribbean in 1997, since then he has held the position of Manager for Revenue Management as well as Director of Revenue Planning & Analysis.

Prior to joining Royal Caribbean, Christopher held several roles in the commercial real estate field in Washington, D.C. Christopher grew up in the Washington, D.C. metropolitan area and holds an undergraduate degree in Political Science from Rollins College and an MBA from Crummer Graduate School of Business at Rollins College. Christopher and his wife Wendy live in Miami, Florida.



### Diana J. Block ~ Vice President, Revenue Management & Deployment

*Royal Caribbean International, Celebrity Cruises & Azamara Cruises*

Diana Block is the Vice President of Revenue Management & Deployment for Royal Caribbean International, Celebrity Cruises, and Azamara Cruises. Diana joined Royal Caribbean in 1998 as the Director of Air/Sea. Since then, she has held the position of Associate Vice President in Revenue Management, Hotel Finance, and Deployment & Itinerary Planning.

Prior to joining Royal Caribbean, Diana held management positions with American Airlines in Dallas in Finance, Revenue Management, and Marketing. Diana grew up in New York and holds an undergraduate degree in Economics and Psychology from Emory University and an MBA from Duke University. She is a travel enthusiast and lives in Miami, Florida.



### James Boink ~ Director, Commercial Development

James Boink has been with Royal Caribbean Cruises Ltd. for over eight years. In his current position he serves as the Director of Commercial Development, a position held since 2005. James manages the development of mixed-use port and entertainment projects and related investments, while overseeing the growing portfolio of existing investments to support the company's strategic and financial growth objectives.

Prior to joining Royal Caribbean in 2000, James worked for PricewaterhouseCoopers and was a Director of Administration for Southern Air Transport. He is a graduate of the University of Rochester, the University of Miami School of Law and holds an MBA from Franklin University.

James and his wife, Raphael, have three children and live in Pinecrest, Florida.



### Joel Davis ~ Operations Manager, Shore Excursions

*Royal Caribbean International, Celebrity Cruises & Azamara Cruises*

Joel was raised and attended school in Calgary, Alberta Canada, and is an avid outdoorsman. He has worked for Royal Caribbean Cruises Ltd for the past eight years. The experiences he has gained working onboard ships have brought insight into his current position as Operations Manager, Shore Excursions and Aquatics. Some of Joel's responsibilities include the watersports operations on RCCL's private islands as well as tour program guest satisfaction.



**Federico Gonzalez-Denton** ~ Director, Government & Community Relations,  
Latin America & the Caribbean

Federico Gonzalez-Denton is responsible for directing RCCL's policies and objectives involving matters of government and community relations in the Caribbean and Latin American Region. His responsibilities include analyzing proposed legislative actions and determine the potential impact on the organization, as well as monitoring legislative and regulatory activities and develops RCCL's positions for the Caribbean and Latin American region.

Federico has been responsible for legal and government relations at international, federal and state levels for more than sixteen (16) years. His professional experience includes directing the government relations departments in organizations such as AARP and Wal-Mart. In addition to his government relations work he is an attorney specialized in the maritime/admiralty field and has worked in recognized law firms in San Juan, Puerto Rico and New Orleans, Louisiana.

He earned a B.A. degree in Political Sciences from the University of Puerto Rico, a J.D. degree from the Inter-American University and a LL.M. in Maritime Law from Tulane University and he is admitted to practice before the U.S. Court of International Trade, the U.S. Court of Appeals for the First Circuit, the U.S. District Court for the District of Puerto Rico and the Courts of the Commonwealth of Puerto Rico.



**Bill Fay** ~ Insurance Manager, Strategic, Corporate Planning & Insurance

*Royal Caribbean International, Celebrity Cruises & Azamara Cruises*

Bill Fay is Insurance Manager, Risk Management for Royal Caribbean Cruises Ltd. He is responsible for the shoreside and marine insurance programs for all Royal Caribbean Cruises Ltd.'s brands.

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 P. Fox** ~ Vice President, Global Government & Community Relations

Mr. Fox is an attorney by profession, who spent 18 years in Washington, D.C. For 22 years, he has been employed by Royal Caribbean Cruises Ltd. and presently holds the position of Vice President, Government Relations, United States and Europe, is a political fundraiser, 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), former board member.
- The Beacon Council, Executive Committee member.
- Super Bowl Host Committee, Board member, Co-Chair, Special Event Committee member, Executive Committee.
- Florida Sports Foundation, gubernatorial appointment.
- Royal Caribbean Golf Classic, Founding committee member.
- NWCA (Northwest Cruise Ship Association) Government & Community Affairs Committee Chairman.

