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Mission:

The FCCA is a nonprofit trade organization composed of 11 member cruise lines operating more than 100 vessels in Floridian, Caribbean and Mexican waters. Created in 1972, the FCCA's mandate is to provide a forum for discussion on legislation, tourism development, ports, safety, security and other cruise industry issues. By fostering an understanding of the cruise industry and its operating practices, the FCCA seeks to build cooperative relationships with 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.

New 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 three main areas: courtesy, professionalism, marketing, rules and safety.

In addition, the FCCA has designed projects based on the needs of the destination, 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 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:

- Exclusive Associate Member meetings and luncheons.
- Listing/Profile in FCCA Membership Directory, utilized by all FCCA Member Lines (each cruise line executive will, whenever possible, patronize Associate Members).
- Access to up-to-date research and statistical studies.
- Listing in FCCA's Caribbean Cruising Magazine.
- \$500 Discount on each ad placed in the Caribbean Cruising Magazine for the first year of membership (Does not include package rates).
- Savings on registration fees for the annual FCCA Caribbean Cruise Conference & Trade Show.
- Discount on insurance program for Tour Operators.
- Associate Membership plaque and yearly updates.
- Use of FCCA logo on printed materials.

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

- One complimentary registration up to \$350 for the FCCA Gala Dinner.
- One complimentary registration for the FCCA Caribbean Cruise Conference & Trade Show.
- One complimentary cabin for the Annual FCCA PAMAC Cruise.
- Complimentary registration for the Annual FCCA PAMAC Conference.
- A seat on FCCA's Platinum Associate Membership Advisory Council (PAMAC).
- Private lunch & meeting at FCCA's Annual Caribbean Cruise Conference & Trade Show.
- Invitation to inaugural events & cruises
- 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 Region. In its 14 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 Mexican 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 2006, over 30 destinations participated in the program, with over 6,000 children receiving holiday gifts.
- *FCCA Gala* – The Gala was created by the Member Lines 13 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:

- *Caribbean Cruising* – Published quarterly, Caribbean Cruising is the official magazine of the FCCA, which serves to educate and bring about an understanding of the cruise industry's inner-workings. With a circulation of over 12,000, the magazine offers advertisers optimal access to over 3,000 travel agents and the decision-makers in the marine operations, marketing and strategic planning departments of the major cruise lines. Providing cruise executives, public and private sectors in the Caribbean, Latin America and Mexico with information.
- The "*Highlight Issue*" features a who's who in the cruise industry and contains cruise executive profiles and information for all FCCA Member Lines. It is a useful tool 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 the Ministers of Tourism within partner destinations.
- *Conference Program* and *Gala Program* – Members who attend these functions receive comprehensive programs packed with useful FCCA schedules, information and accomplishments.

FCCA Caribbean Cruise Conference & Trade Show:

For many cruise executives, Caribbean destinations, suppliers and tour operators, this is the premier industry event of the year. Providing an opportunity to meet in a roundtable format with key players to analyze industry trends and discuss current issues. This year's Conference will be held in Cozumel, Mexico, Oct. 8th – 12, 2007, and will bring together over 100 cruise executives and 1,200 industry partners.

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



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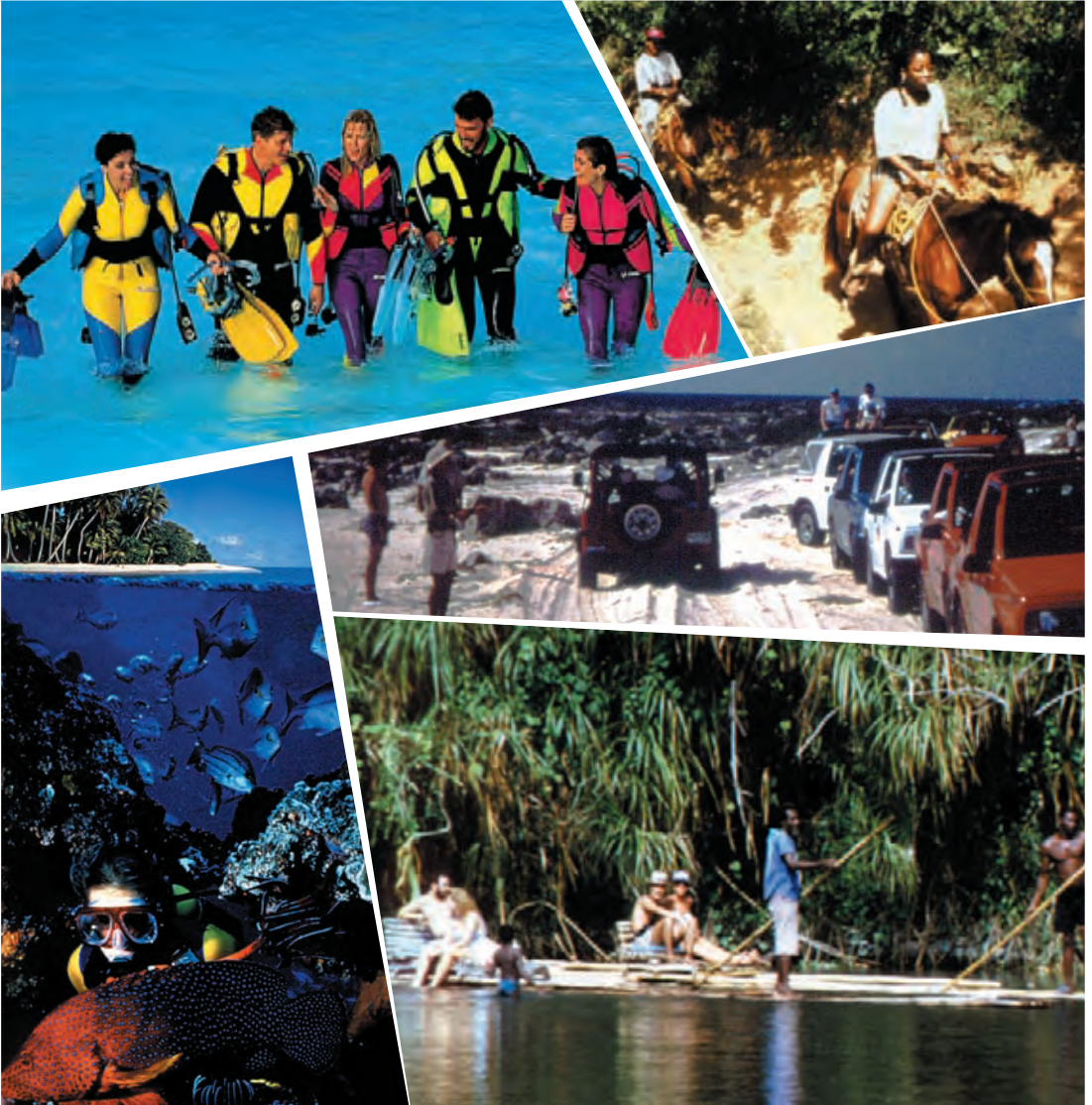


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FLORIDA-CARIBBEAN CRUISE ASSOCIATION



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

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

Under her presidency, the Association enjoys membership in the Caribbean Tourism Organization (CTO) (of which Ms. Paige is an Executive Committee Board Member), the Caribbean 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.

