

Gulf of Mexico

FCCA 2002 Cruise Industry Profiles

Highlight Issue



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CRUISE
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Meeting Today's Challenges



TABLE of CONTENTS



CARNIVAL CORPORATION

Micky Arison, Chairman & CEO (<i>FCCA Chairman</i>)	14
Giora Israel, V.P., Strategic Planning	14
Francisco Nolla, V.P., Port Development	15

CARNIVAL CRUISE LINES

Roger Blum, V.P., Cruise Programming	15
Gordon Buck, Director, Port Operations	16
Amilicar "Mico" Cascais, Director, Tour Operations	16
Brendan Corrigan, Senior V.P., Cruise Operations	16
Bob Dickinson, President	16
Vicki L. Freed, Senior V.P. of Sales & Marketing	17
Joe Lavi, Staff V.P. of Purchasing	18
David Mizer, V.P., Strategic Sourcing Global Source	18
Francesco Morrello, Director, Port Development Group	18
Gardiner Nealon, Manager, Port Logistics	19
Mary Sloan, Director, Risk Management	19
Terry L. Thornton, V.P., Marketing Planning	19
(<i>FCCA Marketing Committee Chairman</i>)	19
Capt. Domenico Tringale, V.P., Marine & Port Operations	19

CELEBRITY CRUISES

Robert Kessler, V.P., Total Guest Satisfaction	23
Ares Michaelides, Senior V.P., Marketing & Brand Planning	23
Capt. Yoannis Miskis, V.P., Marine Operations	23

COSTA CRUISE LINES

David Christopher, Senior V.P., Passenger Services	26
Hans Hesselberg, V.P., Hotel Operations/Services	26
Mario Minuto, Director, Shoreside Activities	26
Linda Parrotta, V.P., Marketing	27

CUNARD LINE

G. Alberto Aliberti, Manager, Land Programs	31
Edie Bornstein, V.P. of Business Development	31
Ronald Brandenburg, Purchasing Manager	31
Pamela C. Conover, President & COO	31
Julie M. Davis, Manager, Public Relations	32
Hamish Elliott, Manager, Marine Operations, Safety & Security	32
David Gevanthor, V.P. of Marketing	32
Deborah L. Natansohn, Senior V.P., Sales & Marketing	32
Lawrence Rapp, V.P. of Hotel Operations	33
Lee Robinson, V.P. of Sales	33

DISNEY CRUISE LINE

Jim Alessandro, V.P., Marketing	36
Frank De Heer, Director, Marine & Technical Operations	36
Erling Frydenberg, V.P., Hotel Operations	36
Scott James, Manager, Marine Operations, Safety and Regulatory Training	37
Thomas M. McAlpin, Senior VP, Operations	37
Matt Quimet, President	37
Kim Piercy, Manager, Communications & Community Relations	38
Carl Robie, Director, Purchasing and Logistics	38
Larry Stauffer, Manager, Recreation, Island & Hotel Operations	38

HOLLAND AMERICA LINE

Mike Bush, Manager, Port Operations	42
Cees Deelstra, Director, Nautical Operations	42
David A. Giersdorf, Senior V.P., Marketing & Sales	42

Mark M. Kammerer, V.P., Worldwide Cruise Marketing	43
Stein Kruse, Senior V.P., Fleet Operations	43
A. Kirk Lanterman, Chairman & CEO	43
Gregory J. MacGarva, Director, Procurement	44
Matthew T. Sams, V.P., Caribbean Relations	44

NORWEGIAN CRUISE LINE

Capt. Kaare Bakke, V.P. of Port Operations	48
Sharon Dammar, Purchasing Manager, Food & Beverages	48
Alvin Dennis, V.P., Purchasing & Logistics	48
(<i>FCCA Purchasing Committee Chairman</i>)	48
Colin Murphy, V.P. Land & Air Services	48
Joanne Salzedo, Manager, International Shore Programs	49
Andrew Stuart, Senior V.P., Marketing & Sales	49
Colin Veitch, President & CEO	49

PRINCESS CRUISES

Deanna Austin, V.P., Yield Management	52
Dean Brown, Executive V.P., Customer Service & Sales; Chairman & CEO of Princess Tours	52
Jeffrey Danis, V.P., Global Purchasing & Logistics	52
Graham Davis, Manager, Shore Operations, Caribbean and Atlantic	53
Phil Kleweno, President	53
Philip Naylor, Operations Manager	53
Stephen A. Nielsen, V.P., Caribbean & Atlantic Shore Operations	53
Peter Ratcliffe, President, CEO	55

REGAL CRUISES

Larry Cross, V.P., Operations	59
Joao de Sa Nogueira, President	59

ROYAL CARIBBEAN CRUISES, LTD.

Richard D. Fain, Chairman & CEO	62
Bill Fay, Insurance Specialist, Risk Management	62
James Haller, Manager, Strategic Planning	62
Andy Horton, Executive, Shore Excursions & Explorations	63
David Llewellyn, Associate V.P., Shore Excursions & Explorations	63
Henry Lopez, Director, Hotel & Corporate Purchasing	63
Michael Ronan, Associate V.P., Destination Development	63
(<i>FCCA Operations Committee Chairman</i>)	63
Alfred Sanchez, Community Relations Executive	64
John Tercek, V.P., Commercial Development	64
James Walton, Associate V.P., Supply Chain	65
Jack L. Williams, President & COO	65

ROYAL CARIBBEAN INTERNATIONAL

Tellef Lie-Nielsen, Superintendent, Nautical Port Development	66
Maria Sastre, V.P., Total Guest Satisfaction Services	66
Lia Wilson, Manager, Hotel Purchasing	66

SEABOURN CRUISE LINE

Bruce Good, Director, Public Relations	71
Richard Meadows, CTC, Senior V.P., Sales & Marketing	71

SUN CRUISES

Tracey Marsh, Onboard Revenue Manager	73
Myra Shacklady, Marine Operations Manager	73

TOPAZ INTERNATIONAL CRUISES


Capt. Paris Katsoufis, President	75
----------------------------------	----

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Cruise Industry Overview - 2002

The following **Cruise Industry Overview** examines the current state of the cruise industry, as well as emphasizing the potential growth of the industry. (The information/statistics contained in this overview was gathered from the Cruise Lines International Association (CLIA) report: Marketing Edition – Spring 2002).

- Since 1980, the industry has had an average annual growth rate of 8.4% per annum.
- An estimated 82 million passengers have taken a cruise since 1980. Of this number, 64% of the total passengers have traveled in the past ten years. An astounding 37% have traveled in the past five years alone.
- Over the next five years, the cumulative market potential for the cruise industry is \$85 billion. It is projected that approximately 7.4 million passengers will take a cruise this year, 6.9 million passengers took a cruise in 2001. Taking a cruise is a dream of 50% of all adults, yet only approximately 13% of the U.S. population has ever cruised.
- Over 85% of cruise passengers agree with the statement that *"cruising is an important vehicle for sampling destination areas to which they may return."* Nearly 50% fully expect to return to the same geographical area/destination for another type of vacation. Cruisers are not exclusively cruisers; rather they are frequent vacationers who cruise as part of their vacation mix.
- The *Caribbean Region* (comprised of the Caribbean 42.1% and the Bahamas 4.5%) continues to be the number one destination for capacity placement with a 46.6% share in 2002, up from 44.5% in 2001.

The cruise industry is the most exciting vacation category in North America. Its average rate of growth has been far greater than any other vacation category.

Overall Passenger Growth

North America Cruise Market

Year	Annual Passenger Growth Actual (000's)
1980	1,431
1990	3,640
1997	5,051
2000	6,882
2001	6,906

**Average Growth Rate
(1980-2001)**

8.4%

CRUISE PASSENGER PROFILES - BY SEGMENTS

Cruisers may be categorized into six segments, as identified within the *'recent cruiser market.'* Members of each segment resemble each other in many respects that have to do with how they approach cruising. Note the following breakdown:

1. Restless Baby Boomers

They are newest to cruising and have enjoyed their cruise experience and would like to cruise again, but are also at a point in time when they may be trying different vacation experiences. *(They represent 33% of recent cruiser market.)*

2. Enthusiastic Baby Boomers

They are already convinced and excited about cruising and its many activities. They live intense, stressful lives and look to vacations generally, and cruises in particular, for the escape and relaxation they offer. *(They represent 20% of recent cruiser market.)*

3. Luxury Seekers

They can afford, and are willing to spend money for deluxe accommodations and pampering. *(This segment represents 14% of recent cruiser market.)*

4. Consummate Shoppers

They are looking for the best value (not necessarily the cheapest) in a vacation and in a cruise. Members of this segment are very committed cruisers. *(This*



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Maritime Facilities

Operation and

Harbor Design



Marketing Plans

Cruise Industry Overview - 2002

segment represents 16% of recent cruiser market.)

5. Explorers

They are well-educated, well-traveled individuals with an intellectual interest and curiosity about different destinations. (They represent 11% of recent cruiser market.)

6. Ship Buffs

They are the most senior segment, they have cruised extensively and expect to continue because they find the on-board experience of cruising so pleasurable and comfortable. (This segment represents 6% of recent cruiser market.)

Passenger Demographic Profiles		Cruise Passengers	Cruise Prospects
Gender	Male	49%	50%
	Female	51%	50%
Age	39 years & under	27%	43%
	40-59 years	42%	44%
	60 years or older	31%	13%
Marital Status	Married	76%	69%
	Not Married	24%	31%
Household Composition	Have Children Under 18	37%	54%
	Adults Only	63%	46%
Education	Some College or Less	42%	54%
	College Grad or More	58%	46%
Household Income	Average	\$72,600	\$60,400

GEOGRAPHIC DESTINATION – CAPACITY PLACEMENT

The *Caribbean Region* (comprised of the Caribbean 42.1% and the Bahamas 4.5%) continues to be the number one destination for capacity placement with a 46.6% share in 2002, up from 44.5% in 2001. Other leading markets include: *Europe* 21.1% (Europe 10.9% and the Mediterranean 10.2%), *Alaska* 7.9%, *Mexico-West Coast* 5.3%, *Trans-Canal* 3.3%, *Hawaii* 2.9% and *South America* 2.2%. On an overall basis, 2002 beds are up 6.7% versus 2001.

DESTINATION	2001 TOTAL Bed-Days	2001 %	2002 TOTAL Bed-Days	2002 %	2002 vs 2001 % Change
Caribbean	21,833,347	36.64%	26,741,052	42.06%	22.48%
Bahamas	4,698,724	7.89%	2,876,295	4.52%	-38.79%
<i>Caribbean Region</i>	26,532,071	44.53%	29,617,347	46.58%	11.63%
Europe	4,837,375	8.12%	6,922,608	10.89%	43.11%
Mediterranean	7,546,816	12.67%	6,497,444	10.22%	-13.90%
<i>Europe</i>	12,384,191	20.79%	13,420,052	21.11%	8.30%
<i>Alaska</i>	4,698,538	7.89%	5,052,907	7.95%	7.54%
<i>Mexico-West Coast</i>	1,166,756	1.96%	3,386,475	5.33%	190.25%
<i>Trans-Canal</i>	2,396,424	4.02%	2,092,723	3.29%	-12.67%
<i>Hawaii</i>	1,557,438	2.61%	1,903,302	2.99%	22.21%
<i>South America</i>	1,422,755	2.39%	1,394,808	2.19%	-1.96%

CRUISE INDUSTRY FORECAST

It is clear that the cruise industry continues to grow at an exceptional pace and this rate of growth is accelerating. The potential is enormous, for both the cruise industry and the destinations which are being 'sampled' by cruise passengers.

With only 13% of the U.S. population having ever taken a cruise and with an estimated 50% 'dreaming' of doing so, the future of the cruise industry looks brighter than ever... calm seas, sunny skies, and smooth sailing.



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*For more information on how
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~ CRUISE SHIP NEWBUILDS ~



