



FLORIDA- CARIBBEAN CRUISE ASSOCIATION

CRUISE INDUSTRY PROFILES

2008 Highlight Issue



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St. MAARTEN

Your Port of Call

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FLORIDA-CARIBBEAN CRUISE ASSOCIATION

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Website: www.f-cca.com • E-mail: info@f-cca.com

Mission:

The Florida-Caribbean Cruise Association (FCCA) is a not-for-profit trade organization composed of 11 Member Cruise Lines operating more than 100 vessels in Floridian, Caribbean and Latin American waters. Created in 1972, the FCCA's mandate is to provide a forum for discussion on legislation, tourism development, ports, tour operations, safety, security and other cruise industry issues. By fostering an understanding of the cruise industry and its operating practices, the FCCA seeks to build cooperative relationships with its partner destinations and to develop productive bilateral partnerships with every sector. The FCCA works with governments, ports and all private/public sector representatives to maximize cruise passenger, cruise line and cruise line employee spending, as well as enhancing the destination experience and the amount of cruise passengers returning as stay-over visitors. Some of the ways the FCCA works with the cruise-oriented destinations include:

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

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

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

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

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

Associate Membership:

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

Associate Member Benefits:

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

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

- One complimentary registration up to \$350 for the FCCA Gala Dinner
- One complimentary registration for the FCCA Cruise Conference & Trade Show
- Private lunch and meeting during the FCCA Cruise Conference & Trade Show
- Serving on FCCA's Platinum Associate Member Advisory Council (PAMAC)
- Complimentary registration on annual PAMAC Cruise
- Invitations to inaugural events & cruises
- Complimentary registration for the PAMAC Conference
- Biannual full-day meetings with FCCA operations executives, followed by networking cocktail receptions (open to all cruise executives)

FCCA Foundation:

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

- Holiday Gift Project – FCCA reaches out to our partners in Caribbean and Latin American destinations to provide gifts to children in foster homes or institutions where holiday gifts would not ordinarily be possible. The gifts are delivered on Member Lines' vessels to the destinations where the children enjoy a holiday party in their honor. In 2007, 28 destinations participated in the program, with over 8,000 children receiving holiday gifts.
- FCCA On-line Auction – This project, which takes place in December each year, is open to anyone with a valid email address. The auction allows guests to bid on items ranging from vacation packages, artwork, jewelry and sports memorabilia donated by cruise industry partners throughout the Caribbean and Latin America.
- FCCA Gala – The Gala was created by Member Lines 14 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 and cruise industry that serves to educate and bring about an understanding of the cruise industry's inner-workings. With a distribution of over 18,000 magazines via the web, direct mailings, and carrier, the FCCA magazine offers advertisers optimal access to over 13,000 travel agents and the decision-makers in the marine operations, marketing and strategic planning departments of the major cruise lines. Providing cruise executives and the Caribbean and Latin American public and private sectors with information.

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

FCCA Cruise Conference & Trade Show:

For many cruise executives and destinations, suppliers and tour operators, this is the premier industry event of the year, an opportunity to meet in a roundtable format with key players to analyze industry trends and discuss current issues. The FCCA Conference being held in Trinidad & Tobago, Oct. 27–31 brings together over 100 cruise executives and 1,200 industry partners.

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

The Annual Golf Tournament has become an important resource for meeting top executives in an exclusive casual atmosphere. Play in a foursome hosted by a Cruise Executive and contribute to a worthy cause, the FCCA Foundation. The SeaMiles FCCA Golf Classic will take place at the Millennium Lakes Golf & Country Club, Trinidad, on Tuesday, October 28th.



Chichen Itza
90 min.



Dzibilchaltun
20 min.



Uxmal
90 min.



Merida
30 min.



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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 Cruise Conference and Trade Show, the FCCA Foundation, the FCCA outreach programs, the FCCA associate membership programs, as well as training programs geared to taxi drivers and service providers, to name a few. More importantly, great strides have been made in the realization of the FCCA's mandate: strengthening the ties between the cruise industry, the Caribbean and Latin America.

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



Omari Breakenridge ~ Manager, Communications & Design

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

Omari holds a Bachelors degree in Visual Communications.



Terri Cannici ~ Director, Special Events

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

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

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



Adam Ceserano ~ Vice President

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

Prior to joining the FCCA, Mr. Ceserano worked for Maxim Consulting in Ft. Lauderdale, servicing such clients as IBM, ATTWS, and Motorola and producing sales close to 10 million dollars in his first year as the top producing member of his team.

After college, Adam worked for the Miami Dolphins in the Special Promotions and Marketing Department, in which he helped organize and run the children's program, which laid a solid foundation for the philanthropy work done through the FCCA Foundation.

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

Adam resides in Plantation, Florida.



Jessica Lalama ~ Executive Assistant

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

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



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FLORIDA-CARIBBEAN CRUISE ASSOCIATION

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

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

FLEET STATISTICS

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



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

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

Arison, 59, followed his education with a two-year stint in Carnival Cruise Lines sales department. He became reservations manager in 1974, and took over the post of vice president of passenger traffic in 1976, succeeding to the presidency of Carnival in 1979. In 1990, he was appointed chairman by the company's board of directors.