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



Omari Breakenridge ~ Graphic Designer & Technical Coordinator

Born in Jamaica and raised in South Florida, Mr. Breakenridge joined the FCCA in February 2005. As a graphic designer, he is responsible for the creative layout and design of the FCCA's printed materials including, 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 organizing FCCA events such as the Annual Caribbean Cruise Conference & Trade Show and the Gala Dinner. She also coordinates the Holiday Gift Project along with FCCA Member Lines to provide holiday gifts for the under-privileged children in the Caribbean, Mexico, South & Central America.

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 and their two dogs.



Adam Ceserano ~ Vice President

Adam Ceserano-- as Vice President of the FCCA he oversees all day-to-day FCCA office operations, as well as the FCCA publications and quarterly magazines. He also works with advertising and sponsorships for the FCCA publications and the FCCA Golf Tournaments. He coordinates and conducts the Customer Service Training Workshops as well as the new 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 is a member of 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 Ft. Lauderdale, 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, Mexico, South and Central America and is responsible for organizing the vessel deployment for FCCA's 11 Member Lines.

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



Victoria Lalta ~ Director, Public Relations & Membership Programs

Born in Guyana, South America and raised in Tortola, BVI, Ms. Lalta began working for the Florida-Caribbean Cruise Association in 2000. As the 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.



Laura Mori ~ Research Analyst

Born and raised in Miami, FL., Laura Mori works with FCCA's Member Lines in coordinating statistical research projects. She is responsible for gathering quantitative data from the various port authorities and tourism boards in the Caribbean, Mexico and South & Central America as well as promoting the FCCA Foundation Poster Competition throughout these destinations.

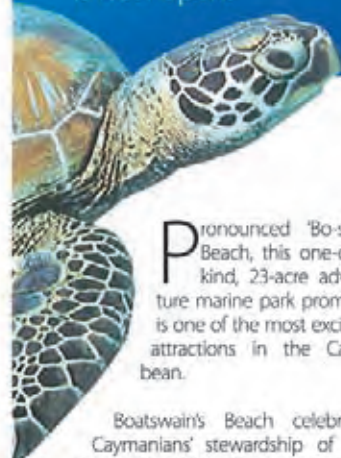
She attained her Bachelor of Science degree in Statistics at Florida International University.

Laura lives in the Kendall area of Miami-Dade County with her daughter.

Quench your thirst for adventure! *Go ahead – take the plunge!*



New for 2007, Cayman's largest and most eagerly anticipated tourist attraction, Boatswain's Beach is now open.



Pronounced 'Bo-suns' Beach, this one-of-a-kind, 23-acre adventure marine park promises is one of the most exciting attractions in the Caribbean.

Boatswain's Beach celebrates Caymanians' stewardship of the seas and relationship with nature through tactile, colorful, educational and memorable experiences.

The park allows visitors to experience the rich history of Caymanian life in a fun and safe environment while providing opportunities to observe and interact with native flora and fauna. In keeping with its cultural heritage, Boatswain's Beach is the new home of the world renowned Cayman Turtle Farm.

As part of the emphasis on Cayman's heritage, the historic Cayman Turtle Farm has made its new home within Boatswain's Beach. The only one of its kind in the world, the turtle farm is home to over 11,000 Green Sea Turtles, ranging in size from six ounces to six hundred pounds each. Visitors can tour an actual working farm, which is both educational and entertaining, and turtles are available for guests to hold for an amazing and unique photo opportunity.

The Cayman Turtle Farm has held a long-standing tradition of releasing some of the turtles that have been bred at the farm. This tradition was initially inspired by the Cayman Turtle Farm's commitment to both its conservation initiatives of ensuring the continuation of the species, and of the on-going research that will help biologists learn more about turtle migration and nesting behaviour. Visitors to the island can have the opportunity to actively participate in an annual turtle release,

as this year's annual release takes place early November 2007. This is an once-in-a-lifetime experience and those interested in participating should send an email to info@boatswainsbeach.ky for more information.

The turtle farm breeds the Green Sea Turtle, named for the green colour of the fat deposits inside its skin. Other turtle species exhibited on the farm include the Loggerhead Turtle, the Kemps Ridley, and the beautifully patterned Hawksbill Turtle.

The new expanded facilities at Boatswain's Beach will ensure visitors continue to learn more about these amazing sea creatures as well as our new additions including the predators, birds, crocodiles, and other exciting creatures. The new park also houses a world-class research and educational facility that focuses on the conservation of sea turtles.

Visitors can now enjoy a refreshing, cool dip in the ever inviting Breaker's fresh water tidal lagoon and dine on a scrumptious meal at Breaker's Snack Shack. Items on the menu include jerk chicken and pork, hamburgers, sandwiches, and desserts amongst other delights. Everyone will enjoy the experience of the finest Caymanian cuisine at a variety of locations throughout the park.

Let your imagination soar as you wander through the beautiful free-flight bird aviary or stroll down an historic Caymanian street complete with porch side artisans. Children and adults alike will delight in interacting with starfish, urchins and crabs at the touch pool.

By summer of this year, the park will offer visitors a unique opportunity to swim and snorkel with fish and other marine life in its 1.3 million gallon salt-water lagoon. Guests can also peer into the predator tank and come nose-to-nose with sharks and eels.

For those wanting to take a little of Boatswain's Beach home, visit our 3,500 square foot retail centre located in the reception building.

The farm is open seven days a week from 8:30am to 4:30pm and is wheelchair accessible. Entry for adults is US\$75.00 and US\$35.00 for children 2-12; children under 2 have free entry in to the park (prices are subject to change). The farm is located on Northwest Point Road in West Bay, just eight miles from George Town.

Boatswain's Beach launched its membership club on December 9th, 2006, providing everyone with the opportunity to receive continuous updates, discounts, travel opportunities around the world, and many other exciting membership only activities at the park. For information on the club, and to receive updates and press releases on the park, contact marshaebanks@boatswainsbeach.ky.

Boatswain's Beach can also cater for functions of all types and sizes. Whether your party is an anniversary, birthday, business affair, Christmas, or New Year function, Boatswain's Beach can host any occasion. As small as a group of 10 or as large as a group of 2,000 people, Boatswain's Beach can make it happen!

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Boatswain's Beach will handle all the details, from catering and decorations to music and entertainment. For more information on having your next event at Boatswain's Beach, please contact the Special Events Coordinator, Mr. Gary Dominguez at 949-3894 Ext. 4002 or at events@boatswainsbeach.ky

For more details on Boatswain's Beach visit www.boatswainsbeach.ky.



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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 22 "Fun Ships" with voyages ranging from 2 to 17 days in length sailing to the Bahamas, Caribbean, Mexican Riviera, Alaska, Hawaii, the Panama Canal and the Canadian Maritime Provinces.