Cruise Line	Ship Name	Delivery	Tonnage	Capacity	Price*	Shipyard
2002						
Aida Cruises	<i>AIDAvida</i>	April	42,000	1,300	\$200	Aker MTW
Carnival Cruise Lines	<i>Carnival Legend</i>	Summer	88,500	2,124	\$375	Kvaerner Masa-Yards
Carnival Cruise Lines	<i>Carnival Conquest</i>	Fall	110,000	2,976	\$500	Fincantieri
Celebrity Cruises	<i>Constellation</i>	May	90,228	2,038	\$400	Chantiers de l' Atlantique
Festival Cruises	<i>European Stars</i>	April	58,600	1,566	\$240	Chantiers de l' Atlantique
Holland America Line	<i>Zuiderdam</i>	November	82,000	1,848	\$400	Fincantieri
Norwegian Cruise Line	<i>Norwegian Dawn</i>	December	91,740	2,200	\$400	Meyer Werft
Princess Cruises	<i>Star Princess</i>	January	109,000	2,600	\$425	Fincantieri
Princess Cruises	<i>Coral Princess</i>	October	88,000	1,950	\$360	Chantiers de l' Atlantique
Royal Caribbean Int'l	<i>Brilliance of the Seas</i>	July	90,090	2,501	\$400	Meyer Werft
Royal Olympic	<i>Olympia Explorer</i>	Spring	24,500	836	\$175	Blohm + Voss
2003						
Aida Cruises	<i>AIDAaura</i>	March	42,000	1,300	\$200	Aker MTW
Carnival Cruise Lines	<i>Carnival Glory</i>	Summer	110,000	2,976	\$500	Fincantieri
Costa Cruise Lines	<i>CostaMediterranea</i>	Spring	86,000	2,114	\$330	Kvaerner Masa-Yards
Costa Cruise Lines	<i>CostaFortuna</i>	Fall	105,000	2,720	\$400	Fincantieri
Crystal Cruises	<i>Crystal Serenity</i>	June	68,000	1,080	-	Chantiers de l' Atlantique
Cunard Line	<i>Queen Mary 2</i>	December	150,000	2,620	\$800	Chantiers de l' Atlantique
Holland America Line	<i>Oosterdam</i>	June	82,000	1,848	\$400	Fincantieri
Princess Cruises	<i>Island Princess</i>	June	88,000	1,950	\$360	Chantiers de l' Atlantique
Princess Cruises	<i>Diamond Princess</i>	July	113,000	2,600	\$450	Mitsubishi HI
Radisson Seven Seas	<i>Seven Seas Voyager</i>	March	50,000	700	-	T. Mariotti
Royal Caribbean Int'l	<i>Navigator of the Seas</i>	January	142,000	3,114	\$500	Kvaerner Masa-Yards
Royal Caribbean Int'l	<i>Serenade of the Seas</i>	Fall	88,000	2,501	\$400	Meyer Werft
Mediterranean Shipping	<i>Unnamed</i>	Spring	60,000	1,600	\$250	Chantiers de l' Atlantique
2004						
Carnival Cruise Lines	<i>Carnival Miracle</i>	Early 2004	88,500	2,124	\$375	Kvaerner Masa-Yards
Carnival Cruise Lines	<i>Carnival Valor</i>	Fall	110,000	2,976	\$500	Fincantieri
Costa Cruise Lines	<i>CostaMagica</i>	Fall	105,000	2,720	\$400	Fincantieri
Holland America Line	<i>Westerdam</i>	April	82,000	1,848	\$400	Fincantieri
Mediterranean Shipping	<i>Unnamed</i>	TBD	60,000	1,600	\$279	Chantiers de l' Atlantique
P & O Cruises	<i>Unnamed</i>	April	109,000	2,600	\$460	Fincantieri
Princess Cruises	<i>Sapphire Princess</i>	May	113,000	2,600	\$450	Mitsubishi HI
Royal Caribbean Int'l	<i>Mariner of the Seas</i>	Early 2004	140,000	3,835	\$520	Kvaerner Masa-Yards
Royal Caribbean Int'l	<i>Jewel of the Seas</i>	June	88,000	2,501	\$400	Meyer Werft
2005						
Cunard Line	<i>Unnamed</i>	January	85,000	1,968	\$400	Fincantieri
Holland America Line	<i>Unnamed</i>	October	82,000	1,848	\$400	Fincantieri
TOTALS	35 Ships		3,120,418	75,281	\$13,049	

Note: FCCA Member Cruise Lines in bold.

* Prices are estimated (in millions).





Mission

The FCCA is a trade organization composed of 13 Member Cruise Lines operating more than 90 vessels in Florida, Caribbean and Mexican waters. Created in 1972, the FCCA's mandate is to provide a forum for discussion on legislation, tourism development, ports, safety, security and other cruise industry issues.

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

Partnerships

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

The FCCA also provides technical assistance on Port Expansion

MICHELE PAIGE



Michele M. Paige ~ President, FCCA

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

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

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

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

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

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



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Regional Partnerships Help Fill Staterooms

We partner with regional tourism and planning organizations to leverage our marketing efforts. Our combined resources help us reach travel professionals and the cruising public with a frequent and consistent message that helps fill staterooms.

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We believe your guests should have the best cruise experience possible and that's why we've designed a state-of-the-art, electronic signage system to make it easy for your arriving passengers to find our terminals.

Plenty of Secure Parking

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Carnival Cruise Lines prides itself on being "The Most Popular Cruise Line in the World" offering a wide variety of onboard amenities including a 24-hour pizzeria, spacious accommodations, full casino gambling, Las Vegas-style entertainment, "Camp Carnival" children's program, "Nautica Spa" health and fitness facility, choice of pools and a wide variety of clubs and lounges. Carnival also features the first non-smoking cruise ship, the Paradise.

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



Fleet Statistics

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



Carnival Corporation



Micky Arison ~ Chairman & CEO 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, 53, followed his education with a two-year stint in Carnival Cruise Lines' sales department. He became Reservations Manager in 1974, and took over the post of Vice President of Passenger Traffic in 1976, succeeding to the presidency of Carnival in 1979. In 1990, he was appointed Chairman by the company's board of directors.

Under his direction, Carnival Cruise Lines has introduced 17 new ships since 1982 - increasing capacity 10-fold and making it the largest, most successful cruise line in the world.

Following the introduction of the fourth vessel, Arison took the company public 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. Today, Carnival Corporation also owns ultra-luxury Cunard Line, operator of the famed Queen Elizabeth 2, Seabourn Cruise Line, and Genoa, Italy-based Costa Cruises, Europe's leading cruise operator. Arison's keen attention to marketing and growth priorities has resulted in revenues increasing more than 650 percent to \$4.54 billion in a 13-year period.

Today, as Chairman of Carnival Corporation, he oversees diversified travel and tourism holdings that include 43 cruise ships marketed under six brand names, as well as the largest tour operator and hotel chain in Alaska and the Yukon Territory. In addition, he is **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.

Arison is also Past-Chairman of the International Council of Cruise Lines (ICCL), a Washington, D.C.-based trade group focusing on the cruise industry's legislative issues.

And, as Managing General Partner of the Miami Heat, he oversees the Arison family's majority holdings in this NBA franchise.



Giora Israel ~ Vice President, Strategic Planning

After completing his studies in Hotel Management at an Israeli College in 1975, Mr. Israel joined the Tel Aviv Hilton in different positions in the Sales & Marketing Dept., quickly reaching the position of Director of Sales & Marketing for Hilton in Israel. After five years with the Hilton chain, Mr. Israel served as General Manager in two resort hotels in Israel, the Swiss Hotel in Ashqelon and the Grand Beach in Tel Aviv.

In 1984, he left Israel for a tourist attraction development company in the Caribbean, Coral World International, with two facilities - U.S. Virgin Islands and The Bahamas - and spent six years between St. Thomas and Nassau. His project in The Bahamas also included a small luxury hotel.

In 1990 Mr. Israel moved with his family to Miami and became a cruise industry and project development consultant for the Caribbean.

In 1992 he was offered to join Carnival Corporation as Director of Special Projects, engaging in a variety of international developments for the cruise line in Europe. In this capacity Mr. Israel moved to Greece in 1994, assuming the responsibilities for the marketing and Operations as Senior Vice President of Epirotiki, a joint venture between Carnival Corporation and Epirotiki Cruise Lines. Once the joint venture concluded, he returned to the U.S. to continue his involvement with Carnival Corporation's group of cruise brands in a variety of strategic initiatives and the company expansion in Europe and Asia.



In his present position as Vice President of Strategic Planning, Mr. Israel is involved with Carnival's international expansion and strategic developments in several areas. In addition Mr. Israel heads the corporate port development initiatives, project developments, construction and operation of ports worldwide.

Mr. Israel has been a lecturer in the Seatrade Cruise Academy in Oxford and Cambridge, England. He is a frequent speaker at cruise industry forums in Europe and the Americas. Mr. Israel is also the co-author of the "Dictionary of the Cruise Industry", published in 1999 by the Seatrade Cruise Academy Publications.



Francisco Nolla ~ Vice President, Port Development

Mr. Nolla started in the tourism industry 24 years ago. After receiving his Juris Doctor Degree, he began working for the Tourism Company of Puerto Rico holding various positions there: legal department, assistant to the executive director, and secretary to the board of directors. In 1979 he was appointed Director of the Gaming Department of Puerto Rico, responsible for the control, supervision and law enforcement at the casinos of Puerto Rico.

In 1980, he joined the Sands Corporation as Vice President of Casino Operations at the Condado Plaza Hotel in San Juan. In 1983 Mr. Nolla was appointed Vice President of Palmas del Mar Casino in Humacao, Puerto Rico.

In 1985, Mr. Nolla was retained by the government of the Dominican Republic to review the tourism and gaming legislation and drafted the laws under which slot machines in that country are allowed to operate. As a consultant, he was also involved in negotiations for various hotels in that country such as Jack Tar Village Resorts.

Since 1991 he has been home based in Miami, working for Carnival Cruise Lines' gaming department as Vice President of Development for the division Carnival Hotels and Casinos throughout Latin America. While in this position, he headed the committee that drafted the master plan for the casinos and tourism industry in Panama. His involvement in tourism has led him to travel to over 20 countries.

Currently, Mr. Nolla holds the position of Vice President at a division of Carnival Corporation's Port Development Group.

As a charter member of the International Association of Gaming Attorneys, Mr. Nolla has lectured in gaming and tourism in Latin America, the Caribbean and the United States.

Carnival Cruise Lines



Roger Blum ~ Vice President, Cruise Programming

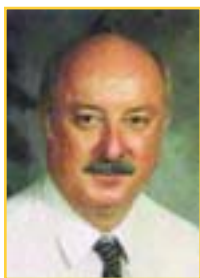
Roger Blum joined Carnival Cruise Lines in 1972 as a bar waiter aboard the Mardi Gras during a summer break from high school. After working on board during vacations and school breaks and graduating from the University of Florida with a degree in economics/business administration in 1978, Roger began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

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

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

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





Gordon Buck ~ Director, Port Operations

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

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



Amilicar "Mico" Cascais ~ Director, Tour Operations

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

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

August of 1997 Cascais moved to Florida with his wife Tonka and again joined Carnival Cruise Lines, this time in the corporate office under the capacity of ships Supervisor in the Operations Department. In 1999 he was promoted to Manager of the newly-created Tour Operations Department. Currently, as Director of the department, Cascais, with the help of his shoreside and onboard staff, continues to strive in enhancing the shore excursions program on all of Carnival's "Fun Ships".



Brendan Corrigan ~ Sr. Vice President, Cruise Operations

Brendan Corrigan, 47 Senior Vice President of Cruise Operations for Carnival Cruise Lines and is responsible for overseeing operational aspects of Carnival's 18 vessels. Corrigan joined Carnival in 1978, working aboard several ships as a sanitation officer until 1982, when he became shore-side ship supervisor of the Festivale. He has since served as Operations Manager and Director of Operations. In 1992, he was promoted to his current position.

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 the Glasgow University in 1976. Corrigan is a member of the International Council of Cruise Lines/U.S. Coast Guard (ICCL/USCG) Partnership Action Team and is involved in the ICCL/USCG's Joint Technical Working Group for Interpretation and Implementation. Corrigan is an active member of the **Florida-Caribbean Cruise Association's Operations/Security Committee.**



Robert H. Dickinson ~ President

Bob Dickinson, 59, held positions on the financial staff of Ford Motor Company and in the corporate planning office of RCA prior to joining Carnival Cruise Lines as Executive Vice President in 1972. Since that time, he has been responsible for all sales and marketing activities. In May 1993, he was promoted to President. In that position he oversees all Operations of Carnival Cruise Lines. He also serves on the board of directors of parent company Carnival Corporation.

Dickinson was named "1999 Travel Executive of the Year" by Travel Trade magazine and his marketing honors include the ATME Atlas Award and the TIA Hall of Leaders designation. He was named one of the 100 Best Marketers in the Nation by Advertising Age Magazine.

Dickinson's accomplishments and associations include: Vice-Chairman of the Camillus House Board of Directors, Chairman of the Camillus House Capital Campaign Cabinet Committee, 1998 campaign Co-Chairman for the United Way of Miami-Dade, 1996 Chairman for the Archbishop's Charities & Development Appeal, member of the board of directors for the United Way of Miami-Dade, the National Foundation for Advancement in the Arts (NFAA) and the National

Academy Foundation, and a member of St. Thomas University Board of Trustees. In 1999 he was appointed Honorary Consul of the principality of Monaco for South Florida.

Dickinson is a former Chairman of Cruise Lines International Association (CLIA) and a trustee of the Greater Miami Chamber of Commerce. Dickinson is also past Chairman of the Washington, D.C. based Travel Industry Association, the Miami Beach Visitors and Convention Authority and Miami's Academy for Tourism. He is also a Certified Travel Counselor and a member of ASTA and the Association of Travel Marketing Executives. He is former Vice-Chair for the United States National Tourism Organization and co-author of the book "Selling the Sea, An Inside Look at the Cruise Industry."

He received his BSBA in management from John Carroll University and his MBA from Duquesne University. He was awarded an Honorary Doctor of Business Administration Degree from Johnson & Wales University in 1995.

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



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

As Senior Vice President of Sales and Marketing for Carnival Cruise Lines, the world's largest cruise operator, and former Chairman of Cruise Lines International Association (CLIA), Vicki L. Freed is one of the highest ranking and most recognizable female executives in the travel industry.

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

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

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

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

Over the years, Freed has also been recognized for her role as a leading cruise industry marketer. In August 2000, Freed was appointed by Florida Governor Jeb Bush to the Florida Commission on Tourism, a private/public partnership that is responsible for promoting Florida tourism. She has also been nominated by the Association of Travel Marketing Executives (ATME) to serve on that organization's board of directors, and has been named one of the "100 Most Powerful Women in Travel" by Travel Agent Magazine.

Freed attended San Diego State University, earning a Bachelor's Degree in Business with an emphasis in Marketing from the University of Colorado. She also holds a Certified Travel Counselor (CTC) designation.

Freed also serves on the Board of Directors for the South Florida chapter of the Make-A-Wish Foundation, an organization dedicated to enriching the lives of children with life-threatening illnesses. Freed resides in Weston, Fla., with her husband and three children.





Joe Lavi ~ Staff 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 shoreside purchasing.



David Mizer ~ Vice President, Strategic Sourcing Global Source

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

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



Francesco Morrello ~ Director, Port Development Group

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

During the largest real estate recession in South Florida, Mr. Morello was retained to reshape and take charge of all sales and marketing responsibilities for a major South Florida developer who had over \$100 million in unsold condominium and retail/office center inventory. Within the first 12 months, he successfully generated over \$30 million in sales for the project from a zero sales base and went on to establish the project as the "premier" condominium project of its time.

Mr. Morello joined the Carnival family as Director for the Port Development Group to assist in the development of ports for Corporate Strategic Planning. He is responsible for overseeing current and future cruise terminal projects worldwide, and reports directly to Giora Isreal, Vice President Strategic Planning.