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

Has been honored for:

- Easter Seals, Chairman.
- Bankers Club Board of Governors, Chairman.
- FCCA Founding.
- La Gorce Country Club President, 3 years.
- Cystic Fibrosis Foundation.



**Andy Horton ~ Account Manager, Shore Excursions & Explorations**

*Royal Caribbean International, Celebrity Cruises & Azamara Cruises*

Joined Royal Caribbean in 1995 as Manager of Port Planning and currently hold the position of Account Manager, Shore Excursions and Explorations. I am responsible for the tour programs in the Baja, Bermuda, Canada and New England, Caribbean and Central America and Mexican Riviera.



**A. Henry Lopez ~ Director, Hotel and Corporate Purchasing**

*Royal Caribbean International, Celebrity Cruises & Azamara Cruises*

Henry is responsible for the purchasing of all hotel, food and beverage supplies for Royal Caribbean International and Celebrity Cruises. Henry began his cruise industry career as an Assistant Purser, later moving into the corporate office to focus on food and beverage procurement. Over the years, he has taken his passion for food and beverage and business skills to deliver the best possible quality at the best value. Henry now leads a team of over 40 procurement professionals including commodity managers and a fleet support team.

Henry is a graduate of the Warrington College of Business at the University of Florida.

Henry is married with three children.



**Paul Loughrin ~ Account Manager, Shore Excursions & Explorations**

*Royal Caribbean International, Celebrity Cruises & Azamara Cruises*

Paul Loughrin is the Account Manager, Shore Excursions and Explorations! for Royal Caribbean Cruises Ltd. He oversees the shore excursion program for the Caribbean for Royal Caribbean International, Celebrity Cruises & Azamara Cruises. He has worked in the industry for 20 years, including 13 years onboard ships as a Dive Instructor/Dive Manager and 7 years shoreside managing the Aquatics & Shore Excursion programs.



**Craig Milan ~ Senior Vice President, Land Operations, Royal Caribbean Cruises Ltd.**

*President, Royal Celebrity Tours, Inc.*

Craig Milan is the Senior Vice President of Land Operations for Royal Caribbean Cruises Ltd. He oversees Guest Port Services (pier operations), Shore Excursions, Private Destinations, Commercial Development, Cape Liberty Cruise Port, port operations and government relations in the Caribbean, Latin America and Asia for the Azamara Cruises, Celebrity Cruises and Royal Caribbean International brands.

In addition, he holds the title of President for Royal Celebrity Tours Inc., which is the land tour affiliate of Royal Caribbean Cruises Ltd. Royal Celebrity Tours offers unique land tours in conjunction with Celebrity Cruises' and Royal Caribbean International's cruises in Alaska, Canada, Europe, Australia and Asia.

He has held various management positions in the travel industry over the last 25 years, including President and CEO of SunTrips/Sunquest, Inc., a company of MyTravel plc. Earlier positions were with Certified Vacations, Continental/Eastern Sales, Inc., Continental Airlines and New York Air.



### Tellef Lie-Nielsen ~ Superintendent, Marine Nautical

*Royal Caribbean International, Celebrity Cruises & Azamara Cruises*

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.



### Capt. Howard A. Newhoff ~ Manager, Security

*Royal Caribbean International, Celebrity Cruises & Azamara 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.



### Martha Olano ~ Specialist, Government Relations

Martha Olano forms part of the Government Relations team at RCCL since October 1, 2007. She first worked for Royal Caribbean from 1997-98 as an International Ambassador onboard the ships, later rejoining shore side in 2005-2007 as International Specialist for Royal Hotel Operations. Martha was born in Colombia where she first followed studies in Business Administration, and graduated later in Hotel Management from the University of Houston. Before joining Royal Caribbean Martha lived 15 years in Europe, Latin America, South East Asia and the USA, where she worked for several International Hotel chains such as Inter-Continental, Hilton, Four Seasons and Sofitel. Besides her fluency in Spanish, English, French and Italian, she speaks Dutch and Portuguese as well.

Martha is currently getting a Masters Degree in Travel and Tourism Management at Florida International University.





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

*Royal Caribbean International, Celebrity Cruises & Azamara Cruises*

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 ~ Vice President Government Relations, Caribbean, Latin America & Asia

In January of 2007, Michael Ronan was promoted to Vice President of Government Relations for the Caribbean, Latin America & Asia regions. This advance gives Ronan the opportunity to have an even greater impact on governmental and community relationships for RCI & Celebrity.