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

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

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

FLEET STATISTICS

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
Carnival Conquest	2002	2,974	110,000
Carnival Destiny	1996	2,642	101,353
Carnival Freedom	2007	2,974	110,000
Carnival Glory	2003	2,974	110,000
Carnival Legend	2002	2,124	88,500
Carnival Liberty	2005	2,974	110,000
Carnival Miracle	2004	2,124	85,500
Carnival Pride	2001	2,124	88,500
Carnival Spirit	2001	2,124	88,500
Carnival Triumph	1999	2,758	101,509
Carnival Valor	2004	2,974	110,000
Carnival Victory	2000	2,758	101,509
Celebration	1987	1,486	47,262
Ecstasy	1991	2,052	70,367
Elation	1998	2,052	70,367
Fantasy	1990	2,056	70,367
Fascination	1994	2,052	70,367
Holiday	1985	1,452	46,052
Imagination	1995	2,052	70,367
Inspiration	1996	2,052	70,367
Paradise	1998	2,052	70,367
Sensation	1993	2,052	70,367



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, 58, 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 recently launched Queen Mary 2 – largest ocean liner ever constructed – along with Seabourn Cruise Line, and Genoa, Italy-based Costa Cruises, Europe's leading cruise operator.

In April 2003, Arison spearheaded the dual listed company transaction combining Carnival Corporation's 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.

Arison's keen attention to marketing and growth priorities has resulted in revenues increasing from approximately \$600 million in 1988 to \$11.84 billion in 2006.

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 ~ Manager, Business Development, Strategic Planning

David joined Carnival Corporation in 2002 and his capacities as Manager of Business Development chiefly consist of creating the business plans for commercial and port projects while working closely with each Port Development project manager on all key commercial agreements. David also oversees the berth reservation system for all Carnival Corporation owned/operated ports as well as the preferential berthing reservation system in other ports as applicable. He continues to be involved in both port and infrastructure business development throughout the Caribbean as well as with 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 Finances 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, GA and the May Davis Group in New York City.

David resides in Miami along with his wife Vanessa and daughter Ava.



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.



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 Carnival Corporation's & plc's representative for industry organizations such as the International Council of Cruise Lines (ICCL) and the Northwest CruiseShip Association (NWCA) and 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 where he served as Vice President of NANA Development Corporation, an Alaska Native Corporation. Dow is a graduate of the University of Northern Colorado.



Howard Frank ~ Vice Chairman & Chief Operating Officer

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.

In this capacity, Howard Frank, 65, is responsible for directing the company's corporate-wide business development strategies. He also works closely with the management of all Carnival Corporation & plc operating units in the development of strategic initiatives.

Frank works closely with Micky Arison, the company's chairman and CEO, in providing oversight of the company's various worldwide operations.

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



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

Mr. Giora Israel, Vice President for Strategic Planning, Carnival Corporation, is a veteran of both the hotel and cruise industry at senior levels. A graduate of Tadmor Hotel College in Herzliyah, Israel, he served as Director of Sales and Marketing at the Tel Aviv Hilton and as General Manager of other hotels in Israel & The Bahamas. He also managed two marine parks and underwater observatories in The Bahamas and in St. Thomas, U.S. Virgin Islands before becoming a cruise industry consultant in 1990. In 1992, he joined Carnival Corporation as Director of Special Projects where he engaged in a variety of international activities for the line in Europe and other parts of the world. This included an assignment to Greece as Senior Vice President of Epirotiki during the Carnival/Epirotiki joint venture. In his present position as Vice President Strategic Planning, Mr. Israel is involved with Carnival's international expansion. Other responsibilities include strategic developments relating to ports and other areas.

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

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

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



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 13 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, Strategic Planning and Port 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.

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.



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

Upon graduating from the School of Engineering at West Virginia University, Amilcar joined Carnival Cruise Lines in the summer of 1984 as a Jr. Purser. Nine summers would pass before leaving the ships for the first time now in the capacity of Hotel Manager. In the summer of 1995, Amilcar joined Renaissance Cruises in the Capacity of Hotel Manager for brief two year tenure in the Small Yacht Cruising environment.

In August of 1997 Amilcar left the Ships for the second time moved to South Florida with his wife Tonka and again joined Carnival Cruise Lines in the corporate office as Ship's Supervisor in the

Operations Department.

In 1999 Amilcar was appointed Manager of the newly created Tour Operations Department and today as the Vice President he leads a very specialized Shore Side and Ship Board team of young visionaries that together run the Shore Excursion Program for Carnival Cruise Lines World Wide.

Amilcar represents Carnival Cruise Lines in the **Florida-Caribbean Cruise Association as Chairman of the Shore Excursion Committee.**



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 responsible for deck and engine manning, technical operations, environmental, safety and quality assurance, technical purchasing, special projects, port operations, nautical operations, and maritime legal and medical services.

He is the Incident Commander under the guidelines and policies of Carnival Cruise Lines' Incident Response Plan.

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 the International Council of Cruise Lines (I.C.C.L.), 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.



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

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

Freed joined Carnival in 1978 and was appointed to her current position, senior vice president of sales and marketing, in 1993. Based at Carnival's Miami headquarters, she has overall responsibility for all sales and marketing activities of the world's largest cruise line.

During her 27 years at Carnival, Freed has earned numerous awards and accolades for outstanding achievement in sales and marketing.

Most recently, Carnival's efforts at conveying the wide range of recent product enhancements were recognized with the "Best Cruise Line Branding" award by the Association of Travel Marketing Executives (ATME). Earlier this year, she was named Travel Trade magazine's "Executive of the Year," becoming the first female executive to receive the honor.

She is consistently included on Travel Agent magazine's list of the "100 Most Powerful Women in Travel" and has been named by Hospitality Sales and Marketing Association International (HSMAI) as one of the "25 Most Extraordinary Sales and Marketing Minds in Hospitality and Travel."

Under Freed's direction, Carnival's sales department was also cited as one of "America's Best" by Sales and Marketing Management magazine. The publication also named Freed its "Sales Professional of the Year" for 2002.

During her two-year term as the first – and only – female chairman of CLIA, the marketing and travel agent training arm of the North American cruise industry, Freed oversaw CLIA's various programs designed to build consumer awareness and help travel agents expand cruise sales.

Florida Governor Jeb Bush appointed Freed to serve on the Florida Commission on Tourism, a private/public partnership that is responsible for promoting Florida tourism. She has also been nominated by ATME to serve on that organization's board of directors.

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

She also serves as trustee of the United Way of Miami-Dade County.

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



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 Supervisor, Tour Operations

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.



Roberto Martinoli ~ Executive Vice President, Operations

Roberto Martinoli is the Executive Vice President Operations at Carnival Cruise Lines. In his position he oversees all aspects of the cruise line's operations, including marine and hotel functions, as well as new building activities. Roberto Martinoli, who joined Carnival in 2000, was previously senior vice president of technical environmental and safety operations. Prior to that, he was employed at Costa Cruises as senior vice president of technical operations and also owned and operated Martinoli SAM, a company involved in ship management. Martinoli holds a master's degree in naval architecture and marine engineering from the University of Genoa.





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 joins 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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Celebrity Cruises, operated by Royal Caribbean Cruises Ltd., is consistently recognized as an innovative cruise line committed to excellence in design and service. Celebrity offers discriminating consumers a high quality cruise vacation at the best possible value.

Celebrity Cruises' passionate dedication to providing guests with a cruise experience that "exceeds expectations" sets them apart from other cruise vacation choices. This extraordinary performance level has become the definition for Celebrity Cruises, and has set the world-wide standard for today's

expression of what first made cruising famous – high quality, superior design, spacious accommodations, grand style, attentive service and exceptional cuisine.

