The CLIA Member Cruise Lines...
Over 15,000 of the World’s Leading Leisure Focused Travel Agencies in North America
Nearly 100 Strategic Executive Partners

Over 40 Ports are CLIA Executive Partner Members
Why CLIA?

CLIA promotes all measures that foster a safe, secure and healthy cruise ship environment, to educate, train its travel agent members, and to promote and explain the value, desirability and affordability of a cruise vacation.

- **Travel Marketing and Distribution Membership**
  - Marketing and Training Resources
  - Public Relations and Promotions
  - Research

- **Industry Responsibility**
  - Provides a safe, healthy, secure shipboard environment for both passengers and crew.
  - Minimizing the environmental impact of ship operations on the ocean and destinations.
  - Adhere and contribute to regulatory initiatives and lead the effort to improve maritime policies and procedures.
  - Creating a regulatory environment that will foster the continued growth of the industry.
  - Delivering a reliable, affordable and enjoyable cruise experience.
A look back on 2008 and so far in 2009
A look back on 2008...
1st Half, Relatively Smooth Sailing
**A look back on 2008...**

**1st Half, Relatively Smooth Sailing**

<table>
<thead>
<tr>
<th></th>
<th>Q1 '08</th>
<th>Q2 '08</th>
<th>1st Half '08</th>
<th>Chg. Vs. ‘07</th>
</tr>
</thead>
<tbody>
<tr>
<td>North American Guests (000)</td>
<td>2.612</td>
<td>2.522</td>
<td>5.114</td>
<td>+.29%</td>
</tr>
<tr>
<td>International Guests</td>
<td>.551</td>
<td>.775</td>
<td>1.327</td>
<td>+31.37%</td>
</tr>
<tr>
<td>Total Guests</td>
<td>3.163</td>
<td>3.278</td>
<td>6.441</td>
<td>+ 5.43%</td>
</tr>
<tr>
<td>Occupancy</td>
<td>104.7%</td>
<td>104.8%</td>
<td>104.7%</td>
<td>-</td>
</tr>
</tbody>
</table>

- Demand pacing new capacity
- Int’l guests reflect new source market emphasis and deployments
The fun began in the 2nd half of 2008...

- Peak of Fuel Price Escalation
- U.S Subprime Hangover Spreads
- Rising Food & Commodity Prices
- US Election - Change & Uncertainty
- Declining Stocks & Consumer Confidence
Capacity Growth Continued...
7 New Ships in 2008

RCI  Independence of the Seas

Ruby Princess

MSC Fantasia

MSC Poesia

Celebrity Solstice

Carnival Splendor

HAL Eurodam
Steady Capacity Growth ~104% Occupancy

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Total CLIA Beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>206,477</td>
</tr>
<tr>
<td>2004</td>
<td>220,187</td>
</tr>
<tr>
<td>2005</td>
<td>225,364</td>
</tr>
<tr>
<td>2006</td>
<td>244,271</td>
</tr>
<tr>
<td>2007</td>
<td>262,690</td>
</tr>
<tr>
<td>2008</td>
<td>271,833</td>
</tr>
</tbody>
</table>
Passenger Growth Continued in 2008

North America

Total

Millions

<table>
<thead>
<tr>
<th>Year</th>
<th>North America</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>'03</td>
<td>9.53</td>
<td>13.01</td>
</tr>
<tr>
<td>'04</td>
<td>10.46</td>
<td></td>
</tr>
<tr>
<td>'05</td>
<td>11.18</td>
<td></td>
</tr>
<tr>
<td>'06</td>
<td>12.01</td>
<td></td>
</tr>
<tr>
<td>'07</td>
<td>12.56</td>
<td></td>
</tr>
<tr>
<td>'08</td>
<td>13.01</td>
<td></td>
</tr>
</tbody>
</table>

13.01 million passengers in 2008
International Sourced Guests on the Rise
22.3% of total in 2008, a 25% increase year over year
And now it's 2009...