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

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

Today, Carnival Corporation also owns ultra-luxury Cunard Line, operator of the legendary Queen Mary 2, along with The Yachts of Seabourn and Genoa, Italy-based Costa Cruises, Europe's leading cruise operator.

In April 2003, Arison spearheaded the dual listed company transaction combining Carnival Corporation's various cruise operators with the wide-ranging brands of P&O Princess Cruises, creating a truly global cruise operator with the leading cruise brands in both North America and Europe.

The P&O Princess Cruises transaction included Princess Cruises, P&O Cruises, Ocean Village, AIDA Cruises, and P&O Cruises Australia.

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

Arison's keen attention to marketing and growth priorities has resulted in revenues increasing from approximately \$600 million in 1988 to \$13 billion in 2007.

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 Director of Business Development chiefly consist of overseeing commercial and retail contracts in corporate owned ports while also reviewing and creating business plans for both port and infrastructure business development throughout the Caribbean. While at Carnival, David has served as project manager overseeing Carnival's involvement in both the expansion of St. Maarten's port facilities and the development of Mystic Mountain Rain Forest Bobsled Adventure in Ocho Rios. David is also responsible for Carnival Corporation's berthing reservation system for all Carnival Corporation owned/operated ports as well as the preferential berthing reservation system in other ports as applicable. David

continues to be involved in corporate concession agreements.

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

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

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



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

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

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

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

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



Graham Davis ~ Director, Port Operations & Destination Development

Graham began his cruise line career in 1995 with Princess Cruises in the Ft. Lauderdale as the New Waves Scuba & Snorkeling Manager. In January 2000 he was promoted to Assistant Manager of Shore Operations and was responsible for the day-to-day operations of both the overall shore excursion and New Waves programs for the Caribbean and Atlantic region. In June 2002, Graham was promoted to the Manager of Shore Operations for the Caribbean and Atlantic region. After many years at Princess Cruises, Graham accepted a position with Carnival Corporation in January 2008 as Director Port Operations & Destination Development. He is responsible for the Carnival port in Grand Turk, the Grand Turk Cruise Center. He also works on several projects relating to Carnival's investment

in destination development.



Thomas M. Dow ~ Vice President, Public Affairs

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

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



Howard Frank ~ Vice Chairman & Chief Operating Officer

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

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

Frank joined Carnival Corporation as senior vice president-finance and chief operating officer in July 1989 and has served as the company's vice chairman and chief operating officer since January 1998.

Before joining Carnival, Frank was the partner in charge of accounting and auditing services with the South Florida offices of Price Waterhouse.

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



Giora Israel ~ 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 14 years serving all the cruise lines calling in Cozumel, Mexico. During the beginning in the year 2000 I received an invitation to join Carnival Corporation and on March 30th, 2000 I started to work for the company in Cozumel, Mexico on the administration of Puerto Maya terminal as a Manager of port Operations and two years later I was promoted to my actual position General Manager.

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



David Mizer ~ Vice President, Strategic Sourcing

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

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



Carlos Torres de Navarra ~ Director, 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.

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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. He is responsible for fleet technical operations, including safety, environmental and quality assurance, technical purchasing and budgeting, special projects including hotel superintendents and new building personnel, deck and engine manning and training; fleet port operations, maritime legal and medical services and product quality.

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

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



Captain Gaetano Gigliotti ~ Port Captain

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

In February 2007 moved shore side as Port Captain.



Andrew Landsberger ~ Product Development Supervisor

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

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



Joe Lavi ~ Vice President of Purchasing

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

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

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



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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FLEET STATISTICS

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
Century	1995	1,750	70,606
Constellation	2002	1,950	91,000
Galaxy	1996	1,870	77,713
Infinity	2001	1,950	91,000
Mercury	1997	1,870	77,713
Millennium	2000	1,950	91,000
Solstice	2008	2,850	118,000
Summit	2001	1,950	91,000
Xpedition	2004	98	2,329



Dan Hanrahan ~ President & CEO

Dan Hanrahan was named president of Celebrity Cruises, the cruise line known for "service with style that celebrates you," in February 2005, and in September 2007, was given the expanded title of president and CEO. In 2007, Celebrity Cruises announced the launch of Azamara Cruises, a small-ship, exotic-destination line in the "deluxe" category, a niche between premium and luxury. Hanrahan is responsible for both brands' fleet operations, sales, 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 chairman of Marketing of the Cruise Line Industry Association (CLIA) and 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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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 22 years of Hotel Management experience in the cruise industry. Prior to joining Costa, Hesselberg has worked in executive positions for American Hawaii Cruises, Commodore Cruise Lines, Scandinavian World Cruises and Norwegian Cruise Lines.