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FLEET STATISTICS

NAME

Century
Constellation
Galaxy
Infinity
Mercury
Millennium
Summit
Xpedition

YEAR BUILT

1995
2002
1996
2001
1997
2000
2001
2004

PAX CAPACITY

1,750
1,950
1,870
1,950
1,870
1,950
1,950
98

TONNAGE

70,606
91,000
77,713
91,000
77,713
91,000
91,000
2,329



Dan Hanrahan ~ President & CEO

Dan Hanrahan was named president of Celebrity Cruises, the cruise line known for "Celebrity Treatment," in February 2005. In 2007, Celebrity Cruises announced the launch of Azamara Cruises, a small-ship, exotic-destination line in what Hanrahan coined the "deluxe" category, between premium and luxury. Hanrahan is responsible for the two brands' fleet operations, sales and marketing, and brand development.

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 the current vice chairman of the Cruise Line Industry Association (CLIA) and is a member of the organization's executive committee. He also is 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, Wis., 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 offers a way of cruising unlike any other, festive, elegant, delightfully different in service, cuisine and ambiance "Cruising Italian Style". Reflecting their rich Italian heritage, no detail has been overlooked in delivering the style and generous hospitality of Italy, from authentic Italian cuisine to the warm, attentive crew.

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	YEAR BUILT	PAX CAPACITY	TONNAGE
<i>Costa Allegra</i>	1992	820	30,000
<i>Costa Atlantica</i>	2000	2,114	85,000
<i>Costa Classica</i>	1991	1,308	53,000
<i>Costa Concordia</i>	2006	3,780	112,000
<i>Costa Europa</i>	2002	1,744	53,872
<i>Costa Fortuna</i>	2003	2,720	105,000
<i>Costa Magica</i>	2004	2,720	105,000
<i>Costa Marina</i>	1990	776	25,500
<i>Costa Mediterranea</i>	2003	2,114	86,000
<i>Costa Romantica</i>	1993	1,356	53,000
<i>Costa Serena</i>	2007	3,780	112,000
<i>Costa Victoria</i>	1996	1,928	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 21 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.





Lynn Torrent ~ President & CEO

With an extensive and successful background in both accounting and operations, Lynn Torrent brings more than 20 years of experience to her role as President & CEO for Costa Cruise Lines—North America. Since taking the helm in December 2004, Torrent has implemented numerous new initiatives for the company in North America, including a major brand review which resulted in a new national ad campaign.

From the beginning, Torrent was driven to ambitious levels of achievement. Before earning a Bachelors of Science in Accounting from CW Post, Long Island University, she passed the CPA on her first try. The certification made her one of the only first-year consultants at Arthur Anderson, her first post-college job, to earn the accreditation. It wasn't long before Torrent moved on to a larger position—at the age of 28, she became one of the youngest CFOs of a publicly traded company at the time. Recognizing that she wanted to expand upon her expertise, Torrent made a bold transition into cruise line operations, where she worked her way up to become an operating executive in less than five years.

After earning an MBA from Florida Atlantic University, Torrent joined Carnival Corporation & plc as a consultant, traveling extensively on behalf of the company domestically and throughout the world on various projects. She was soon named Vice President of Marketing Services, a position that reported to the Vice Chairman. In late 2004, Torrent was appointed CEO of Costa Cruise Lines, an international brand of Carnival Corporation and the fifth largest cruise line in the world. Upon assuming the role, she commissioned the first brand review in 10 years for the company. The results generated a new look and feel in positioning Costa to North Americans, including the introduction of the slogan, "Cruising Italian Style...That's Amore" and a new national ad campaign.

"It is a true honor to work for Costa Crociere, which boasts nearly 60 years of cruising history and is the fifth largest cruise line in the world," said Torrent. "The brand's extraordinary reputation speaks for itself with our North American customers, who are choosing to cruise with Costa more than ever before."





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

FLEET STATISTICS

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
Queen Elizabeth 2	1969	2,712	70,327
Queen Mary 2	2003	2,620	151,400
Queen Victoria	2007	2,014	90,000

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

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

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

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

FLEET STATISTICS

NAME

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 ~ Manager, Marine and Security Operations

Russell Daya is manager of marine operations, safety and regulatory training and is the Company Security Officer for *Disney Cruise Line*.

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

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

Prior to joining *Disney Cruise Line*, Russell served as Captain for 7 years on the Stena Line Cruise Ferries in Europe. He also served as chief officer for the Belfast and Channel Island Ferries as part of his overall 28 years of maritime industry experience. Russell is a member of the Nautical Institute, a group dedicated to promoting and coordinating nautical studies and maritime safety worldwide.

Born in London, England, Russell earned his Bachelor's degree in Nautical Science. He currently resides in Orlando, Fla.



Frank De Heer ~ Vice President, New Ship Development

A 29-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.



Thomas M. McAlpin ~ President

Thomas M. McAlpin is president of *Disney Cruise Line*. His most recent responsibilities included shipboard operations, purchasing and logistics, entertainment, programming and operations integration, risk management, marine and technical operations and shoreside travel operations.

McAlpin has been with *Disney Cruise Line* since it began in November 1994. As vice president of finance, business development and shoreside travel operations, he developed the business plan and negotiated the ship contracts, purchase of Castaway Cay, development of Disney's Port Canaveral cruise terminal and arrangements for a fleet of Disney Cruise Line motorcoaches.

Prior to joining Disney, he was the director of corporate and financial planning for Royal Caribbean Cruises, Ltd., where he was responsible for developing the corporate strategic plan, annual operating plans and critical financial and strategic analysis.

McAlpin began his career as a CPA senior auditor for KPMG Peat Marwick in 1981. He became the chief financial officer for the CSB Leasing Group in 1984.

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



Don Moody ~ Manager, 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.

An 19-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 compliance, medical, navigation, itinerary planning, marine, engineering, dry dock, interior design and maintenance aspects of the line's two 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 and staff chief engineer 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 Orlando, Fla.



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, renowned for its gracious service, spacious cabins and quality dining, marks its 134th year in business in 2007. 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 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 Operations

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

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

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

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

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



John Cook ~ 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.



Capt. Simon Douwes ~ Director, Deployment & Itinerary Planning

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



Stein Kruse ~ 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.

A former vice chairman of Cruise Lines International Association (CLIA), Kruse serves as a director on the boards of the United States Coast Guard Foundation and CLIA, and on the board of governors of the World Trade Center in Seattle. A native of Oslo, Norway, Kruse holds a bachelor of science degree from Purdue University and is a graduate of Harvard Business School's Advanced Management Program. 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 **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.



Tino Salud ~ Director, Port Operations

Tino became the Director, Port Operations at Holland America in October 2006. This position provides overall direction and coordination of port calls for 13 Holland America Line cruise ships, ensuring a reliable system of port operations for vessel calls in over 320 ports annually.

Before Holland America Line, Tino spent 12 years at the Port of Seattle. As the General Manager for Cruise, he directed the Port's overall cruise business including marketing, planning, security and operations. Under Tino's direction the Port grew from 6 cruise calls and 6,000 passengers in 1999 to 200 calls and 740,000 passengers in 2006.