- Fuel Price reductions and some stability
- Stimulus Plans and Bailouts
- Corporate cut-backs and restructuring
- New US Administration—Change & Uncertainty
- Improving Stocks & Consumer Confidence
And, of course, other 2009 challenges & items in the news...

Somali Piracy

H1N1

Mexico Travel
So, How Are We Doin’ so far in 2009?

Yields

Creating Demand through Incredible Value

Generating Trial & Base of Repeat Guests

Occupancies
Flexibility and adapting to the new realities...

- Vessel mobility and redeployment
- Generating demand with incredible value
- Expense management
- Global passenger sourcing
- Quickly adapting to change
- Filling the ships
Despite Obstacles...History of Growth

Average Passenger Growth Rate
1980 – 2008: +7.4%

- Iranian Revolution & Oil Crisis
- Sharp Decline in Manufacturing & Desert Storm Begins
- September 11th
- Dot Com Bust
- Operation Iraqi Freedom
- Fuel Escalation
- Credit Crisis
- Recession
What can we expect going forward...?
2009 Industry Developments

- Value packages and promotions
- 13 new ships join the fleet
  - Continued evolution of onboard facilities
- Diversification and global expansion
- Year-round markets
- New exotic, remote ports
- Continued growth of domestic home ports
### 2009 - 13 New Ships Join CLIA Fleet

**Net Bed Day Increase of 5% - total Cost: $4.7 Billion**

<table>
<thead>
<tr>
<th>Cruise Line</th>
<th>Ship Name</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AMA Waterways</strong></td>
<td><em>ms Amadolce</em> (Apr)</td>
<td>148 pax</td>
</tr>
<tr>
<td></td>
<td><em>ms Amalrya</em> (Mar)</td>
<td>148 pax</td>
</tr>
<tr>
<td><strong>American Cruise Lines</strong></td>
<td><em>Independence</em> (Aug)</td>
<td>104 pax</td>
</tr>
<tr>
<td><strong>Carnival Cruise Lines</strong></td>
<td><em>Carnival Dream</em> (Sep)</td>
<td>3,646 pax</td>
</tr>
<tr>
<td><strong>Celebrity</strong></td>
<td><em>Celebrity Equinox</em> (Sum)</td>
<td>2,850 pax</td>
</tr>
<tr>
<td><strong>Costa Cruises</strong></td>
<td><em>Costa Luminosa</em> (Jun)</td>
<td>2,260 pax</td>
</tr>
<tr>
<td></td>
<td><em>Costa Pacifica</em> (Jun)</td>
<td>3,000 pax</td>
</tr>
<tr>
<td><strong>MSC Cruises</strong></td>
<td><em>MSC Splendida</em> (Jul)</td>
<td>3,300 pax</td>
</tr>
<tr>
<td><strong>RCI</strong></td>
<td><em>Oasis of the Seas</em> (Fall)</td>
<td>5,400 pax</td>
</tr>
<tr>
<td><strong>Seabourn Cruise Line</strong></td>
<td><em>Seabourn Odyssey</em> (Jun)</td>
<td>450 pax</td>
</tr>
<tr>
<td><strong>Silversea Cruises</strong></td>
<td><em>Silver Spirit</em> (Nov)</td>
<td>540 pax</td>
</tr>
<tr>
<td><strong>Uniworld River Cruises</strong></td>
<td><em>River Beatrice</em> (Mar)</td>
<td>160 pax</td>
</tr>
<tr>
<td></td>
<td><em>River Tosca</em> (Apr)</td>
<td>82 pax</td>
</tr>
</tbody>
</table>
Coming Soon - Size Matters…

2009
- RCI Oasis of the Seas 5,400
- Carnival Dream 3,652
- MSC Splendida 3,300
- Costa Pacifica 3,004
- Celebrity Equinox 2,850
- Costa Luminosa 2,260