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

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



Linda Parrotta ~ Vice President, Marketing

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

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

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





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

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

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

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

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

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

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



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FLEET STATISTICS

NAME	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



Julia Stoica ~ Shore Excursions Executive

Julia is the Shore Excursion Executive for Carnival UK (P&O Cruises and Cunard brands) and is responsible for the Caribbean, French and Italian regions. The role involves all aspects of planning and operations for all ports of call within these regions. Julia has worked on board as Tours Manager on the entire fleet for P&O and cruised throughout the Caribbean and Eastern and Western Mediterranean.



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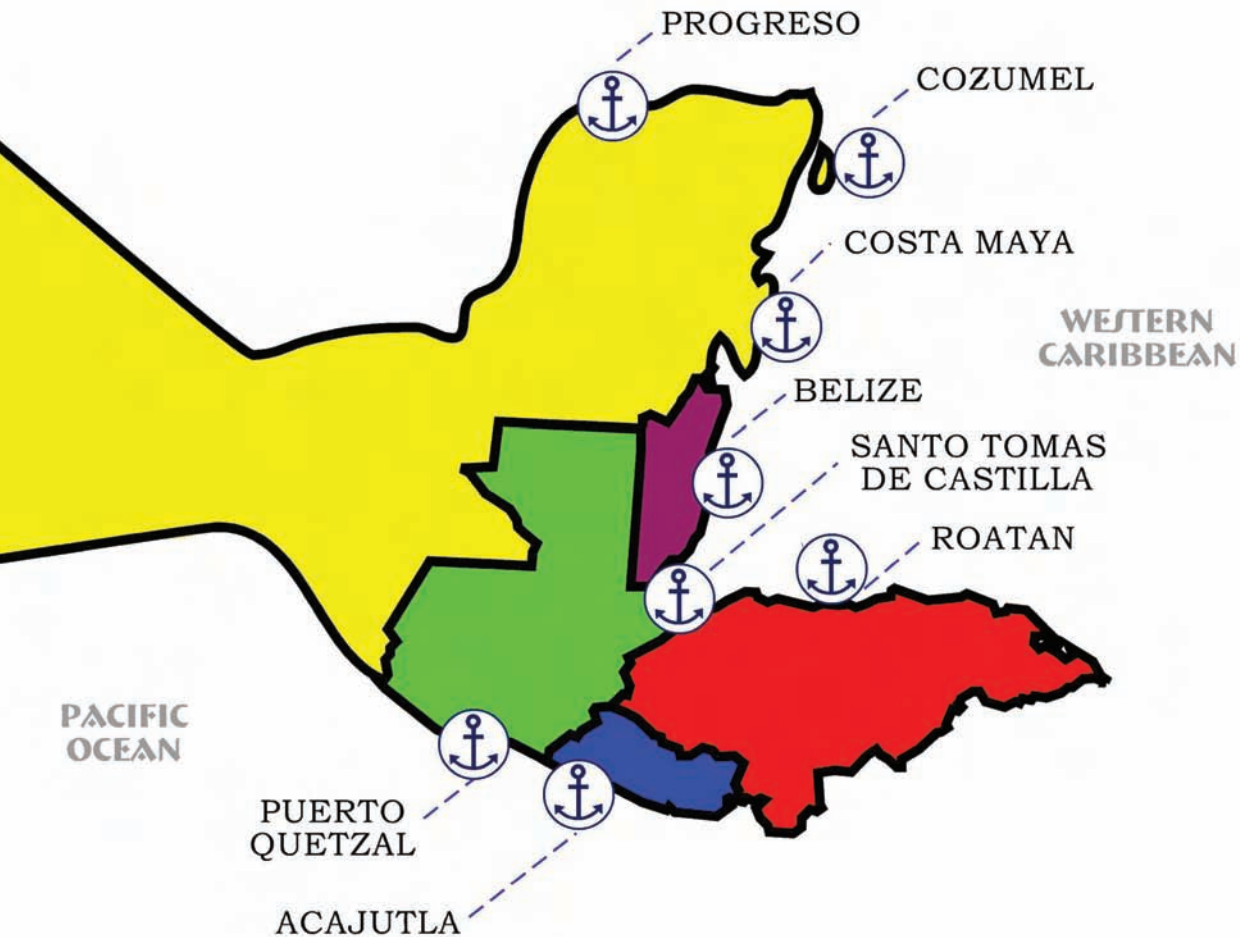
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All cruises feature a day at Castaway Cay, Disney's private island paradise in The Bahamas. Four and three-night cruise only bookings are also available.

FLEET STATISTICS

NAME

Disney Magic
Disney Wonder

YEAR BUILT

1998
1999

PAX CAPACITY

1,750
1,750

TONNAGE

83,000
83,000



Ozer Balli ~ Vice President, Hotel Operations

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

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

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

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



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

Russell Daya is 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 - Walt Disney Imagineering

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

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

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

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

De Heer is a member of the Society of Naval Architects and Marine Engineers.