Bill Sharp ~ Vice President - Port Operations

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 ORCHESTRA

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

MSC Cruises uniquely blends maritime traditions, culture and famous Mediterranean cuisine to deliver

the ultimate cruise experience while displaying a real commitment to the finest hospitality afloat. In essence, MSC Cruises has made true Italian service the heart of its business and its key point of differentiation in the cruise industry.

FLEET STATISTICS

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
MSC Armonia	2004	2,243	58,600
MSC Lirica	2003	2,243	58,600
MSC Melody	1982	1,550	35,143
MSC Monterey	1952	617	20,046
MSC Musica	2006	2,550	89,600
MSC Orchestra	2007	2,550	89,600
MSC Opera	2004	2,243	58,600
MSC Rhapsody	1977	812	16,852
MSC Sinfonia	2002	1,566	58,625



James Henwood ~ Sr. Vice President of Passenger Services

Jim has 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.



Cyril Hopkins ~ Vice President, Revenue Performance

Cy has more than 25 years of cruise industry sales and marketing experience in a career that started in reservations and sales and rapidly developed into yield, reservations and group management. He has held executive positions at Celebrity Cruises, Renaissance Cruises, Royal Olympic Cruises, and First European Cruises.



Richard E. Sasso ~ President and CEO

Richard E. Sasso, president and CEO of MSC Cruises USA, has been a popular and well-respected figure in the cruise industry for more than 35 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. The company, with three ships in 2002, launched a \$3 billion expansion program in 2003 and added five ships to its fleet – MSC Armonia, MSC Sinfonia, and new vessels MSC Lirica, MSC Opera and the Panamax MSC Musica and MSC Orchestra (at 90,000 tons, the largest ships in the fleet). Two additional Panamax ships – MSC Poesia and MSC Magnifica – are slated for delivery in 2008 and 2010; two post-Panamax ships, MSC Fantasia and MSC Splendida, are under contract for delivery in 2008 and 2009.

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).

Sasso lives in Delray Beach, Fla., with his wife of 35 years, Carmen.





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Norwegian Cruise Line

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Website: www.ncl.com



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

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

Established in 1966, Miami-based Norwegian Cruise Line is a global cruise company and industry innovator 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

Norwegian Crown
Norwegian Dawn
Norwegian Dream
Norwegian Gem
Norwegian Jewel
Norwegian Majesty
Norwegian Pearl
Norwegian Spirit
Norwegian Star
Norwegian Sun
Pride of Aloha
Pride of America
Pride of Hawaii

YEAR BUILT

1988
2002
1992
2007
2005
1992
2006
1998
2001
2001
1999
2005
2006

PAX CAPACITY

1,078
2,240
1,748
2,394
2,384
1,462
2,394
1,966
2,200
2,002
2,002
1,900
2,376

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34,242
91,740
50,760
93,000
92,000
40,876
93,000
77,000
91,000
77,104
77,104
81,000
92,000



Eric Benedict ~ Manager, Shore Excursion Operations

As Manager Shore Excursion Operations, Eric is managing 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.



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 26 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.



William Hamlin ~ Executive Vice President, Fleet Operations and Newbuilding

Bill Hamlin is Executive Vice President, Fleet Operations and Newbuilding. He has been with NCL since June 2004. Hamlin oversees New Build Operations, Marine Operations, Hotel Operations and Onboard Revenue for the company.

Before joining NCL, Hamlin served as President, Americas Region for APL Limited, part of the NOL group based in Singapore. He was also President of Eagle Marine Services that operated container terminals on the West Coast of North America. He also served as Vice President North American operations for APL and had various senior operations roles at Sea-Land Services.

Hamlin also served on the Board of the Pacific Maritime Association, the Pacific Merchant Shipping Association and the University of Denver Intermodal Transportation Institute and served as chairman of the Ocean Carrier Equipment Management Association based in Washington, DC.





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. In this position I have taken on additional responsibilities, such as the contracting and development of shore excursions, operational issues and the production of the shore excursions books.

I have now joined the team of Patrick Powers and am enjoying and learning the many itineraries offered in the Caribbean and look forward to working with Patrick to enhancing the shore excursions program on all of NCL ships.



Shannon McKee ~ Director, Shore Excursion Operations and Cruise Rewards

Shannon's career in the travel industry began in 1992 when she decided to take a "fun" job onboard a cruise ship after graduating from Texas Christian University. Her "fun" job became her career and she has now been with the Norwegian Cruise Line for over fourteen years. Over the years she has held multiple positions including Cruise Director, Product Development Manager and Director of Onboard Revenue. She currently holds the position of Director of Shore Excursion Operations and Cruise Rewards and is responsible for the successful delivery and sales of all onboard Shore Excursions and future cruises.



Colin Murphy ~ Vice President, Land Services and Destination Development

Colin Murphy is Vice President of Land Services and Destination Development. Murphy is responsible for the development and management of land programs including shore excursions and pre/post cruise packages, as well as strategic destination development.

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.



Patrick Powers ~ Product Development Manager

Norwegian Cruise Line, Orient Lines

Patrick Powers is the Product Development Manager within Land Services, responsible for contracting shore excursions for the Caribbean and Hawaii.

Powers joined NCL in 2001 as Supervisor of Land Services where he supervised all daily operations of Orient Lines worldwide hotel programs, NCL Shore Excursion automation and administration and the NCL ground transfer operations.

He has held management positions at various travel companies including American Express Platinum & Centurion Travel, where he created and managed the Cruise & Tour Division for south Florida. He was the Vendor Relations leader for the Miami Lakes call center. Powers was manager of Figaro/Pro Travel (Virtuoso) of Miami for 12 years, overseeing operations and sales. Powers held various management positions with two airlines (Air Florida and North Eastern Airlines) as well as positions with Paquet French Cruise Line. Powers has a degree in Business Administration from a local Miami college.



Steve Riester ~ Vice President, Planning & Analysis

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



Lania Rittenhouse ~ Vice President, Hotel Operations

Norwegian Cruise Line, Orient Lines

Mrs. Lania Rittenhouse is Vice President, Hotel Operations, for Norwegian Cruise Line and Orient Lines, overseeing a fleet of 13 ships.

Mrs. Rittenhouse previously served as Director of Tourism, Department of Tourism, for the Cayman Islands Government. Prior to her employment with the Cayman Islands Government, she held the position of Vice President, Cruise Operations for Renaissance Cruises, Inc. for nine years.

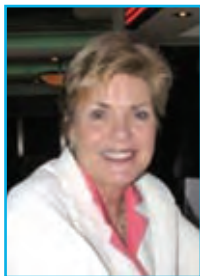
Throughout her employment at Renaissance Cruises she was responsible for Hotel Operations and Guest Satisfaction, including Food & Beverage Operations, Housekeeping, Entertainment, Fleet Personnel and Operations Analysis for a fleet of ten ships.

Mrs. Rittenhouse is married, has two children and lives in Davie.