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





Gardiner Nealon ~ Manager, Port Logistics

Prior to joining Carnival, Mr. Nealon graduated from the United States Merchant Marine Academy, Kings Point, N. Y. Mr. Nealon received a Bachelor of Science Degree, Commission in the U.S. Naval Reserve and a Third Mates license in 1984. Capt. Nealon was a maritime deck officer on various types of vessels, culminating with serving as Captain. During his sailing career, Capt. Nealon served during the Persian Gulf War for Operation Desert Shield and Storm. He was also involved in humanitarian missions to Somalia and the Haitian/Cuban refugee crisis. Capt. Nealon then went shoreside, working as a consultant and surveyor for various ship owners and charterers, and was a designated inspector for the Bahamas Maritime Authority. In Jan 2000, Capt. Nealon joined the Carnival family

as a Supervisor of Port Logistics. He is responsible for organizing berthing requests for present and future itineraries.



Mary Sloan ~ Director, Risk Management

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

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



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 Cruises Association as Chairman of the Marketing Committee.**



Capt. Domenico Tringale ~ Vice President, Marine & Port Operations

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

In 1992, he moved with Costa Cruise Lines to Miami as Vice President Marine Operation and in 2000 he became Senior Port Captain with Carnival Cruise Lines, while maintaining his responsibility with Costa Cruise Lines.





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Celebrity invites you to discover Alaska, Bermuda, the Caribbean, Europe, South America, Mexico, the Bahamas and the Panama Canal.



Fleet Statistics

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





Robert Keesler ~ Vice President, Total Guest Satisfaction

As Vice President of Total Guest Satisfaction for Celebrity Cruises, Bob Keesler oversees onboard services, concessions, entertainment, and pre- and post-guest Operations for the premium cruise line.

Keesler joined Celebrity Cruises in April 2001, having previously managed some of the finest hotel properties in North America. Most recently, he was Director of Hotel Operations for luxury hotel, The Broadmoor, a five-star, five-diamond, 700-suite property in Colorado Springs, Colorado.

Previously, Keesler worked as General Manager of the four-star, four-diamond Westin St. John in St. John, U.S.V.I., and as Operations Manager at the Westin Resort in Hilton Head, South Carolina.

Earlier, he held multiple management positions with Ritz-Carlton in its Dearborn, Michigan, and Laguna Niguel, California, properties, and at Rancho Valencia Resort in Rancho Santa Fe, California.

From 1999-2001, Keesler served as Vice Chairman of the Colorado Tourism Office and was Chairman of the state's Marketing Committee. In both roles, he offered advisement on the state's promotions, advertising and public relations programs. Keesler was named Colorado Hotelier of the Year in 2000. He holds a Bachelor's Degree in business and history from Wofford College in Spartanburg, South Carolina.



Ares Michaelides ~ Senior Vice President, Marketing & Brand Planning

Ares Michaelides was named Senior Vice President, Marketing & Brand Planning for Celebrity Cruises in May, 2001, representing a significant expansion of his financial and administrative responsibilities.

Previously Vice President, Finance & Administration, Michaelides' responsibilities now include all facets of brand marketing, in addition to managing financial information and analyses relevant to Celebrity's Operations.

Since joining the company in 1994, Michaelides has played an integral role in shaping the award-winning Celebrity product, securing the brand's premium position in the marketplace, and guiding the overall growth of the company. From 2000-2002, Celebrity's capacity is doubling to 16,000 berths onboard a fleet of nine ships. Michaelides also supervised the 1997 merger between Celebrity Cruises and Royal Caribbean International.

Prior to joining Celebrity in 1994, Michaelides worked with Chase Manhattan Bank as Vice President and Fixed Income Market Strategist, with Industrial Bank of Japan as Assistant Vice President, and was a Financial Analyst at Moody's Investor Services. The three positions were based in New York City.

Michaelides holds a Bachelor of Science Degree in Mathematics and Economics from Drew University in Madison, New Jersey, and two Master's Degrees from the London School of Economics. He also earned a chartered financial analyst (CFA) designation. Michaelides and his wife, Lynn, reside with their three children in Broward County, Florida.



Capt. Yoannis Miskis ~ Vice President, Marine Operations

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

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

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





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The downtown waterfront is undergoing a renaissance of redevelopment, centered on public access. Cruise ships will find a vibrant downtown a short walk from the dock.



Located in the heart of a thriving, re-emerging, historic downtown, the Port of Pensacola has turned its attention to spurring northwest Florida's tourism draw by carefully blending its newest waterfront development - a cruise ship docking facility - into a larger public waterfront development known as "Festival Park." The new cruise dock will complement the port's existing 1,000-foot cruise berth.

America's first settlement, the Pensacola area is renowned for its stunning beauty. Fifty-two miles of undeveloped, federally protected beaches lined with white-quartz sand are in the same condition as when Spanish explorers first landed here in 1559.

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Costa offers a way of cruising unlike any other, festive, elegant, delightfully different in service, cuisine and ambiance "Cruising Italian Style". Reflecting their rich Italian heritage, no detail has been overlooked in delivering the style and generous hospitality of Italy, from authentic Italian cuisine to the warm, attentive crew.

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



Fleet Statistics

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
<i>Costa Allegra</i>	1992	820	30,000
<i>Costa Atlantica</i>	2000	2,114	85,000
<i>Costa Classica</i>	1991	1,308	53,000
<i>Costa Marina</i>	1990	776	25,500
<i>Costa Riviera</i> *		974	30,400
<i>Costa Romantica</i>	1993	1,356	53,000
<i>Costa Tropicale</i> **	1982	1,022	36,700
<i>Costa Victoria</i>	1996	1,928	76,000

* (Refurbished 1999)

** (Refurbished 1998)



Costa Cruise Lines



David Christopher ~ Senior Vice President, Passenger Services

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

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

Norwegian Cruise Lines, Eastern Airlines and Pan Am.

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

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



Hans Hesselberg ~ Vice President, Hotel Operations/Services

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

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

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

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



Mario Minuto ~ Director, Shoreside Activities

A native of Italy, Mario Minuto began his professional career at Costa Cruises in 1970 as a Purser on board Costa ships until 1979.

In 1979 Mario moved from his onboard position to begin working shoreside at Costa's main office in Genoa where he has managed several departments: On-Board Personnel, On-board Sales, Hotel Operations, Entertainment, Tour Operations and Shore Excursions.

While in Shore Excursions he has achieved extraordinary results, both in terms of revenues and quality of services.

After having successfully launched the Costa Port Shopping Program in the Mediterranean cruises, he was recently assigned the responsibility of all Shoreside Activities where he has optimized and co-ordinated a range of actions aimed at improving the quality of these services in a significant way.

Residing in a small town neighboring Portofino on the Italian Riviera, Mario enjoys listening to music and reading books in their native language (he speaks five languages fluently).





Linda Parrotta ~ Vice President, Marketing

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

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

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

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

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

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



FCCA Associate Membership



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

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

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



Fleet Statistics

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
Queen Elizabeth 2	1969	2,712	70,327
Caronia	1973	1,044	24,492





G. Alberto Aliberti ~ Manager, Land Programs

After graduating from the US Naval Academy, Alberto first served at sea as a US Marine Corps infantry officer. He later returned to sea as a shipboard Shore Excursion Manager. Last year, after serving on board 12 years for various cruise lines of 3 to 6 star quality, he joined Cunard Line in their offices as Manager, Shore Excursions - responsible for overseeing Cunard and Seabourn Shore Excursion product delivery and administration.

Currently, Alberto is Manager, Land Programs - responsible for Pre and Post, Land Programs and Shore Excursion product delivery and administration.



Edie Bornstein ~ Vice President of Business Development

Edie Bornstein joined Cunard Line in the newly created position of Vice President of Business Development in February 2001. Her responsibilities include creating marketing partnerships with brands compatible with the revered British company, with a special emphasis on creating unique on-board products and co-marketing opportunities for the line's highly anticipated new flagship Queen Mary 2.

Bornstein brings a wealth of sales and marketing experience to her position. A veteran of 12 years at Amadeus, the world's leading global distribution system (GDS), she served as Vice President, Cruise and Specialty Sales & Marketing, for her last six years there. Prior to joining Cunard, she

was President and CEO of Sea Commerce Consultants, which provided Internet start-up companies with web site sales and marketing strategies.

Bornstein holds a bachelors from Nova Southeastern University and lives in Weston, FL, with her son.



Ronald Brandenberry ~ Purchasing Manager

Ronald Brandenberry has been with Cunard Line purchasing department for over 10 years and has been involved in purchasing for over 35 years.

Ronald is currently the Purchasing Manager and oversees the logistics, food, beverage and hotel departments for both Cunard and Seabourn vessels.



Pamela C. Conover ~ President and Chief Operating Officer

Pamela Conover, President and COO of Cunard Line, is one of the highest-ranking woman executives in the international cruise industry. She is responsible for strategies as well as day-to-day Operations and activities of Cunard Line and Seabourn Cruise Line.

Conover came to Cunard in 1998 from Carnival Corporation where she served as Vice President of Strategic Planning. Her association with Carnival began many years before she joined the company in 1994. For nine years she was with Citicorp where she served as Vice President in the ship finance department and later as Managing Director in charge of Citibank's North American ship financing business where Carnival was a top client. In that capacity, she played a vital role in the

development of the North America cruise business through her efforts in assisting Carnival companies and a number of other cruise lines with financing fleet expansion. She also played a major role in the original Carnival investment in Seabourn, which took place in 1992.



The Most Famous Ocean Liners in the World





Julie M. Davis ~ Manager, Public Relations

As Manager of Public Relations for Cunard Line, Julie Davis is responsible for all media-related efforts for the company's ships as well as the day-to-day activities of the public relations agency.

Davis joined Cunard in 1996 as the Public Relations Coordinator in the line's New York Office. When that office relocated to Miami, Fla., at the end of 1997, Davis left land behind and went to work as the editor of the daily program aboard Royal Viking Sun (ex- Seabourn Sun, now Prinsendam).

In 2000 Davis gave up ship-life and returned to Cunard in the Miami Office as the Manager of Enrichment Programs where she was charged with scheduling and booking lecturers and bridge, art, and computer instructors for the ships of Cunard Line and Seabourn Cruise Line. The transition back to public relations came that same year when she moved into her current position within Cunard's marketing department.

Davis has a Bachelor's of Journalism from the University of Missouri-Columbia School of Journalism.



Hamish Elliott ~ Manager, Marine Operations, Safety & Security

Hamish Elliott began his work as Manager of Marine Operations, Safety and Security in Cunard's Miami Office in January 2001. In this capacity he is accountable for all aspects of the safe operation of Cunard Line and Seabourn Cruise Line vessels. In addition, Elliott is responsible for fleet security worldwide and the development and implementation of related policies.

In 1997 Elliott joined Cunard as 1st officer aboard the line's legendary Queen Elizabeth 2. During his sea time with the company, he has served on ships throughout the Cunard and Seabourn fleets in a variety of positions.

Elliott went to sea at the age of 16 aboard oil tankers, and he has served on a variety of cargo and passenger ships worldwide as a deck officer. At the age of 27, Elliott became the relief master of a ferry in the English Channel – the youngest-ever master in that company's history.

A British native, Elliott was born in Norfolk and educated in London and Plymouth, England.



David Gevanthor ~ Vice President of Marketing

David Gevanthor joined Cunard Line in April 2001 to direct all marketing, Internet, direct marketing and public relations initiatives for the company, including the line's new \$6 million advertising campaign that uses the tag line: The Most Famous Ocean Liners in the World.

A 20-year travel industry veteran, Gevanthor most recently was Executive Vice President of the Boston-based Vantage Group, a direct marketing travel company. Prior cruise line experience includes senior management posts with Radisson Seven Seas, SeaQuest, Renaissance, Ocean and Pearl, Norwegian, Sun Line and Royal Viking Line. Gevanthor has also served as the Corporate Director of Information Services for Marriott Hotels.

Gevanthor's experience with these major companies, particularly in the areas of marketing, advertising and communications have been a tremendous asset to Cunard Line as the line seeks to re-establish itself as a luxury leader and welcome Queen Mary 2 in January 2004.



Deborah L. Natansohn ~ Senior Vice President, Sales and Marketing

Deborah L. Natansohn, Senior Vice President of Sales and Marketing, joined Cunard Line in November 2000 and was charged with spearheading the rebranding of the line. In this role, she is responsible for the creation, development and execution of all marketing and sales policies and programs throughout the Americas.

Previously Natansohn was President of Orient Lines, a position she had held since 1998. When appointed, she was the only female President of a premium cruise line.

Natansohn began her career as an editor with Travel Trade Magazine. Her background includes a five-year stint in London as Director of Marketing for Travellers International and three years as Director of Marketing for Arthur Frommer International. She also served as Vice President of Marketing for Ocean Cruise Lines and Pearl Cruises, and as Senior Vice President at Orient Lines from 1992 until her appointment as the Line's President in 1998.



Lawrence Rapp ~ Vice President of Hotel Operations

As Vice President of Hotel Operations for Cunard Line, Lawrence Rapp is responsible for all aspects of guest service aboard the company's ships, including food & beverage, entertainment, guest relations, administration, and housekeeping.

In 1987 Rapp was recruited to become part of the founding team of Seabourn Cruise Line. When Seabourn was later merged with Cunard Line, he moved to Miami to manage the Hotel Operations Department for the combined entity.

However, Rapp's introduction to the cruise industry came while he was attending university. Here he supported himself working in various hotel positions on board cruise ships sailing from the West Coast of the United States. After graduating from the University of California - Berkeley, he continued to work at sea for the next five years.

In 1971 he was recruited to join the start-up team of the newly founded cruise company, Royal Viking Line. After 10 years with RVL he moved on to become the Managing Director of Scania Shipping, the operating entity for Pearl Cruises of Scandinavia.



Lee Robinson ~ Vice President of Sales

As Vice President of Sales for Cunard Line, well-known cruise industry veteran Lee Robinson, CTC, oversees the activities of the sales force, sales administration and the national accounts departments in addition to strengthening working relationships with co-op and consortium partners.