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



Thomas M. McAlpin ~ President

Disney Cruise Line veteran Tom McAlpin took the helm in September 2004, leading the highly successful family cruise line into new waters. Through McAlpin's leadership, the line has successfully repositioned its Disney Magic cruise ship to new homeports, expanding itineraries from the Caribbean to some first-ever Mexican Riviera and Mediterranean cruises. Additionally, the line continues expansion with the recent announcements for building two new cruise ships, scheduled for delivery in 2011 and 2012.

McAlpin joined the business more than 10 years ago as the chief financial officer, and has played an integral role in the creation of Disney Cruise Line since its inception in 1994. He was responsible for several key endeavors including: the development of the company's original business plan; the negotiation of ship contracts for the Disney Magic and the Disney Wonder; the purchase of Disney's private island, Castaway Cay; the development of Disney's signature terminal at Port Canaveral, Fla.; and the arrangements for a fleet of Disney Cruise Line motor coaches.

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

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

He sits on the Board of Directors and Executive Committee of the Cruise Lines International Association (CLIA), as well as the Executive Managing Committee of the Florida-Caribbean Cruise Association (FCCA). McAlpin is a national board member for the Make-A-Wish Foundation, a member of the University of Central Florida Rosen College Of Hospitality Management Advisory Board and serves on the Florida State University College of Business Board of Governors.

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. He currently resides in Orlando, Fla.



Don Moody ~ Manager, Sourcing and Procurement Services

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

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

A graduate of Barrington College in East Providence, Rhode Island, Don's career with the Walt Disney Company spans more than 13 years. He has previously worked at the Walt Disney World Resort as a buyer for the opening team at Disney's Animal Kingdom theme park. Don's career has also included purchasing positions within companies such as Caterpillar, Brungart Equipment Company, Florida Clarklift, Inc. and Rozier Machinery Company.

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



Larry Stauffer ~ Manager, Island Recreation and Shore Excursion

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

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 and environmental operations, navigation, itinerary planning, marine, engineering, dry dock, interior design and maintenance aspects of the ships and private island Castaway Cay.

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

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

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

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

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





Tom Wolber ~ Sr. Vice President, Operations

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

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

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

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

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



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

FLEET STATISTICS

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
ms Amsterdam	2000	1,380	61,000
ms Eurodam	2008	2,104	86,700
ms Maasdam	1993	1,266	55,451
ms Noordam	2006	1,214	33,930
ms Oosterdam	2003	1,918	81,769
ms Prinsendam	1988	837	38,000
ms Rotterdam	1997	1,316	62,000
ms Ryndam	1994	1,266	55,451
ms Statendam	1992	1,266	55,451
ms Veendam	1996	1,266	55,451
ms Volendam	1999	1,440	63,000
ms Westerdam	2004	1,848	85,000
ms Zaandam	2000	1,440	63,000
ms Zulderdam	2002	1,848	85,000



Cees Deelstra ~ Director, Nautical Services Operations

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

Deelstra joined Holland America Line over 30 years ago as a cadet officer and worked in his early years on the cargo ships of the company. In 1974 he was assigned to the passenger ships and worked through the deck officers' ranks to become a Captain. After sailing the high seas 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.



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

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

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

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

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



Stein Kruse ~ President and Chief Executive Officer

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

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

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

Prior to that, Kruse held several executive positions in the cruise industry. He was executive vice president and chief operating officer for Radisson Seven Seas Cruises and president and CEO for Seven Seas Cruise Line.

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



Timothy Littley ~ Manager, Deployment & Itinerary Planning

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

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

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

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



Ellen Lynch ~ Director, Shore Excursions

Lynch has been involved in the cruise and tour industry for 24 years culminating in her most recent position at Holland America Line where she has been Director, Shore Excursions since 2004. In this role she oversees HAL's worldwide shore excursion program. She began in the industry with a shipboard career at Royal Caribbean Cruises, Sitmar Cruises, and Royal Cruise Line before returning to Royal Caribbean International at their corporate headquarters in 1990 as the Manager, Shore Excursions and Destination Development. In 2000, Lynch was promoted to Director, Product Logistics for Royal Caribbean's land tour company, Royal Celebrity Tours, a subsidiary company focusing almost exclusively on Alaska operations.

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



Chris Martin ~ Manager, Port Operations

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

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

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



Matthew T. Sams ~ Vice President, Caribbean Relations

Sams joined Carnival Cruise lines in 1985. In June 1997, Sams was promoted to Vice President of Caribbean Relations for Holland America Line and is responsible for the interests with the various governmental and regulatory agencies with which the company is involved in the Caribbean, Latin America and Florida. He also is responsible for the overall operation of the company's private island destination, Half Moon Cay, in the Bahamas. Based in Ft. Lauderdale, Florida, Sams is Holland America Line's representative to the **Florida-Caribbean Cruise Association**, and is the current **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 is the Director of Port Operations at Holland America. This position provides overall direction and coordination of port calls for 14 Holland America Line cruise ships, ensuring a reliable system of port operations for vessel calls in over 340 ports annually.