Chris Roberts ~ Product Development Manager

Chris Roberts joined Norwegian Cruise Line four years ago in the onboard revenue department as Regional Sales Representative. In that capacity, he supervised port & shopping promotions, implemented programs to improve passenger spending, and contracted revenue partners in the Caribbean and Latin America. More recently, as Product Development Manager, he is involved with shore excursions selection & pricing for Eastern/Southern Caribbean, Bermuda & Alaska. Previously he served onboard ships specializing in exotic itineraries as port lecturer and international marketing representative. In addition, Chris is a freelance travel writer for various publications.



Joanne Salzedo ~ Director of 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 and as Director of Shore Excursion Product Development she currently oversees the shore excursions programs offered on board NCL and Orient Lines worldwide itineraries.



Captain Svein Sleipnes ~ Vice President, Port Operations/CSO

Captain Svein Sleipnes, Vice President of 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 ten years later in 1992. 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 had to have him back as Vice

President of Nautical Operations.

Today, Captain Sleipnes is Vice President of 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, at sea and at all port and terminal facilities.

Born and raised in Aalesund, Norway, a coastal town rich in history from the Viking culture to medieval times and beyond, Captain Sleipnes now makes his home in Davie, FL, with his wife, Katherine, and two sons, Hans five and Christian three years old.



Rick Strunck ~ Director, Itinerary Planning

Rick Strunck is Director; Itinerary Planning for Norwegian Cruise Line (NCL). He has worked in the travel industry for 28 years and has been involved in port selection, itinerary planning, vessel deployment and destination development for over 23 years, as both a cruise line executive and consultant. During this time he has been involved with deploying the fleets of NCL, NCLA, Orient, Celebrity, Renaissance, Royal Caribbean and Silversea Cruises. At NCL, his responsibilities include the deployments of all three NCL's cruise brands.



Andrew Stuart ~ Executive Vice President of Sales, Marketing and Passenger Services

Andy Stuart is Executive Vice president of Marketing, Sales and Passenger Services for NCL Corporation, responsible for marketing, domestic and international sales, revenue management, public relations and passenger services for the company's three brands – Norwegian Cruise Line, NCL America and Orient Lines. He was named to this position in September 2003.

Stuart joined NCL in 1988 and had 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.

Stuart also recently served as Chairman of the Cruise Lines International Association. Prior to joining NCL, Stuart was a sales manager for the London Marriott Hotel.



Colin Veitch ~ President & CEO

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

Upon joining NCL, Veitch has embarked on a major new build campaign for NCL that has resulted in the company adding six new ships in as many years. Once Norwegian Gem is delivered in 2007, over 80 percent of NCL's capacity will be on big, new and modern ships, keeping NCL on track to offer the youngest fleet in the industry by 2010.

Veitch embarked NCL on another breakthrough development in 2003, with the formation of a new U.S. Flagged operation - NCL America. The company launched its first U.S. Flagged vessel, Pride of Aloha, on July 4, 2004 followed by Pride of America in June 2005. These ships, and Pride of Hawai'i, which debuted in April 2006, are 100 percent U.S. crewed and have created thousands of American jobs and generate hundreds of millions of dollars in economic benefits to Hawai'i and to the United States.

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

In 2000, Veitch launched Freestyle Cruising, a revolutionary onboard product that offers cruisers a more relaxed, resort-style experience compared to the more structured traditional cruise product prevalent throughout the industry.

In 2006, Veitch received the United States Seamen's (USS) Service Admiral of the Ocean Sea Award for his leadership in commencing new American-flag passenger shipping with the success of the NCL America project.

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

Prior to joining P&O, Veitch worked in Boston, Mass. with an international management consultancy, and in San Francisco, Calif. with Bank of America.

Veitch holds an MBA degree from the Harvard Business School and a Bachelor of Science degree from the University of London. He is based in the NCL's corporate headquarters in Miami, Fla. He is married with two children.



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CROWN PRINCESS

Princess Cruises has grown to one of the three largest cruise lines in the world. Its fleet of 15 ships carries more than 700,000 passengers each year to more worldwide destinations than any other major cruise line.

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

The Los Angeles based cruise line offers some of the industry's most innovative onboard programs such as, Personal Choice Dining, offering a choice of both

restaurant style dining and traditional cruise ship dining; the line's environmental program, Planet Princess; children's program, Love Boat Kids and New Wave Scuba and Snorkel program, the only onboard scuba certification program available on a major cruise line.

FLEET STATISTICS

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
Caribbean Princess	2004	3,080	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 *	1972	640	20,000
Regal Princess **	1972	1,590	70,000
Sapphire Princess	2004	2,670	113,000
Sea Princess	1998	1,950	77,000
Star Princess	2002	2,600	109,000
Sun Princess	1995	1,950	77,000
Tahitian Princess	1999	680	30,200

* Refurbished 1999

** Refurbished 1991



Deanna Austin ~ Vice President, Yield Management

Princess Cruises/Cunard Line

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.



Joanna Boxall ~ Shore Excursions Executive (P&O Cruises)

After graduating with a Degree in Business and Tourism, Joanna moved to Hong Kong where she worked on the development of the Chep Lap Kok Airport.

On returning to the UK, Joanna worked with Sun Cruises for a brief time before joining P&O Cruises in 1999. Her initial position was within Fleet Services HR before moving to the Operations Department in 2000.

As Shore Excursions Executive Joanna is responsible for the appointment of Shorex operators, selecting and maintaining a program tailored to P&O passengers, and managing the operational and financial success of given regions. Joanna specializes in Caribbean, North America and Mediterranean regions.



Donna Silvera-Barnett ~ Port Operations Specialist

Princess Cruises/Cunard Line

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

She has been with Princess Cruises for 8 years and has wide experience in the cruise industry, ranging from port operations services to coordinating and supervising passenger arrangements for turnaround operations for the Caribbean and Atlantic Canada regions.



Dean C. Brown ~ Executive Vice President of Shore Operations, Princess Cruises; Chief Executive Officer, Princess Tours

Dean Brown was appointed Princess Cruises' executive vice president of shore operations in February 2004, bringing his 25 years of company experience to this position responsible for the operation of the line's shoreside activities. Brown oversees all aspects of the Princess and Cunard global port operations, On Board Revenue activities and continues as chief executive officer of Princess Tours, the subsidiary company that develops, operates and markets cruisetour vacations.

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

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

Brown began his career at Princess Tours in 1979 in the reservations department and subsequently held management

positions in operations, planning and development. He was appointed vice president of reservations and operations in 1989, and promoted to president of Princess Tours in 1995.

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

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



Graham Davis ~ Manager, Caribbean and Atlantic Shore Operations

Princess Cruises/Cunard Line

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

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

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

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

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

In November 2004, shore excursions in the region for the Cunard Cruise Lines brand was added to his responsibilities.



Lisa Jensen ~ Shore Excursion Specialist

Princess Cruises/Cunard Line

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

Currently, Lisa is a Shore Excursion Specialist for Princess Cruises and Cunard in the Caribbean and Canada/New England regions. In this position, she assists in creating and overseeing the shore excursion program and is responsible for putting together the shore excursion brochures. A certified diver, Lisa assists Graham Davis in managing the company's New Waves onboard program.