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

Ronan served from 1999-2004 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 Chairman of the organization's Operations Committee**. He also is on the board of the Caribbean Tourism Organization and the Mexican American Chamber of Commerce.

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.



### **Patrick Schneider ~ Director, Shore Excursions & Explorations**

*Royal Caribbean International, Celebrity Cruises & Azamara Cruises*

Patrick Schneider is the Director of Shore Excursions and Explorations! for Royal Caribbean Cruises Ltd. He oversees the shore excursion program in all destinations for Royal Caribbean, Celebrity, and Azamara brands, as well as the Aquatics division in RCCL's private destinations. He has worked in the industry for 16 years, including 9 years onboard ships as a shore excursion manager, covering several destinations worldwide.



### **John Tercek ~ Commercial and New Business Development**

John Tercek oversees shoreside infrastructure projects and ventures to support Royal Caribbean's strategic growth objectives, with an emphasis on port and facilities development.

Before joining RCL in 1999, Tercek specialized in acquisitions, investment sales and financing of shopping centers in California for institutional investors.

In the early 1990's Tercek managed International Development for SeaWest Energy Corporation, for whom he created several private power projects in Europe. In the 1980's he was a partner in a Wall Street real estate investment firm. His professional career includes financing and developing over \$1 billion of retail, residential and commercial properties, and co-generation power projects.

Tercek holds a degree in economics from the Wharton School of Finance at the University of Pennsylvania, and a J.D. degree from Fordham University Law School, and he is a member of the New York Bar.



### **Juan C. Trescastro ~ Vice President Land Operations & Guest Port Services**

*Royal Caribbean International, Celebrity Cruises & Azamara Cruises*

Juan C. Trescastro, a native of California and graduate of Columbia University is the Vice President of Port Operations for Royal Caribbean Cruises, Ltd. He oversees Guest Port Services (turnaround operations), worldwide Port Operations and Cape Liberty Cruise Port.

During his eight-year tenure at Royal Caribbean he has held several management positions in Air/Sea, Accounting, Guest Port Services and currently Port Operations.

In addition, he has been actively involved in the company's United Way fund-raising campaign. He is an active member of The National Society of Hispanic MBAs (NSHMBA) where he works to prepare and recruit Hispanics for leadership positions throughout the United States.



## Adam M. Goldstein ~ President & CEO

Adam Goldstein was named President & CEO of Royal Caribbean International in 2007. Goldstein oversees Fleet Operations and Sales & Marketing for the Royal Caribbean International brand and International Sales & Marketing, Land Operations and Government Relations for the company. Goldstein has served in positions with similar responsibilities since 2002.

Goldstein has been with the company since 1988. Prior to 2002 he held the positions of Senior Vice President, Total Guest Satisfaction; Senior Vice President, Marketing; Vice President, Marketing; Vice President, International Sales and Marketing; Director, Market Development; and Corporate Secretary to Royal Caribbean's Board of Directors.

Goldstein serves on the Board of Directors of the Travel Industry Association of America (TIA). He was National Chair of TIA in 2001. Goldstein also serves as Chairman of the Board of Trustees of Our Kids, Inc., a nonprofit with oversight responsibility for foster care and related services for approximately 4,000 children in Miami-Dade and Monroe counties.

In 1998, Advertising Age named Goldstein to the "Marketing 100," the magazine's annual roundup of the best and brightest American and international marketing minds.

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, Fla.







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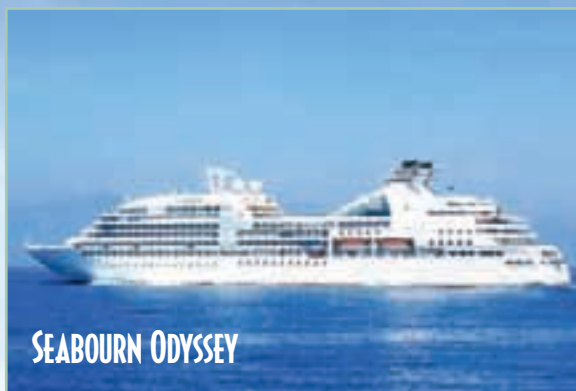
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## FLEET STATISTICS

### NAME

Seabourn Legend  
Seabourn Odyssey  
Seabourn Pride  
Seabourn Spirit

### YEAR BUILT

1993  
2009  
1989  
1988

### PAX CAPACITY

208  
450  
208  
208

### TONNAGE

10,000  
32,000  
10,000  
10,000



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