Before Holland America Line, Tino spent 12 years at the Port of Seattle where he directed the start up and development of the Port's cruise business including marketing, planning, security and operations. Tino is a native of Seattle. He went to the University of Washington receiving a BA in Political Science and a Masters in Public Administration.



Bill Sharp ~ Vice President - Port Operations & Fleet Security

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

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

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

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MSC Cruises 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	2,087	58,600
MSC Fantasia	2008	3,900	133,500
MSC Lirica	2003	2,069	58,600
MSC Melody	1982	1,492	35,143
MSC Musica	2006	2,550	89,600
MSC Opera	2004	2,055	58,600
MSC Orchestra	2007	2,550	89,600
MSC Poesia	2008	2,550	92,400
MSC Rhapsody	1977	812	16,852
MSC Sinfonia	2002	1,566	58,625



James Henwood ~ Sr. Vice President of Passenger Services

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



Neil Palomba ~ Chief Operating Officer

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

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



Richard E. Sasso ~ President and CEO

Richard E. Sasso, president and CEO of MSC Cruises USA, 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 4 billion euro 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 2009; 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 36 years, Carmen.



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

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

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

FLEET STATISTICS

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
Norwegian Dawn	2002	2,240	91,740
Norwegian Dream	1992	1,748	50,760
Norwegian Gem	2007	2,394	93,000
Norwegian Jade	2006	2,376	92,000
Norwegian Jewel	2005	2,384	92,000
Norwegian Majesty	1992	1,462	40,876
Norwegian Pearl	2006	2,394	93,000
Norwegian Sky	1999	2,002	77,104
Norwegian Spirit	1998	1,966	77,000
Norwegian Star	2001	2,200	91,000
Norwegian Sun	2001	2,002	77,104
Pride of America	2005	1,900	81,000



Eric Benedict ~ Manager, Shore Excursion Operations

As Manager Shore Excursion Operations, Eric 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.



Stephen Bock ~ Manager, Finance and Administration

Steve has dedicated the last 27 years to the cruise industry, spending his first 10 years on RCCL ships as Chief Purser and transferring to Port Operations for the last 17 years with RCCL and recently with NCL. His current position is Manager, Finance and Administration for the Port Operations department where he is responsible for NCL's port agent network, contract negotiations with port service providers and budgeting/forecasting port, stevedoring and ground handling costs.



Kenneth Charles ~ Director of Hotel, Newbuilding & Corporate Purchasing

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

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



Alvin Dennis ~ Vice President, Purchasing & Logistics

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

Born in Trelawny, Jamaica, Alvin has more than 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, Newbuilding & Global Strategic Sourcing

Bill Hamlin is Executive Vice President, Newbuilding and Global Strategic Sourcing. He has been with NCL since June 2004. Hamlin oversees NCL's Newbuild team and overall global strategic sourcing 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.



Colin Murphy ~ Vice President of Special Projects

Colin Murphy is Vice President of Special Projects. Reporting to the President, Murphy is responsible for corporate strategic initiatives and 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 ~ Manager Product Development/Shore Excursions

Patrick Powers is the Product Development Manager within Land Services, responsible for contracting shore excursions for the Caribbean, Bermuda, Alaska 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, Revenue Management & Planning

Steve Riester has been with Norwegian Cruise Line since 1999. As Vice President Revenue Management and Planning, Riester is responsible for all aspects of reservation sales and itinerary planning.

Riester initially joined NCL as Director, Revenue Planning, and was then promoted to Vice President, Planning and Analysis before taking on his current role. Before joining NCL, Riester served as a business consultant for Royal Caribbean Cruises Ltd. and also spent time at Carrier Corporation.

Originally from Linton, Indiana, Riester now resides in Weston, Florida with his four children. Riester received a Bachelor of Science in Mechanical Engineering from Massachusetts Institute of Technology and a Masters of Business Administration from Indiana University.



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 worldwide itineraries.



Kevin Sheehan ~ President & Chief Financial Officer

Kevin Sheehan has been with NCL since November 2007. As President and Chief Financial Officer for NCL Corporation, Sheehan is responsible for the day-to-day operations of the business. Sheehan brings with him an extensive background in financial and senior executive positions.

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

Wright Express.

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

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



Captain Svein Sleipnes ~ Vice President of Port Operations

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 nine years later in 1991. Seeking to bring his wealth of nautical experience landside, Captain Sleipnes was hired as Port Captain with Royal Caribbean Cruise Line. He was serving as Director of Nautical Operations for Royal Caribbean when Norwegian Cruise Line asked him to return as Vice

President of Nautical Operations.

Today, Captain Sleipnes is Vice President of 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, age seven and Christian, age five.



Andrew Stuart ~ Executive Vice President & Chief Product Officer

Andy Stuart is Executive Vice President and Chief Product Officer for NCL Corporation, responsible for delivery of the Freestyle Cruising product across the NCL fleet, ensuring that it provides exceptional value and quality for guests and is consistent with the marketing and brand positioning of the company. He is also responsible for the successful commercial and operational introduction of NCL's new F3 ships, scheduled for delivery in 2010. He was named to this position in March 2008.