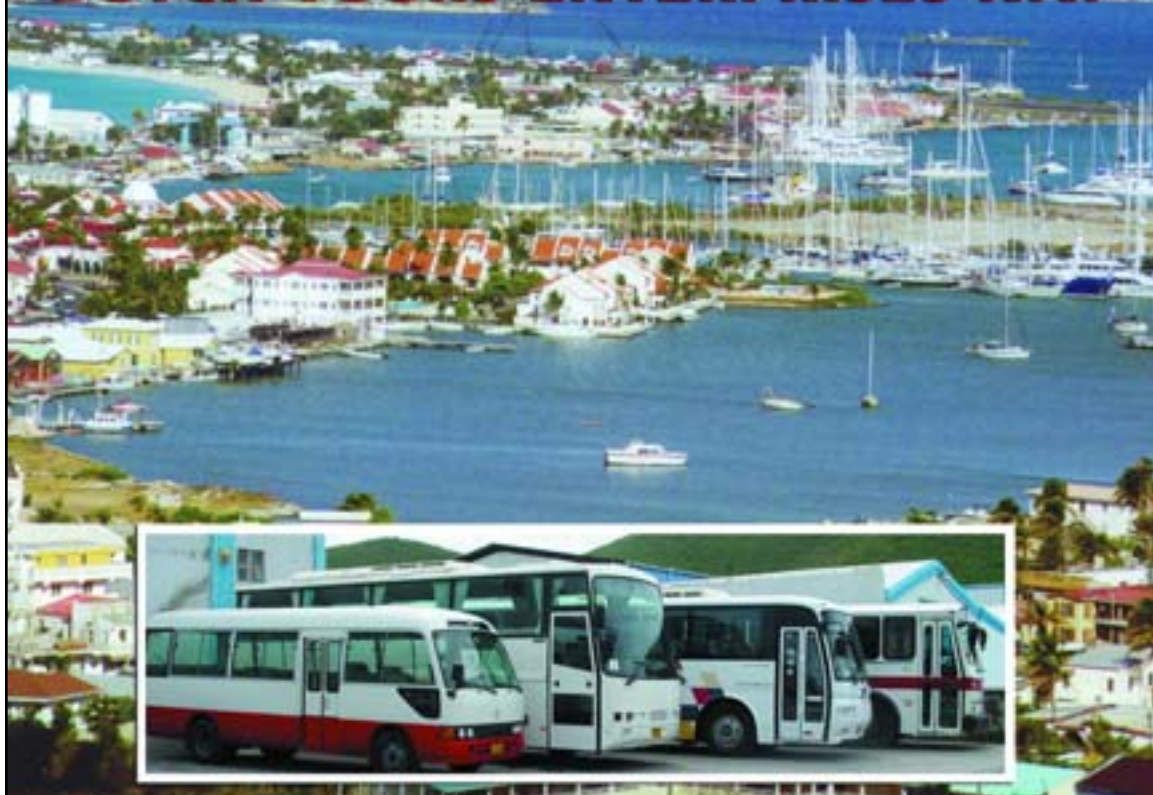
A familiar and respected figure in the travel agent community, Robinson spent 15 years with Princess Cruises, serving as Vice President of Sales as well as Vice President of Reservations and Customer Service. Most recently, he was Vice President of sales for American Classic Voyages. He started his cruise line career at Holland America Line.

Robinson, a graduate of Washington State University, is a member of ASTA, ARTA, CLIA, NACOA, Association of Canadian Travel Agents and Alaska Visitors Association. He resides in Weston, FL, with his wife, Catherine, and eight-year-old daughter, Nicole.





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



Disney Cruise Line



Jim Alessandro ~ Vice President, Marketing

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

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

Prior to joining Disney, Alessandro was an Account Manager for Saatchi and Saatchi in Los Angeles and a media planner at Foote Cone and Belding, Chicago.

Alessandro is a member of the M.B.A. curriculum board at the University of North Carolina, Chapel Hill. Born in 1963, and a native of Cleveland Heights, Ohio, Alessandro graduated from Miami University, Oxford, Ohio. He resides in downtown Orlando, Florida.



Frank De Heer ~ Director, Marine and Technical Operations

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

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

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

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



Erling Frydenberg ~ Vice President, Hotel Operations

Frydenberg, who brings more than 15 years of expertise to this position, is responsible for the administration and operation of the Hotel Department on board both the Disney Magic and Disney Wonder, including food and beverage Operations, pursers, guest services, housekeeping, laundry, spa, photography, merchandise and hotel directors. He is also responsible for the operation of Castaway Cay, Disney's private island, risk management and purchasing and logistics.

Prior to joining Disney in 1994, Frydenberg was the Senior Vice President of Hotel Operations for Crystal Cruises, where he was responsible for research and development of the luxury cruise line company, and delivered the Crystal Harmony into the market.

He began his career as the Hotel Operations Manager and superintendent with Royal Viking Lines and later served as Vice President of Hotel Operations with the line from 1985 to 1988.

Frydenberg is a member of the Association des Anciens Elèves de L'Ecole Hoteliere de Lausanne, La Confrerie de La Chaine des Rotisseurs, Charge de Presse, Les Toques Blanches Internationale, La Commanderie de Bon Temps de graves et Medoc and the Norwegian-American Chamber of Commerce in Los Angeles.

Born in 1953 and a native of Oslo, Norway, Frydenberg earned his M.B.A. from Pepperdine University and attended Lausanne Hotel School, receiving the Suisse Hotel Keepers Association's diploma. He now resides in southwest Orlando, Florida.





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

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

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

He began his career at Admiral Cruise Line and Royal Caribbean International as Staff Captain and Navigation and Safety Officer.

James has a United States Coast Guard Unlimited Masters License and is a member of the Council of American Master Mariners. He is a graduate from State University of New York Maritime College. James was born in New York. He currently lives in Merritt Island, Florida.



Thomas M. McAlpin ~ Senior Vice President, Operations

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

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

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

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

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



Matt Ouimet ~ President, Disney Cruise Line; Executive Vice President of New Business Initiatives, Walt Disney Parks and Resorts

Ouimet leads a cast and crew of more than 3,000 and is responsible for the entire Disney Cruise Line operation, which includes the Disney Magic and Disney Wonder cruise ships, Castaway Cay (Disney's private Bahamian island) and Disney's Port Canaveral cruise terminal. Ouimet also oversees Entertainment, Finance, Marketing and Sales, and Business Development functions.

Since joining Disney Cruise Line, Ouimet's continued focus on the quality of the guest experience on the Disney Magic and Disney Wonder, has resulted in the highest guest satisfaction ratings of any Walt Disney Parks and Resorts vacation experience.

Ouimet is active in Florida's business community. He is the incoming Chairman of the Florida Chamber of Commerce and serves on the Board of Directors for the International Council of Cruise Lines and the Floridian Caribbean Cruise Association. Ouimet is a Florida-licensed CPA.

Ouimet is a 12-year veteran of The Walt Disney Company, with experience in Strategic Planning, finance and business development. He has held a series of executive positions that include Senior Vice President and Chief Financial Officer at Walt Disney Imagineering and Senior Vice President of Finance and Business Development at the Walt Disney World Resort. During his career, he has overseen the financial management of Walt Disney World theme park and resort development, served as the Executive General Manager of Disney Vacation Club and Disney's Wide World of Sports and was responsible for the integrated strategic growth plan that supported consistent record performance at the Walt Disney World Resort. Born in 1958 and a native of upstate New York, Ouimet is a graduate of Binghamton University. He resides in Orlando, Florida.





Kim Piercy ~ Manager, Communications and Community Relations

Piercy is responsible for developing the strategies for the community relationships in each of the line's nine ports of call, as well as domestic and international industry relations. In addition, she is responsible for all executive and internal communications for the company.

Piercy is a 13-year veteran of The Walt Disney Company, and prior to joining Disney Cruise Line she served as Manager of Communications for Walt Disney Feature Animation, Florida, where she managed the marketing and communications of animated films within The Walt Disney Company. She was responsible for developing the internal communication strategies for such animated films as Disney's *Mulan* and Disney/PIXAR's *A Bug's Life*.

Piercy also worked within the Walt Disney World marketing organization as a synergy representative, managing joint marketing programs with the Disney Store, Buena Vista Home Entertainment, Buena Vista Television and Disney Consumer Products. Piercy managed special events teams for both the Walt Disney World Resort 20th Anniversary and the opening of Disneyland Paris. Selected to represent the Walt Disney World Resort in 1993 as the Ambassador, she acted as official spokesperson and goodwill emissary at events on property and throughout the world.

Piercy is a native of Orlando and a graduate of Florida State University. She is an active member of the community as a graduate of Leadership Orlando and as a member of the Board of Directors for the American Red Cross in Brevard County.



Carl Robie ~ Director, Purchasing and Logistics

Robie, who was named to the post in October 2000, is responsible for ordering, supply chain, distribution and inventory management for both the Disney Magic and Disney Wonder, Castaway Cay – Disney's private Bahamian island – and the terminal.

Prior to being named Director, Robie served as the Manager of Purchasing and Logistics for Disney Cruise Line since 1995.

Robie started his now 19-year career in the cruise industry in 1982 sailing on board both the Royal Viking Line and Crystal Cruises where he was responsible for the ordering and inventory management of all hotel and entertainment supplies. He received the Employee of the Year award from Crystal Cruises in 1995 and was one of the first and youngest American Provision Masters on board the Royal Viking vessels in the 1980's.

Robie has been involved with the successful delivery of five new vessels from shipyards in Finland, Japan and Italy. He is a member of the National Association of Purchasing Management, the **Florida-Caribbean Cruise Association** and the Marine Hotel Association. He is currently completing his Bachelor of Science Degree in business management from the University of Phoenix. Robie resides in Orlando, Florida.



Larry Stauffer ~ Manager, Recreation, Island and Hotel Operations

Larry is responsible for the development and continuing Operations of Disney's private island, Castaway Cay. This includes the areas of recreation, custodial, landscaping, maintenance, logistics and transportation. Other responsibilities include partnering with key Operations Managers in the areas of Merchandise, Housekeeping and Guest Services to ensure a smooth and seamless island experience for our guests.

In addition, Larry is also responsible for the development, operation and continuing evaluation of shore excursions for all Disney Cruise Line itineraries including eight ports in The Bahamas; and both Eastern and Western Caribbean.

Larry, a 14-year Disney veteran, held various operational management roles at The Walt Disney World Resort prior to joining Disney Cruise Line. These roles included Water Parks Manager for Typhoon Lagoon and River Country, Food & Beverage Manager for Disney's Yacht & Beach Club and Regional Food & Beverage Manager.

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





PORT CASTRIES, *St. Lucia, West Indies.*

Helen's front door

As cruise vessels call into **Port Castries** passengers are greeted by the tropical sights, sounds and smells of St. Lucia and **Port Castries** comes alive with live steel pan music and the warm smiles of St. Lucians. The port presents a perfect example of nature's handiwork with its natural anchorage together with its protected position below the picturesque hills of Morne Fortune making it among the most captivating in the world.

Cruise ship passengers arriving at **Port Castries** will enjoy an adventurous "day off the Ship" with a scenic drive to the legendary **Pitons** and the world's only **Drive-In Volcano**. Along the way there is a choice of a refreshing splash at the **Diamond Water Falls** or a soothing bath at the **Mineral Baths**—once used by the troops of King Louis the XIV for its medicinal properties. Adventure seekers will fall in love with St. Lucia's **rain forests** and **majestic mountains** where some of the island's rarest bird species can be sighted. For those who love the sea, St. Lucia offers a wealth of sea treasures from whale watching and scuba diving along the West Coast to snorkelling in one of the island's magnificent marine parks.

For shopping enthusiasts, **Port Castries** is home to the island's two main Duty Free Shopping Malls, **La Place Carenage** and **Pointe Seraphine**. As of December 2002 visitors will be transported to a more contemporary setting in the extension to La Place Carenage. The shops will feature huge frame less glass fronts with modern tones and textures but at the same time visitors will be provided with a unique experience of St. Lucia's heritage with a walk in **Animation Center**, a **Promenade of Local Artisans** and a **Vendors Arcade** of Indigenous Products.

The entire mall will be a heritage experience of St. Lucia, at every point visitors will be pleasantly surprised by a variety of artifacts portraying the history of the island. This history will come alive in the **Animation Center** located on the top floor of the mall.

The development of **Port Castries** is on-going and the Saint Lucia Air and Sea Ports Authority (SLASPA) is committed to the growing cruise-ship industry. Port facilities are continually being re-developed to cater to varying needs. The long-term vision is to realize the development of the Port into a modern inner harbor catering to cruise passengers, crew, and other visitors.

The Saint Lucia Air and Sea Ports Authority wishes to thank all member lines for their support over the years.

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Modern facilities, fabulous duty free shopping, fine tropical dining and the front door of the Helen of the West.

WRAVE (Wacky Rollers Adventure Vacations & Expeditions) Ltd. was established in 1998 with a mission to provide non-traditional world class tourism products, that enhance Dominica's positioning as the eco-tourism destination of the Caribbean. WACKY ROLLERS JEEP SAFARI TOURS, operated by



Managing Director, Phillip Rolle with the Wacky Rollers team.

WRAVE LTD., was introduced to the Cruise industry at the 1999 FCCA Cruise Conference and Trade Show held in Puerto Rico. As a new comer to the industry, this conference contributed three-fold to the company's successful launch by providing an opportunity to:-

- Hold one-on-one discussions with the key cruise line officials in one location
- Participate in the highly interactive workshops that offered guidelines and advice, particularly for new operators - "straight from the horse's mouth" so to speak and
- Network with other tour operators and related service providers for a healthy exchange of information and experiences.

Although unorganized tours commenced March 2000, official organized tours first began with Carnival's Fascination in July 2000. This was followed by Princess Cruises in October of the same year. Other cruises lines soon included Wacky Rollers on their tour offering including Norwegian Cruise Lines, AIDA, Holland America Line, Fred Olsen, Seabourn/Cunard Lines.