Crystal Morgan ~ Manager, Market Planning, Deployment & Itineraries

Princess Cruises/Cunard Line

As Manager of Market Planning, Deployment & Itineraries, Crystal is responsible for the strategic deployment and itinerary planning for Princess Cruises' fleet of 15 vessels and Cunard's Queen Mary 2 and Queen Elizabeth 2.

In this role, Crystal calls on over 13 years of cruise industry experience including 8 years as an onboard Shore Excursion Manager managing the Europe, Exotics and Caribbean trades. Prior to joining the Market Planning department, Crystal worked within Princess' Shore Operations group planning worldwide Shore Excursion programs.

Crystal holds a Bachelor's degree in Business Management.



Philip Naylor ~ General Manager - Fleet Operations, Carnival UK

Philip is responsible for managing vessel programs and shore operations for P&O Cruises and Ocean Village.

He trained as a Navigating officer with P&O and served on a wide variety of ships including cargo vessels and tankers. A number of years spent on cruise ships gave him experience in each of the World's principal cruising regions and markets.

Since coming ashore he has fulfilled a variety of management roles, but always with an emphasis on the operation of ships and delivery of the customer travel experience.

Philip is a Master Mariner, an MBA and has a degree in Law.



Stephen A. Nielsen ~ Vice President, Caribbean & Atlantic Shore Operations, Princess Cruises/Cunard Line

Steve Nielsen is a 37-year veteran of Princess Cruise, 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.





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

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

Ratcliffe was appointed head of P&O's cruise division in February 2000. Following a demerger from P&O later that year to form an independent public company called P&O Princess Cruises plc, Ratcliffe was named chief executive officer of the new company which was the world's third largest cruise operator at the time. After a subsequent merger of that company into

Carnival Corporation in April 2003, Ratcliffe was named one of four executive directors of Carnival Corporation & plc, the largest cruise vacation company in the world with a portfolio of 13 distinct brands comprised of the leading cruise operators in both North America and Europe.

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

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

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

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

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Regent Seven Seas Cruises, with headquarters in Fort Lauderdale, Florida, is part of Carlson Hospitality Worldwide of Carlson Companies, Inc., one of America's largest privately-owned corporations.

Regent Seven Seas, offers an incomparable program of exploration and discovery to over 300 ports on six continents, including Antarctica. Their luxury vessels are designed for guests numbering in the hundreds rather than the thousands. Onboard all of these ships you can expect high levels of pampering and cuisine, lovely creature comforts, and rates that include gratuities and wine with dinner. All ships

feature single, open-seating dining and offer alternative restaurants.

FLEET STATISTICS

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
Seven Seas Voyager	2003	700	46,000
Seven Seas Mariner	2001	700	50,090
Seven Seas Navigator	1999	490	33,000
Explorer II	1996	198	12,500
Paul Gauguin	1997	320	19,200



Mike Pawlus ~ Vice President, Product Planning

Michael Pawlus is a 20-year cruise industry veteran. He is currently Vice President of Product Planning and Revenue Management for Regent Seven Seas Cruises based in Ft. Lauderdale, Florida. He is responsible for the strategic planning, itinerary planning, pricing and promotional efforts for Regent Seven Seas five ships.

He has held a wide range of executive and management positions at a variety of cruise and travel companies including Uniworld, the Cruise Shoppes Travel Consortium, Delta Queen Steamboat Company, Norwegian Cruise Line, Kloster Cruise Limited and Royal Viking Line.

Mike is a regular speaker at cruise and travel agent functions. Mike has been on over 60 cruise ships and has traveled to over 300 ports around the world.

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



Alex Sharpe ~ Vice President, Destination & Revenue Management

Alex Sharpe has worked at Regent Seven Seas (formally Radisson Seven Seas) for over 10 years. As RSSC has grown into the premier brand combining both luxury hotels and cruises, Alex's responsibilities have evolved as well.

Currently, as Vice President of Destination & Revenue Management, Alex oversees worldwide cruise pricing, as well as Regent's destination management team and revenue management. Additionally, Alex is responsible for air contracting as well as the onboard sales staff.



Penny T. Zeilman ~ Senior Travel Concierge, Land Programs

Penny began her travels throughout the Caribbean 23 years ago as a diving professional. Organizing and escorting scuba excursions to the crystal clear waters off many islands offered the opportunity to become very familiar with the diverse touring options available.

Deciding to go from beneath the surface to working on the surface, Penny began her career in the cruise industry in 1996. Working as Shore Excursion Manager on Commodore Cruise Lines was her first taste of ship's life. From this three star operation, Penny took a giant step up to Regent Seven Seas Cruises in 1998. Working as Tour Manager on this six star cruise line gave her a true

insight into the luxury market and its guests' desires for something different ashore. Having had the opportunity to work on the cruise lines' different ships has provided Penny with a wealth of knowledge to draw upon in her current position of developing and overseeing tour operations in the Caribbean and South America.

In addition to her tour operation duties, she is also a member of the Regent Travel Concierge staff who are busy designing hotel, land and shore excursion programs that reflect the upscale image of the line as well as providing discerning guests with a truly diverse choice of tours from adventure to exclusivity to the down right unusual.



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

The revolutionary Freedom-class ships represent the dawn of a new era of cruising, including the FlowRider surf park, cantilevered whirlpools, an ice-skating rink, a full-size boxing ring, and the H2O Zone waterpark. Royal Caribbean invites you to "Get Out There."

FLEET STATISTICS

NAME

YEAR BUILT

PAX CAPACITY

TONNAGE

Adventure of the Seas
Brilliance of the Seas
Empress of the Seas
Enchantment of the Seas
Explorer of the Seas
Freedom of the Seas
Grandeur of the Seas
Jewel of the Seas
Legend of the Seas
Liberty of the Seas
Majesty of the Seas
Mariner of the Seas
Monarch of the Seas
Navigator of the Seas
Radiance of the Seas
Rhapsody of the Seas
Serenade of the Seas
Sovereign of the Seas
Splendour of the Seas
Vision of the Seas
Voyager of the Seas

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142,000
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138,000
90,090
78,491
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Richard D. Fain ~ Chairman & CEO

Richard D. Fain is Chairman and Chief Executive Officer of Royal Caribbean Cruises Ltd., the global cruise company operating 35 ships under the Celebrity Cruises, Royal Caribbean International, Pullmantur and Azamara Cruises 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.

Today, Fain serves as chairman of 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 also is a member of the National Conference for Community and Justice, and serves on the World Wildlife Fund's National Council, the Florida Council of 100 and the University of Miami's Board of Trustees. In addition, Fain is Chairman of the United Way of Miami-Dade County.

Fain is a former chair of the Miami Business Forum and of the Greater Miami Convention and Visitors Bureau. He also served as co-chair of the United Way Campaign of Miami-Dade County and as chair of the POW WOW Host Committee in Miami.

In 2004, Fain received the Ultimate CEO Award from the South Florida Business Journal and accepted the Ellis Island Medal of Honor from the National Ethnic Coalition Organization. He 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 Block ~ Vice President, Revenue Management & Deployment

Royal Caribbean International/Celebrity 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

Royal Caribbean International/Celebrity Cruises

James Boink has been with Royal Caribbean Cruises Ltd. for over six years. In his current position he serves as the Director of Commercial Development, a position held since September, 2005. James manages the development of new port 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.