Stuart joined NCL in 1988 and served as the company's sales and marketing director in the United Kingdom until December 1996. He was named vice president of sales planning and relocated to the company's Miami headquarters in January 1997. He was promoted to senior vice president of passenger services in 1998, and in 1999, named senior vice president of NCL sales. In 2000, he was promoted to senior vice president of marketing and sales. In 2003, Stuart was named executive vice president of marketing, sales and passenger services.

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



Colin Veitch ~ Chief Executive Officer

Colin Veitch is chief executive officer of NCL Corporation (NCL), the holding company for various subsidiary companies involved in owning and operating the ships of Norwegian Cruise Line. He joined the company in February, 2000 as president and CEO.

Upon joining NCL, Veitch has embarked on a major new build campaign for NCL that has resulted in the company adding eight new ships in as many years. NCL today has the youngest fleet in the industry, and has recently added its latest new ship, the 2,400-passenger Norwegian Gem. The company is more than double the size it was when Veitch became president and CEO, and is preparing for the largest growth surge in its history with the arrival of two F3 ships in 2010.

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

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

Veitch embarked NCL on another breakthrough development in 2003, with the formation of a new U.S. Flagged operation - NCL America. Currently, with *Pride of America*, the company has created a commercially successful modern U.S. Flag cruise ship home ported in Hawai'i - the first time that has ever been achieved.

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

In 2007, Veitch announced two major company initiatives – Freestyle 2.0 and Partnership 2.0. Freestyle 2.0 is a fleet-wide initiative to further improve the guest experience. The enhancements include a major investment in the total dining experience; upgrading the stateroom experience; new wide ranging on-board activities for guests of all ages; and additional recognition, service and amenities for balcony, suite and villa guests. Partnership 2.0 involves major changes to the way NCL does business to strengthen its relationships with travel partners, at all levels.

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 NCL's corporate headquarters in Miami, Florida, and lives in Miami with his two children.

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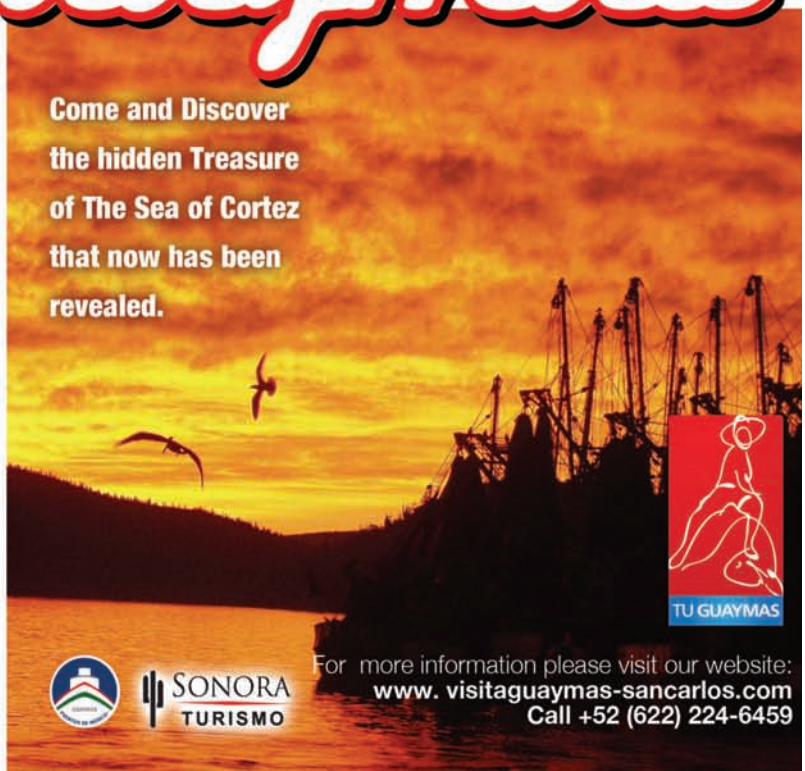
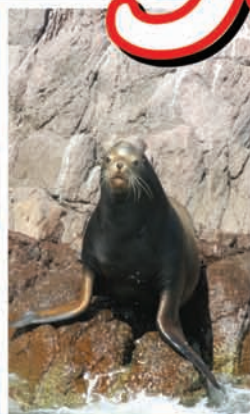
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CROWN PRINCESS

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	1999	670	20,000
Royal Princess	2001	710	30,200
Ruby Princess	2008	3,763	113,000
Sapphire Princess	2004	2,670	113,000
Sea Princess	1998	1,950	77,000
Star Princess	2002	2,600	109,000
Sun Princess	1995	1,950	77,000
Tahitian Princess	1999	680	30,200



Deanna Austin ~ Vice President, Yield Management

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

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

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



Donna Silvera-Barnett ~ Port Operations Specialist

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

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



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

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

Brown heads the shore operations division which develops and manages the more than 5,000 shore excursions offered during cruises, along with the port and logistics functions that support ship calls and turnaround operations in over 350 destinations. He is also responsible for Princess' corporate services functions which includes the finance, legal, information technology, human

resources, compliance and government affairs departments.