At the end of its second season in the cruise ship business, WRAVE LTD captured the "Low Volume Tour of the Season" award for 2001/02 for the Port of Dominica from Princess Cruises. Additionally Elvis Stedman of Wacky Rollers Jeep Safari Tours

received the "Tour Guide of the Season" award for the same period.

Guests of Princess Cruises also recognized the efforts of other Wacky Rollers Tour Guides namely Kendra Eli, Kelvin Noel and Louisana Burton, who have over the last year received either pins of excellence or service recognition citations for their good work as Tour Guides.

Starting with four ex-army vehicles, the company now has a fleet of six and employs 18 people mostly on a seasonal basis. The vehicles have all been uniquely hand-painted by Dominica's leading artist Earl Ettienne, each representing some aspect of Dominica's nature sites, wild life, flora, fauna, history and culture.

Managing Director, Phillip Rolle attributes this recognition to the company's commitment to continuous training and retraining of our highly motivated professional Tour Guides and Drivers to ensure consistent delivery of quality service'.

The company recognizes the efforts of all its employees in the achievement of this milestone and thanks Princess Cruises for the awards. WRAVE Ltd. is also thankful to its other partners in the cruise industry for their support.

WRAVE LTD is currently collaborating with other tour operators in the development of two new soft adventure tours for the upcoming season.



Captain and crew members of the Ocean Princess with WRAVE representatives at the awards ceremony April 15th.



Holland America Line

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Holland America Line, renowned for its gracious service, spacious cabins and quality dining, marks its 129th year in business in 2002. Holland America Line, owned by Carnival Corporation, is the highest-rated premium cruise line in the world.

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



Fleet Statistics

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



Holland America Line

Mike Bush ~ Manager, Port Operations

Mike Bush has been in his current role at Holland America Line since January 1998. It is his responsibility to provide a reliable management system to enable ship calls in all ports worldwide. He manages a system that generates information necessary to plan ship calls, meet port authority requirements, plans and controls appropriate shore activities, and formulates and controls the associated budgets. He also maintains effective liaison with state, federal, and international regulatory agencies.

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

Mr. Bush is a graduate of the University of Washington in Seattle, Washington.



Cees Deelstra ~ Director, Nautical Operations

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

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

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

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

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



David A. Giersdorf ~ Senior Vice President, Marketing & Sales

Appointed to the position in January 1999, Giersdorf has global revenue responsibility for Holland America Line's cruises and cruise tours, and for Windstar Cruises.

His duties include oversight of all product and deployment planning, pricing and yield management, marketing, sales and public relations activities of the company. Giersdorf reports to the Chairman and CEO of Holland America Line, A. Kirk Lanterman.

Previously, Giersdorf was co-owner and CEO of a highly regarded advertising and marketing services agency headquartered in Seattle, Washington. He and his partners completed the sale of the \$70 million agency to advertising giant True North Communications at the end of 1998.

This is Giersdorf's second tenure with Holland America. From 1989-1991, he served as Vice President, Windstar Cruises,



a Holland America subsidiary, playing an important role in establishing Windstar Cruises as a leader in the small ship luxury cruise market.

Giersdorf has broad experience in the travel industry. From 1973 to 1988, as a Senior Executive and co-owner of Alaska Tour & Marketing Services and Exploration Cruises, he played an important role in the Alaska Tourism business and in expanding the small ship cruising market. He was a co-owner of the National Park Concession at Glacier Bay, Alaska from 1981 to 1996 and is credited with helping to establish Glacier Bay as a major visitor destination.

Giersdorf also serves as the Vice Chairman of the Executive Committee of Cruise Lines International Association (CLIA).

Apart from his professional career, Giersdorf maintains active interests in outdoor sports, mountain biking, travel, and rare book collecting. He attended the University of Washington and resides with his wife and two children in Bellevue, Washington, a suburb of Seattle.



Mark M. Kammerer ~ Vice President, Worldwide Cruise Marketing

Appointed to this position in February 2000, Kammerer directs the development and execution of all marketing programs for cruises in the Caribbean, Europe, Panama Canal, Hawaii, Mexico, South America, Asia, Pacific, and Canada/New England, as well as the company's annual Grand World Voyage.

Kammerer has spent several years in marketing positions in the travel industry. His previous position was as Vice President for Club Med Sales Inc., Coral Gables, Fla., He was responsible for advertising, marketing services, promotions, public relations, internet, product development and customer relations. He served as the Director of Marketing for Royal Caribbean International, leading the team responsible for all trade and consumer marketing. Mark joined the travel industry after spending more than a decade in consumer brand marketing for General Mills and The Pillsbury Company.

Kammerer has a BA from Duke University, Durham, N.C., and an MBA from the University of Chicago-Graduate School of Business.



Stein Kruse ~ Senior Vice President, Fleet Operations

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

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

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

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



A. Kirk Lanterman ~ Chairman & Chief Executive Officer

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

Lanterman served two terms as Chairman of the Cruise Lines International Association and is a past President of the Alaska Visitors Association. He is a past Trustee, Vice Chairman and



Treasurer for the Institute of Certified Travel Agents and also served as vice Chairman of the International Council of Cruise Lines.

Lanterman has been with the company for 30 years. He began in 1970 as Vice President, Finance, for the company then known as Westours. In 1972, he was promoted to Executive Vice President, the position he held when Westours was purchased by Holland America Line. Lanterman became President of Westours Inc. in 1979. When Holland America Line consolidated its Operations in Seattle, Wash., in 1983, Lanterman became President of Holland America Line-Westours Inc., the combined cruise and tour company, serving as President until March 1997. He assumed Chief Executive Officer responsibilities when the company was purchased by Carnival Cruise Lines (which is now Carnival Corporation) in January 1989. In March 1997, Lanterman was named Chairman and CEO.

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

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



Gregory J. MacGarva ~ Director, Procurement

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

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

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

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



Matthew T. Sams ~ Vice President, Caribbean Relations

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

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

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

HAZECO TOURS

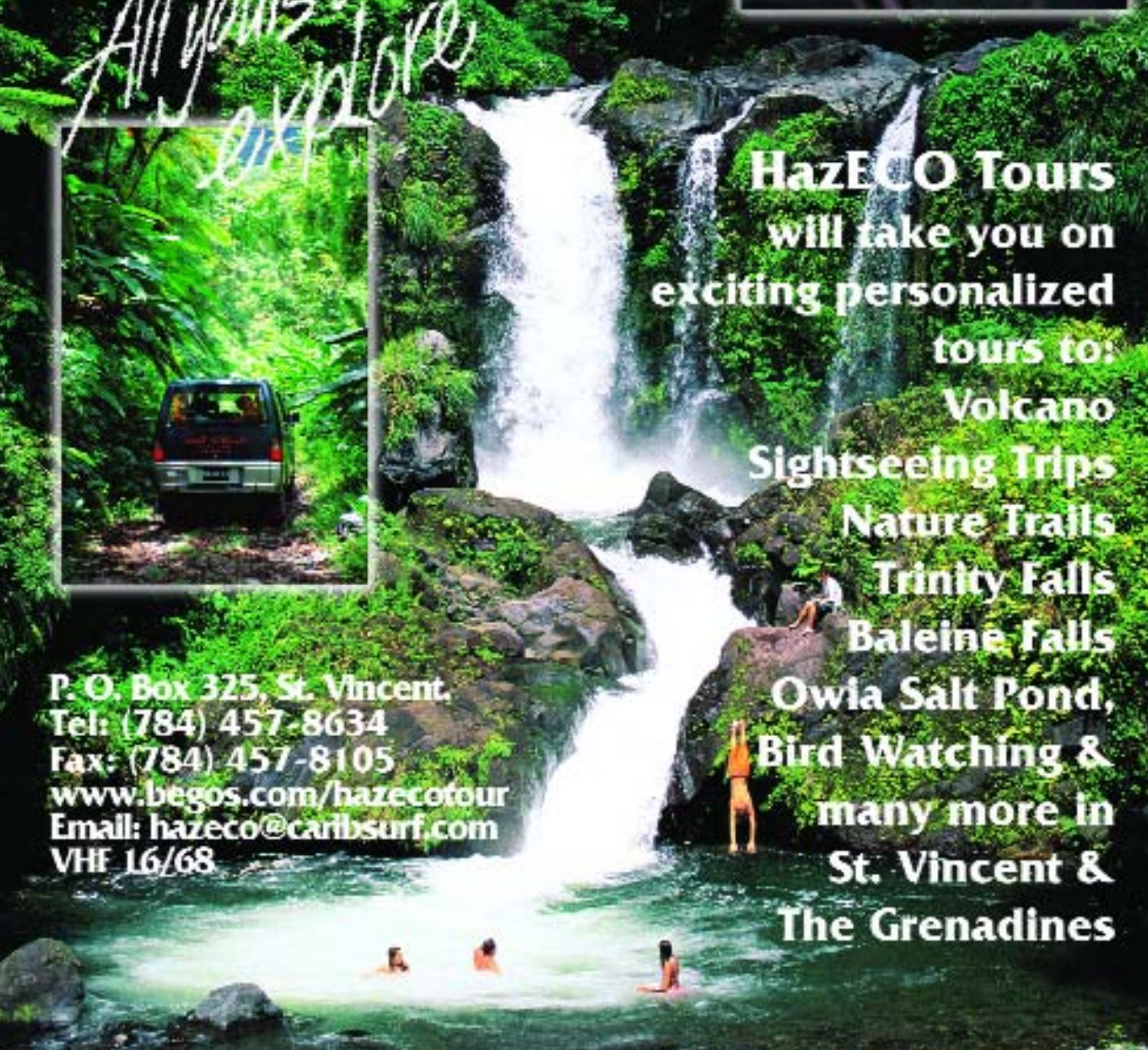


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Norwegian Cruise Line

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Website: www.ncl.com

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

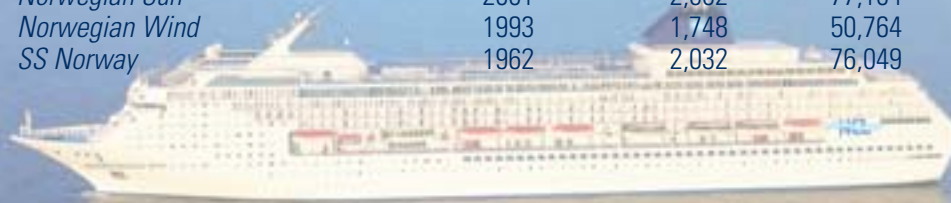
NCL's ships provide guests with the utmost in comfort, safety and personal enjoyment featuring a wide variety of dining choices, award-winning Broadway shows and a friendly and international staff to create a superb vantage point from which to explore the world.

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



Fleet Statistics

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



Norwegian Cruise Line



Capt. Kaare Bakke ~ Vice President of Port Operations

Kaare Bakke, a 28-year employee of Norwegian Cruise Line, was promoted to Vice President of Port Operations in May 2000. In his current position, he is responsible for the development and risk assessment of new itineraries; berthing surveys, requests and confirmations; port agent network; terminal Operations including docking, storing and stevedoring; Operations at NCL's private island, and liaising with Customs, Immigration and governmental authorities.

Bakke began his career onboard as a First Officer and was later promoted to Chief Officer, Staff Captain and to Captain in 1980. From 1987, and prior to his current role, Bakke was Superintendent of Maritime Operations until his recent promotion to Vice President.

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



Sharon Dammar ~ Purchasing Manager, Food & Beverages

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

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



Alvin Dennis ~ Vice President, Purchasing & Logistics

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

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

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

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

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



Colin Murphy ~ Vice President, Land & Air Services

Colin Murphy, Vice President of Land and Air Services, is responsible for three key areas – air, land and ground service and their day-to-day Operations.

Murphy reports directly to Maria Planos, Senior Vice President of Passenger Services. "A top priority for Colin is managing NCL's relationships with key travel partners including airlines, hotels, ground transportation and related service providers," Planos said.

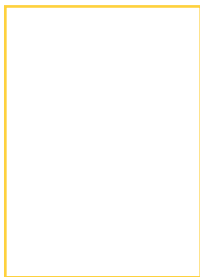
Murphy joined NCL in 1998 as Director of Land Programs where he supervised all vendor negotiations and on-site Operations. As Director, he spearheaded the creation of NCL's groundbreaking

Asia Cruise Tours.



Murphy has held positions at various travel companies including Vantage Deluxe World Travel Inc., where he was Vice President of Product Development, Go Ahead Vacations, Inc., and Collette Tours, Inc. A graduate from Polytechnic of The South Bank in London, Murphy holds a Bachelor's of Arts degree in Business Studies and is a Certified Travel Consultant.

Miami-based Norwegian Cruise Line is an international cruise company and industry innovator that currently operates a fleet of nine ships sailing to more than 200 ports around the world.



Joanne Salzedo ~ Manager, Shore Excursions

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



Andrew Stuart ~ Senior Vice President, Marketing & Sales

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

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

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



Colin Veitch ~ President & CEO

Colin Veitch is President and Chief Executive Officer of Norwegian Cruise Line (NCL), President of Orient Lines and a member of the boards of NCL Holding ASA and of NCL's parent company, Star Cruises, Ltd. He was appointed to his NCL post on February 4, 2000, and reports directly to Tan Sri Dato K. T. Lim, Managing Director, President and Chief Executive Officer of Star Cruises.

Formerly, 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.

Veitch is based in NCL's corporate headquarters in Miami, Florida. He is married with two children.



Boat Blossoms...adding beauty to the Holland America Line Experience

Flowers Ahoy -

Here and there along the deck, couples stroll hand in hand on this enchanted, starry night, as tropical waters sliced by the prow of the luxury cruise ship chum, white and foamy, 50 feet below. Soon the lovers will retire to their cabins, where they'll savor the sight and fragrance of beautiful flowers - flowers supplied, and perhaps arranged by Lynn Hoffinan, Cindi Dias or one of the many other staff designers of Boat Blossoms Wholesale Florist.