Jeffrey Danis ~ Vice President, Supply Chain Management

Royal Caribbean International/Celebrity Cruises

Jeffrey A. Danis is Vice President of Supply Chain Management for Royal Caribbean and Celebrity Cruises. Mr. Danis leads the brand strategies for demand planning, purchasing, inventory management, distribution, warehousing, and transportation operations. His organization supports a fleet of twenty-eight ships representing approximately \$1 billion in annual expenditures. Prior to joining Royal Caribbean in May, 2003, Mr. Danis was Vice President of Global Purchasing and Logistics for P&O Princess Cruises, where he was responsible for the worldwide supply chain

operations of Princess Cruises (US), AIDA/Seetours (Germany), P&O Cruises (UK), P&O Cruises (Australia), and Princess Tours hotels in Alaska.

Before joining the cruise industry in 1999, Mr. Danis was Executive Director of Worldwide Sourcing for Raytheon Systems Company where he was responsible for the sourcing strategies of more than \$5 billion in annual spend. Mr. Danis is a recipient of the Malcom Currie Award for Innovation, Hughes Aircraft Company's highest achievement honor.

Mr. Danis is active in cruise industry trade events and is a frequent speaker at conferences and professional organizations. In addition to his work at Royal Caribbean, Mr. Danis is treasurer of the International Kids Fund, a charitable fund raising organization affiliated with Jackson Memorial Hospital in Miami, and president of the Marine Hotel Association.



Joel Davis ~ Account Manager, Aquatics

Royal Caribbean International/Celebrity 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 seven years. The experiences he has gained working onboard ships have brought insight into his current position as Manager of Aquatics and Shore Excursions. Some of Joel's responsibilities include the watersports operations on RCCL's private islands as well as the management of Royal Caribbean's diving certification program.



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

Royal Caribbean International/Celebrity Cruises

For nineteen years, John P. Fox has overseen the corporation's interactions with governmental entities throughout the world – on international, national, regional and local levels. He also oversees the corporation's Community Relations Department, which, through public service and outreach activities, ensures that Royal Caribbean Cruises Ltd. is a good corporate citizen throughout the globe.

A veteran in politics and legislative affairs, Fox is also well known for his acumen in addressing community issues and for his philanthropic work with many non-profit organizations.

Prior to joining Royal Caribbean in 1986, Fox, an attorney by profession, spent 18 years working in various positions in the United States Senate and for the Washington, D.C. law firm of Troy, Malin & Pottinger and the lobbying firm of Alcalde & Fay. In those positions he was involved in extensive lobbying and analytical work related to the cruise industry, international security and transportation issues.

His current charitable and civic responsibilities include the following:

- The Beacon Council, Executive Committee Member
- ATIA (Alaska Travel Industry Association), Board Member
- NWCA (Northwest Cruise Ship Association) Chairman, Government & Community Affairs Executive Committee
- ICCL (International Council of Cruise Lines) Board of Directors, PAC Board, Legislative Committee
- CICF (Cruise Industry Charitable Foundation) Board Member

In recent years, he has also been significantly involved with these organizations: The Bankers Club, Board of Governors, Past Chair; Jackson Memorial Foundation, Board Member; Super Bowl Host Committee 1999, Board Member, Co-chair, Special Events Committee and Member, Executive Committee; Florida Sports Foundation (gubernatorial appointment); Royal Caribbean Golf Classic, Founding Committee Member; FCCA, Managing Committee; Prior

statewide appointments include Florida Economic Growth and International Development Commission; La Gorce Country Club, President 1996-99.

Fox has been honored by:

- Easter Seal Society of Dade County, 1991-92
- FCCA (Florida-Caribbean Cruise Association) Charitable Foundation Founding Father, 1995
- Jackson Memorial Foundation Board of Directors, 1996
- Cystic Fibrosis Foundation, 1996
- Bankers Club Board of Governors



Andy Horton ~ Account Manager, Shore Excursions & Explorations

Royal Caribbean International/Celebrity Cruises

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



Eleni P. Kalisch ~ Vice President, Congressional Affairs

Eleni P. Kalisch joined Royal Caribbean Cruises Ltd. in May 2007 as Vice President of Congressional Affairs. She previously served for 12 years with the Federal Bureau of Investigation (FBI) in Washington, DC.

Ms. Kalisch began her FBI career in 1995 as Assistant General Counsel at FBI Headquarters. She joined the FBI's Office of Public and Congressional Affairs in 1998 as Special Counsel, then, in 2000, became the first Chief of the Government Relations Section. In August 2003, she was appointed Assistant Director of the FBI's Office of Congressional Affairs to lead the FBI's Congressional liaison program and ensure that the FBI's national security and law enforcement missions, accomplishments, and operations were appropriately communicated to Congress. During her tenure, she was responsible for the FBI's response to Congressional oversight of the terrorist attacks of September 11, 2001, the espionage investigation of FBI Agent Robert Hanssen, and other national security matters, as well as all FBI criminal programs including civil rights, public corruption, violent crime, white collar crime, and cyber crime. In November 2004, Ms. Kalisch was recognized with the Presidential Rank Award for Meritorious Executive.

Prior to joining the FBI, Ms. Kalisch served as Counsel to the United States Senate Permanent Subcommittee on Investigations of the Senate Committee on Governmental Affairs. Under the Chairmanship of Senator Sam Nunn of Georgia, Ms. Kalisch participated in a series of investigations into fraud and abuse in the insurance industry and testified before the Subcommittee on the results of those investigations. Prior to moving to the Washington, DC area, Ms. Kalisch served as an Assistant District Attorney in DeKalb County, Georgia and as a news writer at Cable News Network in Atlanta, Georgia.

Ms. Kalisch graduated cum laude from the University of Georgia with a Bachelor of Arts in Journalism and earned her law degree from Georgia State University.



A. Henry Lopez ~ Director, Hotel and Corporate Purchasing

Royal Caribbean International/Celebrity 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

Paul Loughrin is the Account Manager, Shore Excursions and Explorations! for Royal Caribbean Cruises Ltd. He oversees the shore excursion program for the Caribbean, Panama Canal and Bahamas for Royal Caribbean International and Celebrity Cruises. He has worked in the industry for 19 years, including 13 years onboard ships as a Dive Instructor/Dive Manager and 6 years managing the Aquatics/SeaTrek program for Royal Caribbean ships and Private Destinations.



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, 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

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

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

1965 - 1989: United States Coast Guard

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



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

Royal Caribbean International/Celebrity 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

Royal Caribbean International/Celebrity Cruises

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 Vice 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

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 15 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

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 of Royal Caribbean International in February 2005. Goldstein oversees fleet operations, sales and marketing, brand development, supply chain management, government & community relations and Royal Celebrity Tours. Prior to his appointment, Goldstein served as Royal Caribbean's Executive Vice President, Brand Operations, with similar responsibilities, from 2002 – 2005.

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 on the Board of Trustees of Our Kids, Inc., the nonprofit with oversight responsibility for foster care and related services for approximately 5,000 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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A large cruise ship is docked at night, its lights reflecting on the water. In the foreground, a highway with multiple lanes shows long, curved light trails from cars, suggesting a busy port area. The sky is dark with some clouds.

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