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

Brown was appointed to his current position in 2004, and throughout his three-decade career with Princess has had responsibility for a wide array of operational areas. Previously he was executive vice president of customer service and sales, a position he was appointed to in 2000. In this post he oversaw the sales policies and distribution of the Princess product as well as travel agent support activities. He long has been a visible Princess representative throughout the industry.

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

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



Alan B. Buckelew ~ President & Chief Executive Officer

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

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

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

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

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



Lisa Jensen ~ Manager, Caribbean and Atlantic Shore Operations

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

Currently, Lisa is the Manager of Shore Operations for the Caribbean and Canada/New England regions. In this position, she is responsible for overseeing the development, daily operation, and continual assessment of the tour program in approximately 55 ports.



Crystal Morgan ~ Manager, Market Planning, Deployment & Itineraries

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

In this role, Crystal calls on over 15 years of cruise industry experience including 8 years as an onboard Shore Excursion Manager 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



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

Steve Nielsen is a 39-year veteran of Princess Cruises, having joined the company in 1969 as a Marine Operations Assistant. His current responsibilities as Vice President of Caribbean and Atlantic Shore Operations include managing the companies shore excursions, port operations, passenger logistics and government relations in the 30 plus ports that Princess calls at in the Caribbean and Atlantic.

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

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



Chris Roberts ~ Shore Excursion Specialist

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



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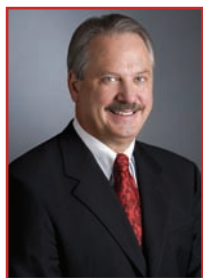
Regent Seven Seas Cruises is a cruise line, formerly known as Radisson Seven Seas Cruises, headquartered in Fort Lauderdale, Florida.

All ships are distinct in their accommodations, service, dining and amenities. Most of the Regent vessels offer all-balcony, all-suite accommodations, and many of the cabins have butler service from the English Guild of Butlers. Several of the ship dining rooms are operated under the auspices of Le Cordon Bleu. These are the only restaurants at sea today operated by Le Cordon Bleu chefs.

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
Minerva	1996	198	12,500
Paul Gauguin	1997	320	19,200
Seven Seas Voyager	2003	700	46,000
Seven Seas Mariner	2001	700	50,090
Seven Seas Navigator	1999	490	33,000



Mark S. Conroy ~ President

As president of Regent Seven Seas (formerly Radisson Seven Seas Cruises), Mark Conroy is responsible for the overall management of the line's four luxury cruise ships — as well as for forecasting revenue, profit goals and company growth. Under his tenure, the company developed the all balcony-suite concept, and launched two acclaimed 700-guest ships with that design: Seven Seas Mariner (March 2001) and Seven Seas Voyager (April 2003).

Previously, Mr. Conroy was president and chief executive officer of Diamond Cruise, which merged with Seven Seas Cruise Line on January 1, 1995. On January 31, 2008, Regent Seven Seas Cruises was purchased by Apollo Management from Carlson Companies, and is now, along with sister brand Oceania Cruises, part of Apollo subsidiary Prestige Cruise Holdings.

Beyond the instrumental role he played in bringing about the merger of Diamond Cruise and Seven Seas Cruise Line, Conroy oversees all operations, marketing and sales for the luxury line as well as key strategic issues relating to Regent Seven Seas' growth and its distinctly varied, ultra-deluxe product.

Mr. Conroy's three decades of experience in managing and operating cruise ships encompasses some of cruising's most prominent names. He has served as president of both Renaissance Cruises and Commodore Cruise Line and as vice president of sales for Royal Viking Line.

Over the years, his expertise has been sought after by major industry interests, casting him into the role of inside consultant to both ship owners and corporations seeking to enter the cruise industry or to expand capacity. His behind-the-scenes consulting work has led to everything from the creation of new luxury lines to the development of niche products in specialty cruise markets.

Mr. Conroy, respected as one of the industry's most knowledgeable executives, often serves on travel industry panels. He was chairman of the Cruise Lines International Association (CLIA) Executive Committee from 2002 - 2004, and has served on various other committees in the past.

Mr. Conroy's cruise industry career began in 1974 in the mailroom of Norwegian Cruise Line, while studying at the University of Miami. He graduated summa cum laude in 1976 with a bachelor's degree in business.





Alex Sharpe ~ Vice President, National and Key Accounts

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.

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 29 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.