Starting out 19 years ago as the owner of a small retail shop, Lynn and Cindi never dreamed they would discover a profitable niche in flowers for cruise ships. Today, however, what began as a sideline has grown to a multimillion-dollar business in its own right called Boat Blossoms. Operating as a wholesale subsidiary of Colonial House of Flowers in Hollywood, Florida - a retail shop

that they own today - it serves ships departing from both Florida, British Columbia and throughout the rest of the world.

Flowers are very much a part of the luxury atmosphere aboard a cruise ship. Passengers expect floral services more or less equivalent to what they can obtain ashore, and that of

any luxury resort, which means that every ship must be well stocked with both loose flowers and premade arrangements.

From the corporate headquarters at 3001 Griffin Road in Fort Lauderdale, fresh cut exotic flowers are arranged for deliveries to vessels in local ports and around the world. The Company also provides onboard revenue programs, interiorscape plant service, Christmas and special holiday decorations. Since each line's needs are very specific, Boat Blossoms excels in service to the individual customer.

A staff of qualified designers is available for assignments at sea. These floral artists act as ship's florist on long voyages, keeping the arrangements fresh in public rooms as well as filling passenger orders.

Quality, service and price are primary considerations -in choosing a supplier. They are also



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Princess Cruises has grown to one of the three largest cruise lines in the world. Its fleet of 11 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
Coral Princess	2002	1,950	88,000
Dawn Princess	1997	1,950	77,000
Golden Princess	2001	2,600	109,000
Grand Princess	1998	2,600	109,000
Ocean Princess	2000	1,950	77,000
Pacific Princess *	1972	640	20,000
Regal Princess **	1972	1,590	70,000
Royal Princess	1984	1,200	45,000
Sea Princess	1998	1,950	77,000
Star Princess	2002	2,600	109,000
Sun Princess	1995	1,950	77,000

* Refurbished 1999

**Refurbished 1991



Princess Cruises

Deanna Austin ~ Vice President, Yield Management

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

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

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



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

Dean Brown, Princess Cruises' Executive Vice President of Customer Service and Sales, is responsible for leading the company's sales efforts, as well as overseeing the customer service area which includes reservations and all travel agent support activities.

In addition, Brown serves as Chairman and CEO of Princess Tours, with responsibility for the company's extensive Operations in Alaska including passenger logistics, rail Operations, land excursions, hotel Operations and construction, and product development. He also oversees the company's land programs around the world.

Brown began his career at Princess Tours in 1979 in the reservations department and subsequently held management positions in Operations, planning and development. He was appointed Vice President of Reservations and Operations in 1989, and promoted to President in 1995. He took his current role of Executive Vice President at Princess Cruises in 2000, and was appointed the Chairman/CEO of Princess Tours in 2001.

Brown has served two terms as Chairman of the North West CruiseShip Association. Prior to this appointment he served as the organization's Vice Chairman and Chairman of Finance. He has also been an active member of the Alaska Visitors Association (AVA) for more than 15 years and joined the organization's board of directors in 1989, holding the position of AVA President in 1996.

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



Jeffrey Danis ~ Vice President, Global Purchasing & Logistics

As Vice President of Global Purchasing and Logistics, Jeff Danis is responsible for the worldwide Operations of buying, storing, and moving products and services for the four company brands: Princess Cruises (US), AIDA/Seetours (Germany), P&O Cruises (UK), and P&O Cruises (Australia). In this position, Danis determines strategy and processes for global sourcing of food, beverage, medical, hotel, furnishings, entertainment, engineering, corporate items, and other miscellaneous items and services; planning and inventory management; and warehouse and logistics Operations. At Princess Cruises, he also manages the corporate facilities and customer documentation center.

Danis is a 25-year veteran of supply chain management. Prior to joining Princess Cruises in 1999, he was Executive Director of Worldwide Sourcing at Raytheon Systems Company. Before Raytheon, he held several management positions at Hughes Electronics in purchasing, inventory/production control, shipping/receiving, strategic sourcing, and supply chain integration.

Danis graduated from the California State University, Long Beach and was a volunteer in the United States Peace Corps in Peru. He currently lives in the Los Angeles area with his wife and four children.





Graham Davis ~ Manager, Shore Operations for the Caribbean and Atlantic

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

In 1991 he was hired by a Princess Cruises concessionaire as a New Waves Scuba Instructor on the Star Princess.

From 1992-1994 he managed the diving concession for the Princess ships in the Caribbean.

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

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

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



Phil Kleweno ~ President

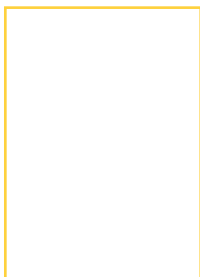
As President of Princess Cruises, Phil Kleweno leads one of the strongest cruise brands in North America. Kleweno joined Princess in June 2001, taking over from Peter Ratcliffe, now Chief Executive Officer of the cruise line's parent company, P&O Princess Cruises plc.

Previously, Kleweno worked for Bain & Company, a global business consultancy, where he was a senior partner. In his position at Bain, Kleweno had worked with Princess Cruises over a five-year period and was closely involved in both the strategic and operational development of the company during that time.

While at Bain, Kleweno also focused on customer-oriented businesses within a number of different sectors including travel and leisure, retail, and media and entertainment. He was among the founding management team of Bain's Los Angeles office and played a key role in developing the firm's e-commerce practice.

Kleweno has also held finance positions at Honeywell Information Systems and was Vice President and General Manager of The Zitter Group, a health care information company, where he was responsible for sales and marketing and product development.

A graduate of Harvard Business School, Kleweno resides in the Los Angeles area.



Philip Naylor ~ Operations Manager

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

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



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

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

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

Lauderdale, Florida.





Our Next Step

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 Chukka One JAMAICA Chukka Two

Exciting variations of the Jeep Safari Tour include a climb up the spectacular 600ft cascading Dunas's River Falls. Additionally we offer a tour to Coyaba Gardens, a tranquil

Reggae Xplosion, an interactive audio visual tour of Jamaican music through the ages.

Watch out for our newest experience "Sea Trek" that will be arriv-



botanical paradise. Arrest your senses with exotically colourful fauna, the sound of natural springs spurring from the earth and the scent of nature drifting on the warm Caribbean breeze.

Wow! Its none stop here at Chukka Adventure Tours. Our celebrated new Bob Marley tour travels to the "Graceland" of the King of Reggae, Bob Marley. Rock to the rhythm of his greatest hits as the dreadlocked driver negotiates the narrow winding country road to Nine Miles. Level the vibes with an irie rum punch and feast on jerk chicken before visiting



ence "Sea Trek" that will be arriving to the shores of Montego Bay soon. The first of its kind in Jamaica this tour will enable guests to actually walk undersea by wearing a high tech safety helmet to discover an enlightening diverse marine world!

Imagine weightlessly being able to walk undersea as if on the moon - amazing! We can't wait for the tour to begin as we will experience the tour many times over before a guest even books a place! We told you that we were having almost as much fun as our guests and judging from their enthusiastic comments we know that they having more fun than we are - well almost!



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

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



Peter Ratcliffe ~ President, CEO

Peter Ratcliffe was born in 1948 and educated at New Mills Grammar School and Downing College, Cambridge University, graduating in 1969 with a BA in Economics and Mathematics.

He worked for Coopers and Lybrand, chartered accountants, before he joined Overseas Containers Limited, now P&O Nedlloyd Container Line Limited, in 1973, working both in London and Sydney and ultimately becoming Group Financial Controller.

He moved to Princess Cruises in 1986 as Chief Financial Officer, and was Senior Vice President, Customer Service between 1987 and 1988 and then Chief Operating Officer until he was appointed President in 1993, a position he still holds. He was appointed Head of P&O's cruise division in February 2000, and Chief Executive Officer of P&O Princess Cruises Plc at its inception in October 2000.

P&O Princess Cruises is the third largest cruise company in the world and includes Princess Cruises; P&O Cruises, the UK's foremost cruise company; Aida Cruises, Germany's fastest growing cruise company; and the successful P&O Cruises Australia. It was demerged from P&O Plc in October 2000.

Mr. Ratcliffe also served as Chairman of the International Council of Cruise Lines (ICCL) in 1997 and 1998.



Our Next Step



Our Next Step



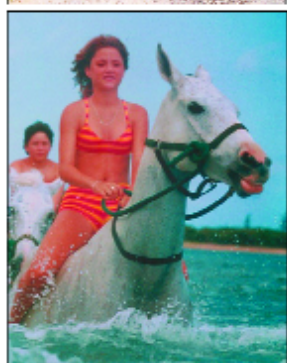
Exciting variations of the Jeep Safari Tour include a climb up the spectacular 600ft cascading Dunn's River Falls. Additionally we offer a tour to Coyaba Gardens, a tranquil botanical paradise. Arrest your senses with exotically colourful fauna, the sound of natural springs spurring from the earth and the scent of nature drifting on the warm Caribbean breeze.

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Reggae Xplosion, an interactive audio visual tour of Jamaican music through the ages.

Watch out for our newest experience "Sea Trek" that will be arriving to the shores of Montego Bay soon. The first of its kind in Jamaica this tour will enable guests to actually walk undersea by wearing a high tech safety helmet to discover an enlightening diverse marine world!

Imagine weightlessly being able to walk undersea as if on the moon amazing! We can't wait for the tour to begin as we will experience the tour many times over before a guest even books a place! We told you that we were having almost as much fun as our guests and judging from their enthusiastic comments we know that they having more fun than we are well almost!





Here, I feel free

Here, there's much more
than the Caribbean sun.
Much more than a thousand golden beaches,
much more than the rhythm of merengue.
Here, you will get the feel of life and peace,
feel the movement of history,
the joy of our people,
and the sounds of nature.
Here, an entire country awaits you.
A land of sensations.



The cruise industry of the Dominican Republic will be "reborn" with two new modern ships that will be docked at La Romana's port beginning this November, attracting approximately 179,000 tourists within the first twelve months of operations, said Claudio Silvestri, president of Premier Resorts and Hotels.

The port of La Romana, which is being renovated by the Central Romana company with an investment of over US \$12 million has launched a new era in the cruise ship tourism in the Dominican Republic.

The ports of Sans Souci, Puerto Plata and Samana are all in the process of privatization and renovations following the steps of La Romana.

With a new formed association there is certainly a period of prosperity for the future of the cruise industry in the Dominican Republic.

Regal Cruises

300 Regal Cruises Way • Palmetto, FL 34221 • Phone: (941) 721-7300 • (800) 270-7245 • Fax: (941) 723-0900
Website: www.regalcruises.com

Regal Cruises is a privately held cruise line based in Port Manatee, Florida. Regal's cruise ship, the Regal Empress, has retained its lavish wood paneling and other classic features including a unique wood-paneled library. The company, committed to an ongoing program of restoration, has recently added a new outdoor restaurant, new teak decks and a sports bar.

The M/V Regal Empress' sailing itineraries include 3 – 7 and 10 – 12 night cruises to exotic destinations including Latin America, Bahamas, Bermuda, New Orleans, Key West, New England, Canada, Newfoundland, Mexico and the Caribbean.



Fleet Statistics

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
Regal Empress *	1953	900	21,909

* (Refurbished 1999)



Larry Cross ~ Vice President, Operations

After college Larry started with Norwegian Caribbean Line in 1972 as Port Agent. In 1975 he joined Carnival Cruise Lines as Chief Purser. In 1983 he moved to Commodore Cruise Line as Hotel Manager. In 1990 Larry stopped sailing on ships and became a member of the group that formed Seawind Cruise Line as Vice President, Operations.

Wanting to move from Miami, Larry relocated to the Tampa Bay area in 1995 and joined Regal Cruises as Vice President, Operations.



Joao de Sa Nogueira ~ President

Mr. de Sa Nogueira brings over 15 years of cruise industry experience to the corporate offices of Regal Cruises. He began working for Regal Cruises in 1993 as Bar Manager onboard the M/V Regal Empress. He was promoted to General Manager in May of 2001 and then promoted to President of Regal Cruises in November of 2001.



F C C A

Foundation for the Caribbean



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

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

Recent beneficiaries include the Caribbean Special Olympics, Hurricane Relief, Women's Coalition of St. Croix, Teen



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is a destination in itself!

The numbers tell the story. We already attract over 10 million overnight visitors annually. And, we have:

- 40,000 regional hotel rooms,
- \$2.4 billion in overnight tourism spending, and
- An airport serving 81 domestic and 18 international cities daily.

Capture the Market

If you want to capture more of the cruise market, what better place to start and end than The Port of Philadelphia and Camden.

More than six million people live in our region. More important, a quarter of the US population lives within a five hour drive of Philadelphia.

We're home to America's most historic square mile, including Independence Hall, the Liberty Bell and the Betsy Ross House. We also host two world-class art museums, a new state-of-the-art \$190 million performing arts center, and more than a dozen critically-acclaimed theatres.

Passengers love the easily accessible *Philadelphia Cruise Terminal at Pier 1*, a dedicated cruise facility. It's so impressive that it's on the National Register of Historic Places. And so stunning that it's a sought-after meeting and catering venue in its own right.

Minutes from the Airport, I-95, I-76, and Historic Old City

Best of all, it's just minutes from Philadelphia International Airport, I-95, and I-76. And it's the closest you can cruise to visit America's most historic square mile.

So, set sail from The Port of Philadelphia. And find out why one of the East Coast's most popular, affordable, and accessible tourist destinations should be on your itinerary.

For more information on the most historic point of departure, *The Philadelphia Cruise Terminal at Pier 1*, call 856-968-2048.



THE PORT OF
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One Port Center, 2 Riverside Drive • P.O. Box 1949 • Camden, NJ 08101

Royal Caribbean International

1050 Caribbean Way • Miami, FL 33132 • Phone: (305) 539-6000 • (800) 327-6700 • Fax: (305) 374-7354
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 two brands operated by Royal Caribbean Cruises, Ltd., has journeyed far beyond the islands of the Caribbean. From the Mediterranean to the Baltics, the Middle East to Asia and Australia, Hawaii, Bermuda and Alaska.