2010
- RCI Allure of the Seas 5,400
- NCL Epic 4,200
- Celebrity Eclipse 2,850
- MSC Magnifica 2,550
- Costa Deliziosa 2,260
- HAL Nieuw Amsterdam 2,100
- Cunard Queen Elizabeth 2,092
Smaller Ships and Luxury Capacity Grows

2009

<table>
<thead>
<tr>
<th>Cruise Line</th>
<th>Ship Name</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Silversea</td>
<td>Spirit</td>
<td>540</td>
</tr>
<tr>
<td>Seabourn</td>
<td>Odyssey</td>
<td>450</td>
</tr>
<tr>
<td>AMA</td>
<td>Amadolce</td>
<td>142</td>
</tr>
<tr>
<td>AMA</td>
<td>Almyra</td>
<td>142</td>
</tr>
<tr>
<td>American</td>
<td>Independence</td>
<td>101</td>
</tr>
<tr>
<td>Uniworld</td>
<td>River Beatrice</td>
<td>160</td>
</tr>
<tr>
<td>Uniworld</td>
<td>River Tosca</td>
<td>84</td>
</tr>
</tbody>
</table>

2010

<table>
<thead>
<tr>
<th>Cruise Line</th>
<th>Ship Name</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oceania</td>
<td>Marina</td>
<td>1,260</td>
</tr>
<tr>
<td>Seabourn</td>
<td>Sojourn</td>
<td>450</td>
</tr>
<tr>
<td>Pearl Seas</td>
<td>Pearl Mist</td>
<td>110</td>
</tr>
</tbody>
</table>
**22 New CLIA Ships on Order: 2010–2012**

*Seatrade Order Book: 27 New Vessels*

Nearly $14 billion investment in CLIA new ship building
Represents 70,892 *Net* Added Beds (2009-2012)

26% Net Increase in CLIA Member Line Capacity, 2009 -2012
Dividing the CLIA capacity pie...2009 YE Beds

**Individual Cruise Line Share**

- **Top ten**
  - RCI: 19.57%
  - Carnival: 18.91%
  - Princess: 12.89%
  - Costa: 9.88%
  - NCL: 7.66%
  - MSC: 7.55%
  - HAL: 7.39%
  - Celebrity: 5.96%
  - Hurtigruten: 2.05%
  - Crystal: 1.60%

**Corporate Share**

- Carnival Corporation: 51.05%
- Royal Caribbean Limited: 26.02%
- Apollo Group: 9.21%
- MSC: 7.55%
- Balance: 6.17%
CLIA 2009 Passenger Forecast

- 13.35 million passengers (+300,000)
  - 10.30 million passengers – North America
  - 3.05 million passengers – International
So, How Are We Doin’ so far in 2009?

CLIA Member Line Passenger Summary - Through Q1, 2009

- 3,077,909 Total Guests
  - 79% from U.S. & Canada
  - 21% Sourced Internationally
  - 102.6% Occupancy
  - Length of Cruise - 7.2 days
  - On Pace with 2009 Forecast of 13.35 Million
What Can We Expect for 2009 and Beyond?

“Past performance is not a guarantee of future results”

My Charles Schwab Investment Statement
Positive Fundamentals

- History of Recession Resistance
- Vacations are more needed now than ever
- Vacationers are “Value Seekers”
- Cruising Exceeds Traveler Expectations
- Underpenetrated & Strong Consumer Intent
- “Close to Home” cruise options generates trial
A World of Innovation at Sea
Operating in the New Reality...
- Managing the balance

- Pricing & Yield ↔ Occupancy & Demand
- Marque Ports ↔ New Ports
- Port Time ↔ Sea Days
- Vessel Size ↔ Port Capacity & Infrastructure
- Vessel Supply ↔ Regional Demand
- Destination Choice ↔ Guest Interest
- Destination Choice ↔ Operating Efficiency
- Destination Choice ↔ Regulatory Environment
Capitalizing on Opportunities. Together.
Thank you...