Royal Caribbean International

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Website: www.royalcaribbean.com



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	2001	3,114	138,000
Brilliance of the Seas	2002	2,501	90,090
Enchantment of the Seas	1997	1,950	74,000
Explorer of the Seas	2000	3,114	138,000
Freedom of the Seas	2006	3,600	158,000
Grandeur of the Seas	1996	1,950	74,000
Independence of the Seas	2008	3,600	158,000
Jewel of the Seas	2004	2,501	90,090
Legend of the Seas	1995	1,800	69,130
Liberty of the Seas	2007	3,600	158,000
Majesty of the Seas	1992	2,350	73,941
Mariner of the Seas	2003	3,114	142,000
Monarch of the Seas	1991	2,744	73,941
Navigator of the Seas	2002	3,114	138,000
Radiance of the Seas	2001	2,501	90,090
Rhapsody of the Seas	1997	2,000	78,491
Serenade of the Seas	2003	2,501	90,090
Sovereign of the Seas	1988	2,852	73,192
Splendour of the Seas	1996	2,076	70,000
Vision of the Seas	1998	2,435	78,491
Voyager of the Seas	1999	3,114	138,000



Richard D. Fain ~ Chairman & CEO

Richard D. Fain is Chairman and Chief Executive Officer of Royal Caribbean Cruises Ltd., the global cruise company operating 37 ships under the Celebrity Cruises, Royal Caribbean International, Pullmantur, Azamara Cruises and CDF Croisières de France brands.

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

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

Fain is a former chair of the Miami Business Forum, the Greater Miami Convention and Visitors Bureau and of the Cruise Lines International Association (CLIA), an industry trade association representing nearly 17,000 affiliated travel agencies and the bulk of the world's cruise lines. He has also served as co-chair of the 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 J. Block ~ Vice President, Revenue Management & Deployment

Royal Caribbean International, Celebrity Cruises & Azamara Cruises

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

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



James Boink ~ Director, Commercial Development

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

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

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



Joel Davis ~ Operations Manager, Shore Excursions

Royal Caribbean International & Celebrity Cruises

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



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

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

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

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



Bill Fay ~ Insurance Manager, Risk Management

Royal Caribbean International, Celebrity Cruises & Azamara Cruises

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

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



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

Mr. Fox is an attorney by profession, who spent 18 years in Washington, D.C. For 22 years, he has been employed by Royal Caribbean Cruises Ltd. and presently holds the position of Vice President, Government Relations, United States and Europe, is a political fundraiser, raises money for a number of charities, and is very active in community affairs. Mr. Fox's charitable and civic responsibilities include the following:

- ATIA (Alaska Travel Industry Association), former board member.
- The Beacon Council, Executive Committee member.
- Super Bowl Host Committee, Board member, Co-Chair, Special Event Committee member, Executive Committee.
- Florida Sports Foundation, gubernatorial appointment.
- Royal Caribbean Golf Classic, Founding committee member.
- NWCA (Northwest Cruise Ship Association) Government & Community Affairs Committee Chairman.

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

Has been honored for:

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



Andy Horton ~ Account Manager, Shore Excursions & Explorations

Royal Caribbean International & Celebrity Cruises

Over 25 years experience in the cruise industry. I joined Royal Caribbean in 1995 as Manager of Port Planning and currently hold the position of Account Manager, Shore Excursions and Explorations. I am responsible for the tour programs in The Baja, Bermuda, Canada / New England, Central and South America and Mexican Riviera.



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 & Azamara Cruises

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

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

Henry is married with three children.



Paul Loughrin ~ Account Manager, Shore Excursions & Explorations

Royal Caribbean International & Celebrity Cruises

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



Craig Milan ~ Senior Vice President, Land Operations, Royal Caribbean Cruises Ltd. President, Royal Celebrity Tours, Inc.

Craig Milan is the Senior Vice President of Land Operations for Royal Caribbean Cruises Ltd. He oversees Guest Port Services (pier operations), Shore Excursions, Private Destinations, 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.



Martha Olano ~ Specialist, Government Relations

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



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

Royal Caribbean International, Celebrity Cruises & Azamara Cruises

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

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

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

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

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

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

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

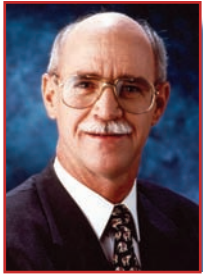
In July 2002, LCDR Pruitt was selected to become the inaugural US Coast Guard (USCG) Passenger Vessel Safety, Prevention and Mass Rescue Operations Program Manager at USCG Headquarters.

His academic achievements include:

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

His Coast Guard qualifications include:

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



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

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

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

Ronan served from 1999-2004 as the company's Associate Vice President of Destination Development. In that role, he established and maintained strong relationships with the ports Royal Caribbean International and Celebrity Cruises visits, including those in Alaska, the Caribbean, Europe, Asia, Australia and South America.

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

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

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

Today, Ronan represents Royal Caribbean International in the Florida-Caribbean Cruise Association as 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 & Azamara Cruises

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



John Tercek ~ Commercial and New Business Development

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

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

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

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



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

Royal Caribbean International, Celebrity Cruises & Azamara Cruises

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

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

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



Adam M. Goldstein ~ President & CEO

Adam Goldstein was named President of Royal Caribbean International in February 2005. Goldstein oversees Fleet Operations, Sales and Marketing, Europe, Asia/Pacific, Supply Chain Management, Government 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 as Chairman of 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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