

**American
Association of Port
Authorities
(AAPA)**

**Mazatlan, Mexico
February 18, 2009**

**Miguel Reyna
Commercial Development
Royal Caribbean Cruises
Ltd.**



Current Port and Terminal Developments

Europe

European Expanding Ports - 2009



Olbia, Sardinia

Under construction; to be ready in April 2009



Olbia, Sardinia

- Two new berths of 275 m each
- Investment: Euros 17,000,000
- Investor: Olbia Port Authority 100%

Port of Marina di Carrara, Tuscany, Italy



Port of Marina di Carrara, Italy

- Using existing cargo berths; up to 275 m ship
- Investment: not much...
- Investor: Hugo Trumpy & Port

Port of Malaga, Spain



Port of Malaga, Spain

- One new berth of 300 m
- New Homeport Terminal
- Investment:
 - Terminal Euros 15,000,000
 - Berth: Euro 12,000,000
- Investor: Port Authority 50%
EU 50%

St. Petersburg, Russia



St. Petersburg, Russia

- Two new berths of 300 m each
- New dredging: 25 kilometers of channel & basin
- Massive new land reclamation
- One terminal
- Investment: Euros 500,000,000
- Investor: Private Concessionaire 50%
Russian Govt 50%

Port La Goulette, Tunisia
New Entertainment & Retail Village



Port La Goulette, Tunisia

- Two new berths of 300 m each
- Entertainment Retail 7,000 m²
- Investment: Euros 28,000,000
- Investor: Private Concessionaire 75%
MSC Cruise Line 25%

Port of Ajaccio, Corsica



Port of Ajaccio, Corsica

- Two new berths of 300 m each
(now 5 ship capacity)
- Cruise Terminal
- Investment: Euros 28,000,000
- Investor: Port Authority: E 7.5 million
EU: E 5.4 million
Regional Govt: E 4.6 million

Bodrum Port, Turkey



Bodrum Port, Turkey

- Two new berths of 260 m each.
- Terminal & Service Bldg.
- Investment: Euros 15,000,000
- Investor: Private Concessionaire

Port of Rijeka Authority, Croatia



Port of Rijeka Authority, Croatia

- New berth of 260 m
- Terminal & Service Bldg.
- Investment: Euros 15,000,000
- Investor: Port Authority Euro 7 million
World Bank Loan: Euro 8 million

Port of Valletta, Malta



Port of Valletta, Malta

- Berth extended to 320 m
- Terminal & Retail Bldg. expansion
- Investment: Euros 2,000,000
- Investor: Private Concessionaire

Cruise Terminal of Cagliari, Italy



Cruise Terminal of Cagliari, Italy

- Two new berths of 300 m each
- Terminal & Service Bldg.
- Investment: Euros 22,000,000
- Investor:
 - Port Authority: Euro 2 million
 - Italian Ministry of Transport: Euro 20 million

Port of Barcelona, Spain



Port of Barcelona, Spain

- Recreated Terminal A & Service roads.
- Investment: Euros 21,000,000.
- Investor:
 - Port Authority: Euro 4 million
 - Private Concessionaire: Euro 17 mm

Current Port and Terminal Developments

Caribbean

Today's Catalysts for New Port Developments

- Going “beyond the dock”
- New and larger ships – Genesis Class
- Redeveloped Industrial Waterfronts
- Infrastructure, Intermodal Transport
- Living Districts- living, working, playing
- Thematic Design where appropriate
- Contemporary Design where appropriate
- Greenery: Parks and Landscaping
- Opening the waterfront to all
- Integrating into the community