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



Fleet Statistics

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



Royal Caribbean Cruises, Ltd.



Richard D. Fain ~ Chairman & CEO

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

Fain joined Royal Caribbean in 1979, serving as an outside Director on the company's Board of Directors. He became increasingly involved in the management of the company in the late 1980s, and was named Chairman and CEO of the cruise operator in 1988.

Fain joined Royal Caribbean from Gotaas-Larsen Shipping Corp., a London-based owner and operator of cargo ships. During a 13-year tenure, he served as Treasurer, Chief Financial Officer, and Joint Managing Director. Fain serves as Chair of the Miami Business Forum, and was the 1999 Co-Chair of the United Way Campaign of Dade County. He was also Chair of the 1999 POW WOW Host Committee in Miami. In other community roles, he serves on the University of Miami Board of Trustees, the Board of Trustees of Temple Beth Am, The National Conference for Community and Justice, Florida Society of Trustees, and as the current and past Chairman of the International Council of Cruise Lines. He served as Chair of the Greater Miami Convention and Visitors Bureau for two years, from 1995-1996. He is on the Board of Directors for the South Florida Annenberg Challenge. He is a member of the World Wildlife Fund National Council, a member of the Florida Council of 100, and the Alliance for Ethical Government.

Honors include Distinguished Community Service award from the 2000 Anti-Defamation League, 1999 Statesman of the Year of the Wharton School Club of South Florida, 1998 Humanitarian of the Year by the American Red Cross of Greater Miami and the Keys. Fain was also honored by France which has made him a Chevalier de la Légion d'Honneur (French Legion of Honor).

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



Bill Fay ~ Insurance Specialist, Risk Management

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

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

James Haller ~ Manager, Strategic Planning

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

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





Andy Horton ~ Executive, Shore Excursions & Explorations

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



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

David currently resides in Weston with his wife Rosie and their three children Alexander [11 yrs], Madelaine [6 yrs] and Alan [22 months].

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

In 1990 he additionally accepted the responsibility for the excursion Operations of Celebrity fleet.

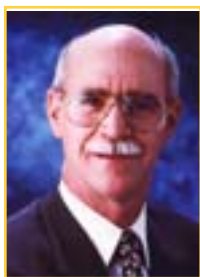
In 1999, two years after the merge between RCCL and Celebrity Cruises, management implemented a restructuring of both excursion departments. Since then David, in his capacity as an Associate VP, heads-up a dual branded shore excursion team for Royal Caribbean International and Celebrity Cruises, Inc.



Henry Lopez ~ Director, Hotel & Corporate Purchasing

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

Henry is married with three children.



Michael Ronan ~ Associate VP, Destination Development

As Associate Vice President of Destination Development for Royal Caribbean Cruises Ltd., Michael Ronan is responsible for developing and maintaining relationships between the ports visited by the ships operated by Royal Caribbean International and Celebrity Cruises and the cruise brands. Ronan has played an important role in achieving excellent relations with communities from Alaska, the Caribbean and Europe, to Asia, Australia and South America. As the cruise brands expand their fleets, Ronan will continue to identify new opportunities and assure a good strategic relationship with more than 150 destinations around the world, with major emphasis in the Caribbean region.

Prior to his current position, Ronan served as Director of Shore Excursion Programs and Destination Development, and was responsible for developing relationships with private and public venues, and excursion vendors for more than 1,000 tour and excursions in over 150 ports of call worldwide. Although primarily responsible for the selection of tour operators and excursions, Ronan was also very involved in fostering and strengthening relationships with destination governments, the private sector and retailers in particular.

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

Prior to joining Royal Caribbean, Ronan worked for Norwegian Cruise Line as Director of Cruise Programs. Before working directly in the cruise industry, Ronan spent more than 12 years as an owner and manager of two tour and excursion



companies servicing major cruise lines that use the Dominican Republic as a port of call. In 1972, he co-founded and managed Cafemba Tours in Puerto Plata and in 1978, he co-founded and was President of Seatur, a Santo Domingo based tour operator. Both organizations still exist today.

Ronan represents Royal Caribbean International in the **Florida-Caribbean Cruise Association as Chairman of the Operations Committee**. He is also a member of the North West CruiseShip Association in Vancouver, on the board of the Los Angeles Cruise Ship Terminal, and occupies a seat on the Board of Directors of the Caribbean Tourism Association.

Ronan received a Bachelor of Arts in Sociology from Western Michigan University. Following graduation in 1970, he joined the Peace Corps as a volunteer in the Dominican Republic.

He and his wife Patricia have two children, Michael Jr. and Christine, and live in Pinecrest, Florida.



Alfred Sanchez ~ Community Relations Executive

Alfred Sanchez recently assumed an expanded role of Director of Government & Community Relations for Royal Caribbean Cruises Ltd. Since April of 1998, Mr. Sanchez has been responsible for carrying out the company's vision of enhancing the well being of the communities throughout 160 ports of call. Overseeing a corporate charitable program that in 2000 was responsible for more than \$7.5 million of assistance to communities around the world, Mr. Sanchez also helped initiate RCL's volunteer program called G.I.V.E. (Get Involved, Volunteer Everywhere) that provides the 20,000 employees worldwide with an opportunity to give tens of thousands of volunteer hours in service of worthy causes. Among some of the charitable projects Mr. Sanchez has helped advance are the building of the first children's library in Antigua, the construction of the first public swimming facility in St. Thomas, USVI, and the development of an annual relationship with the Make-A-Wish Foundation to fulfill the cruise wishes of 200 children and their families battling life-threatening diseases. Prior to his post at Royal Caribbean Cruises Ltd., Mr. Sanchez was the CEO of the American Red Cross of Greater Miami & The Keys.

Mr. Sanchez is very active in the community, sitting on many boards, including The International Council of Cruise Lines, the Beacon Council, The Donor's Forum, Hands-On-Miami, Tickets-to-Paradise, and the United Way of both Dade and Broward counties.

Mr. Sanchez is married to Rose M. Livingston-Sanchez, and has two daughters, Jessica, 19, and Martina, 10.



John Tercek ~ Vice President, Commercial Development

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

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

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

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



Jim Walton ~ Associate Vice President, Supply Chain

Jim Walton is Associate Vice President, Supply Chain at Royal Caribbean Cruises, Ltd. Having been with Royal Caribbean five years, Jim's primary areas of responsibility are logistics, supply chain planning, inventory management, and newbuild/drydock projects.

Prior to joining Royal Caribbean, Jim was Corporate Transportation Manager for Compaq Computer Corporation in Houston for six years, and he spent 18 months with third-party logistics provider Fritz Companies. Jim is completing his MBA at University of Miami and earned a Bachelors degree in Materials & Logistics Management from Michigan State University.



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

Jack Williams, President and Chief Operating Officer of Royal Caribbean International and Celebrity Cruises, has been instrumental in reorganizing the Lines' revenue management, marine Operations and environmental policies, and in redefining the corporate culture.

Prior to joining Royal Caribbean International as the Line's President in January 1997, Williams was an executive with American Airlines. He began his career in San Diego in 1972 as an Operations agent, and subsequently served as Supervisor of Budgets and Cost Control; Manager-Budgets and Cost Control at Chicago O'Hare Airport; and General Manager-Denver, where he opened American's operation at that airport in 1981. He later was named Managing Director-

Passenger Sales for the Western Division, then General Sales Manager in 1987, and ultimately, Vice President and General Sales Manager in 1990. He was named President and Chief Operating Officer of both Celebrity Cruises and Royal Caribbean International in 2001.

Williams has maintained a long-time commitment to a number of professional and charitable organizations. Since 1994, Williams has been on the board of directors of the Andre Agassi Foundation, which has raised more than \$8 million in support of charitable causes in the Las Vegas area. He also is the featured auctioneer at several annual fund-raisers, including the American Airlines Celebrity Ski Event for Cystic Fibrosis, the American Airlines Celebrity Golf event for the Komen Foundation, and the Michael Bolton Foundation for women and children at risk. Through his association with charities, he has helped raise more than \$6 million annually. In 1999, Williams was elected to the national board of directors for the Cystic Fibrosis Foundation and to the board of directors of SunTrust Bank / Miami.

Williams has won many awards for his charity work, including the 1994 "Breath of Life Award," the highest honor bestowed on an individual by the Cystic Fibrosis Foundation. He also received the 1995 "Breath of Life Award" from the San Francisco chapter of Cystic Fibrosis, and in November 1996, shared the stage with Bob Hope in Los Angeles, where he received the "Joel McCrea Merit of Achievement Award" from the American Cinema Awards for his humanitarian efforts.

Williams is a graduate of San Diego State University, where he earned a degree in Communications and was an associate professor for two years.



Royal Caribbean International



Tellef Lie-Nielsen ~ Superintendent, Nautical Port Development

Captain Tellef Lie-Nielsen worked with Norwegian Cruise Line for 11 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 Director dealing with all the port issues.



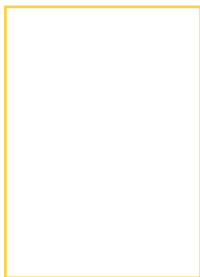
Maria Sastre ~ Vice President, Total Guest Satisfaction Services

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

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

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

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



Lia Wilson ~ Manager, Food Purchasing

Lia Wilson, Manager, Food Purchasing, oversees the sourcing, purchasing and contracting of all food related commodities for Royal Caribbean. Lia joined the company in May, 2000 as a Senior Purchasing Agent and was promoted to Manager in January 2001.

Prior to joining Royal Caribbean, Lia held purchasing management positions at two major food-service distributors. Lia received her Bachelor of Science Degree in Communications from the University of Miami in 1993.



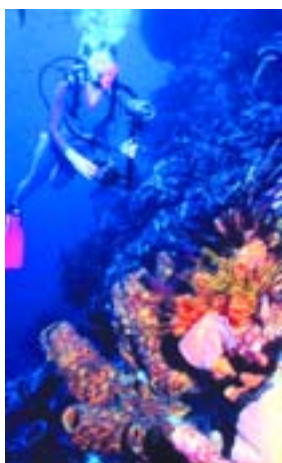


Dive Dominica Ltd is proud to have all Dominican staff; from Instructors, Dive masters, Captains, and guides. This company set the pace for the industry standards with it's own operating procedures

being adopted by the Dominica Watersports Association. Dive Dominica was awarded "Shore Excursion of The Season" 1998/1999 and 2000/2001 for the New Waves Champagne Reef Snorkel by Princess Cruises.

Dive Dominica started servicing the cruise industry in 1992. We started with certified SCUBA for the crew off the Carnival "Festival"; then started taking out passengers; and signed a contract with Carnival in March 1993 to do Dominica Snorkel and Dominica SCUBA tours. In those early days there were 2 boats with a capacity of 8 divers and 16 snorkelers.

As time went by and additional cruise lines and ships started to visit Dominica, we started servicing more lines. These included Holland America, Princess, Royal Caribbean, Norwegian. The services provided to these customers were Champagne Reef snorkeling and certified SCUBA diving. Dive Dominica was also being subcontracted by tour operators namely; H.H.V. Whitchurch and Fun Sun Inc. to provide the same



services. We really tried to customize the two tours for the cruise industry; taking into account the safety factor, protecting the environment, yet utilizing Dominica's dramatic



dive and snorkeling sights for maximum guest satisfaction. The snorkel tour is a guided tour during which fish, creatures, sponges and other marine life are identified, observed and

explained.

Dominica has been blessed with world class diving and incredible snorkeling, especially in the Soufriere Scottshead Marine Reserve.. In Rodale's SCUBA Diving Magazine, February 2002 issue, Top 100 readers choice awards Dominica got: Best Dive Destinations – Caribbean/ Atlantic #7 with 88.2 out of 100. Best Macro Life- Caribbean/ Atlantic #1 with 100. Best Underwater Photography- Caribbean/ Atlantic #1 with 100.



Dive Dominica's newest tour is our Whale and Dolphin Safari. Along with world class diving, we are also blessed with deep waters close to shore in which these cetaceans reside year round. In our waters 22 different types of whales and dolphins have been sighted. It is a breeding and calving ground for Sperm whales, which are the largest toothed whales in the world. This tour is 3.5 HRS long and takes place along the west coast 3 to 8 miles offshore. There is a 90% success rate of sightings.

Dive Dominica's equipment inventory includes: 4 boats, 3 compressors, 20 SCUBA sets, & 90 snorkel sets.



M.V. "OLGA" – 47 FT. twin diesel powered catamaran, capacity 60 snorkelers/ 50 whalewatchers. M.V. "BARANA" – 45 FT. twin diesel powered cat, capacity 50 snorkelers/ 40 whalewatchers. M.V. "Arienne" – 36 FT. twin diesel powered cat, capacity 20 divers. M.V. "Yan-Yan" – 30 FT. diesel powered sedan, capacity 14 divers.

All boats are equipped to IMO standards, shaded, marine heads, dive ladders.

We would like to thank the cruise lines that we have worked with for their support over the years; Carnival, Princess, Holland America, Norwegian, Royal Caribbean, P&O, and Seetours. We would also like to thank the tour operators HHV Whitchurch and Fun Sun for their support and business.

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- Barbados



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The Atlantis Submarine: Caribbean, Mexico, The Hawaiian Islands, Guam



Stingray City Snorkel - Grand Cayman



Rhino Rider Safety Briefing - St Maarten

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

Atlantis crewmembers worldwide are the primary reason for our successes. Diverse in ethnic and cultural background, our team has an unwavering commitment to safety, quality and professionalism. Named the "Most Unique Tour Operator" by Porthole Magazine, we provide cruise ship guests with unforgettable island experiences.

Our staff in our corporate office in Vancouver, regional offices in Ft. Lauderdale, Oahu, and Guam, and site facilities throughout the Caribbean and Pacific are standing by to assist cruise line executives and our industry partners.

Vancouver- 604-875-1367
Caribbean- 954-779-1095
Hawaii- 808-973-9800
Guam- 671-649-5050



Sailing the Virgin Islands Excursion - St Thomas

Seabourn Cruise Line

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

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

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



Fleet Statistics

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





Bruce Good ~ Director, Public Relations

Bruce Good's cruise line experience began when Good, a San Francisco freelance writer and SCUBA instructor, was nominated by a magazine editor to serve as Divemaster aboard Lars-Eric Lindblad's Lindblad Explorer. A two-month stint diving in the Indian Ocean led to similar assignments in the Red Sea aboard Salen-Lindblad Cruises' ms Polaris. Good became expedition leader aboard the Polaris, guiding intrepid guests to exotic locales ranging from equatorial West Africa to Spitzbergen and the polar icepack.

Good came ashore in 1987 to join Royal Cruise Line in San Francisco. He served for nine years in the marketing department, eventually as Director of Cruise Product, planning itineraries for the line's five-ship fleet, creating onboard enrichment programs and shore excursions for the Americas and Pacific regions and fulfilling a variety of writing roles for RCL. In 1996, Good joined Seabourn Cruise Line as Marketing Communications Manager, with responsibility for the line's annual brochure and collateral marketing materials. With the merger of Seabourn and Cunard Line in 1998, Good assumed the role of Director, Marketing Communications in the new company's Miami headquarters. When the position of Director of Corporate Communications for both Cunard and Seabourn became available in 1999, Good assumed that role. In 2001, he became Director of Public Relations for Seabourn Cruise Line, in the specialized team of sales and marketing executives dedicated to the line's three-ship fleet of intimate, yacht-like ships.



Richard Meadows, CTC. ~ Senior Vice President, Sales and Marketing

Richard Meadows, CTC, is Senior Vice President, Sales and Marketing of the Miami-based ultra luxury cruise company Seabourn Cruise Line, with responsibility for global strategic and tactical sales and marketing promotion of the line's three yacht-like, all suite ships.

In this role, Meadows oversees a dedicated operating unit of Seabourn marketing and sales personnel with some corporate support functions and resources being shared with the company's Cunard Line brand. This is a business model that Meadows successfully created and operated at Windstar Cruises in the past.

A 20-year travel industry veteran, Meadows began his cruise industry career in 1984 when he joined Miami-based Carnival Cruise Lines as Missouri Regional Sales Manager. He then worked his way up through the sales ranks to Director of Sales for Carnival's Central Region before leaving to join the line's sister company, Seattle-based Windstar Cruises, as Vice President of Sales and Marketing six years later.

In April 2000, he assumed the new position of Vice President of Marketing for Carnival Corporation, responsible for evaluating potential e-commerce opportunities and developing marketing strategies for the World's Leading Cruise Lines, the marketing alliance of the corporation's six cruise brands: Carnival, Windstar, Holland America, Cunard, Seabourn and Costa.

Commenting on his appointment, Seabourn President and COO Pamela Conover said, "Rick has demonstrated success in sales, marketing, and brand management within multiple market segments throughout his career. He is a very creative executive and we expect him to play a big part in securing Seabourn's position as the leading luxury cruise line."



Sun Cruises

Parkway Four • Parkway Business Centre • 300 Princess Road • Manchester, England M14 7QU
Phone: 011-44-161-22-2871 • Fax: 011-44-161-232-2973

Sun Cruises, owned and operated by Airtours, offers high quality, affordable cruising. Airtours was the first major UK travel company to establish a reputation in "fly cruising" and "cruise and stay".

Unlike other tour operators, Airtours' ships are controlled and managed by their own management team with their own officers and crew, giving them total control of everything that happens onboard.

Sun Cruises presently operates three ships, two of which sail in Caribbean waters 5 months out of the year: the Sunbird and the Sundream.



Fleet Statistics

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
Carousel	1971	1,202	23,149
Sunbird	1982	1,595	37,600
Sundream	1972	1,257	22,945





Tracey Marsh ~ Onboard Revenue Manager

Land, air and sea—with a sound background knowledge of sales, marketing and customer service, Tracey started within the travel industry in resort almost 17 years ago, gaining valuable front-of-house experience. After several years on land she then moved into the airline, with working knowledge of individual areas of cabin service.

Within the last five years she has changed career path, to the sea, working for Sun Cruises, firstly on board as Shore Excursion Manager moving into her current role in Manchester as Onboard Revenue Manager monitoring all aspects of shore excursions and retail departments on board their vessels.



Myra Shacklady ~ Marine Operations Manager

Myra has worked in shipping since 1976, she was a management graduate with P&O and spent 15 years in operations and marketing at P&O before moving to Stena Line, where for 5 years she was Port Manager for the UK-France ferry operation.

Myra has worked for Sun Cruises as Marine Operations Manager since 1996.



FCCA Caribbean Cruise Conference & Trade Show

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

One highlight is the roundtable discussions, led by an



Topaz International Cruises

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

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

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



Fleet Statistics

NAME	YEAR BUILT	PAX CAPACITY	TONNAGE
The Topaz	1956	1,050	32,327





Captain Paris G. Katsoufis ~ President

A Master Mariner, with 30 years in the cruise industry out of 43 years in shipping, is the President of Kyma Ship Management Inc., Topaz International Cruises, Owners of the TSS "The Topaz" chartered to Thomson Holidays and Leonardo Shipping, Owners of the M.V. Mona Lisa (ex "Victoria") a new acquisition, which is chartered until 2010 to Holiday Kreuzfahrten a German Tour Operator specializing in worldwide cruising. In his prior position as President of Cunard Line, he succeeded in the turnaround of the company from a negative operating income to positive in a very short time. Prior to Cunard, Captain Katsoufis was the Co-Founder and President for 15 years of Dolphin and Majesty Cruise Line operating at their peak with five (5) ships.



Training



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

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

Currently the FCCA offers three training programs:

- Service Excellence • Taxi Pride • Cruise Passengers Equal Profits

Research

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



Aruba Only the Best!

ARUBA is proud to introduce its new and only official website to you: <http://www.arubabycruise.com>

"Aruba by cruise" features information on the island, cruise calls, news, activities and statistical data in its new and unique design and caters especially to our valuable cruise executives, cruise passengers, cruise specialists, and the entire cruise family in general.

Cruise Tourism Authority is an exemplary governmental organization committed to make Aruba the premier cruise destination by working together with public and private partners. Cruise Tourism Authority renders a personal touch to our cruise guests upon arrival at Aruba's port by having a knowledgeable Aruba professional take care of each guests, needs and by handing out the official Aruba pocket guide book "A Day In Aruba" to make their visit the most enjoyable and memorable one.

The Aruba Ports Authority is also a major contributing associate in this endeavour with the upgrading of the cruise terminal and Aruba's port to meet the comfort and the demand of the most discriminating cruise clients.

The quay is located only 5 minutes walk from the picturesque capital, Oranjestad.

Oranjestad is well known for its superb quality shopping and great value of merchandise. One can take a local art or souvenir back home, or save considerably on European, Latin and North American quality line products, such as perfumes, crystals, jewelry and fashionable clothing.

Aruba's cruise tourism success is attributed to the immaculate white beaches, safety, cleanliness of the island as well as the friendly and courteous people of Aruba who speak four languages, namely Dutch, Papiamentu, English and Spanish.

Aruba is located outside the hurricane zone and its constant cooling trade wind on this 85°F tiny island, makes it the perfect cruise destination on an itinerary.

Aruba welcomed a total of 341,453 cruise guests during the first six months of 2002 and compared with 2001 over the same period with a total of 288,197 cruise guests; it indicates a growth of 18.5%

The cruise season of 2001/2002 was also favourable for Aruba where a total of 447,263 cruise visitors were welcomed; compared to 418,853 cruise visitors during the season of

2000/2001, Aruba enjoyed an increase of 6.8%

Aruba is enthusiastically waiting to welcome its record-breaking 500,000th cruise guest in December 2002.

Aruba is filled with fun, variety and adventure. One can engage in a jeep safari tour, island tour, snorkelling tour, submarine dive, snuba, kite surfing, scuba diving, sailing trip, horseback riding, land and sea fun activities, and more:

For relaxation visit one of the renowned spas or play professional golf. The museums are located in walking distance of the cruise terminal where Aruba will share its heritage.

While on island savour the local delights, such as the local fried fish, pan bati (local pancake), funchi (local polenta), fried plantains, stuffed Dutch Gouda cheese melted in oven, pastechi or croquette, or sample the exquisite international cuisine, like Japanese, French haute cuisine, Belgian, Argentinean, German, Seafood specialty, Italian, Asian fusion and more.

Aruba's popularity turns the island in a mega event during the annual carnival celebrations starting in January 2003 and culminating on March 2, 2003 with Aruba's famous Carnival Parade in Oranjestad. Other annual highlights are, the weekly Bonbini festival on Tuesdays, the Aruba drag races, international festivals, concerts, the Boulevard marathon, Hi-Winds Pro Am windsurfing World competition, Paso Fino Horseback riding competition, Golf tournaments, Deep sea fishing tournaments, Catamarran Regatta, art exhibitions, and other cultural events.

Aruba welcomes you to enjoy the wonders of the world, all in one, on this Dutch Caribbean island. Aruba, only the best!

For information contact Cruise Tourism Authority at Tel: (297) 8 33648 Fax: (297) 8 35088 e-mail: int1721@setarnet.aw website: <http://www.arubabycruise.com>

International Recognition Received by Aruba:

- Porthole Cruise Magazine 2002
- Best Shore Excursion Activity - Jeep Safari
- Dreamworld Magazine
- Cruise Destination 2000 Awards

Winner:

Aruba Category: Most Responsive Cruise Team

- Porthole Cruise Magazine
- Annual Editor in Chief Award for Best Caribbean Beaches



Aruba Only the Best!



A Dutch multilingual Caribbean island, rich in history and culture, Aruba offers you unique experiences... everything you'll need to enjoy a vacation to cherish forever: miles of white sandy beaches, exhilarating water-sports, professional golf and tennis, horseback riding, sightseeing tours, exquisite dining, dazzling casinos, exciting nightlife and fabulous shopping.



Aruba... What more can you ask for?



For additional information, please contact:

CRUISE TOURISM AUTHORITY - ARUBA

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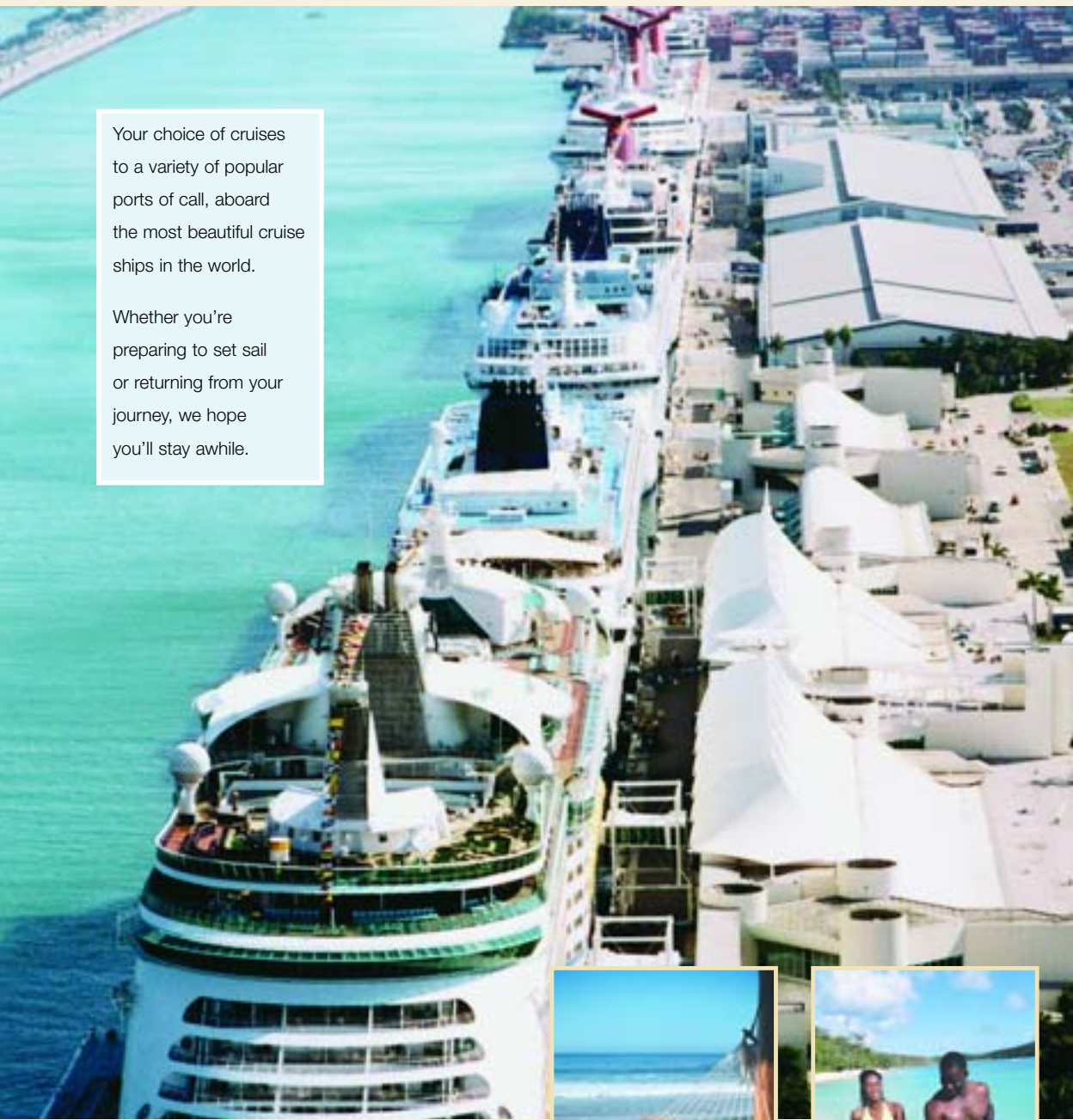
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