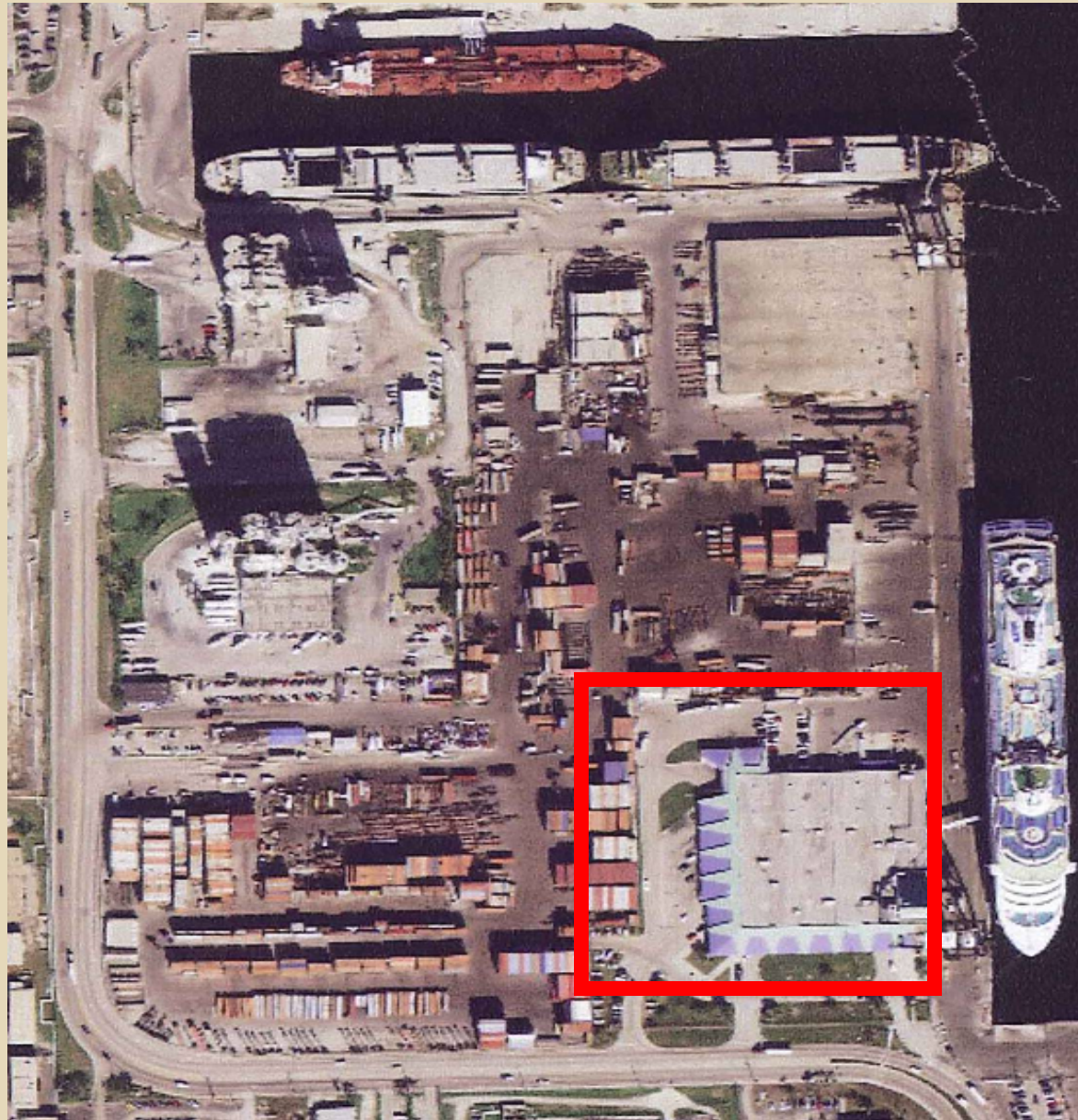
RCCL Genesis Class vs. Freedom Class



Fort Lauderdale, FL



Ft. Lauderdale Port: Terminal 18 for Oasis



Ft. Lauderdale Port: Terminal 18 for Oasis



Ft. Lauderdale Port - Terminal 18

- Expanded Facility
- 3,000 seat waiting area
- 600 space parking garage

Port Authority: \$67 million investment

- Planned Bond financing
- RCCL 10 year minimum passenger guarantees

Ft. Lauderdale: “What’s in it for them?”

- Expand existing terminal to accommodate world’s largest cruise ship.
- Gain long-term commitment from RCCL.
- Establish Port Everglades as pre-eminent cruise home port.

Roatan, Honduras



TOWN CENTER
AT PORT ROATAN

Roatan Island Port, Honduras



Roatan Cruise Port, Honduras



Image © 2007 DigitalGlobe

©2007 Google™

Pointer 16°18'51.34" N 86°32'43.21" W Streaming ||||| 100%

Eye alt 2140 ft

Roatan Port: Pre-existing Conditions



Roatan Cruise Port, Honduras

New Land Reclamation Project



Roatan Cruise Port, Honduras
Thematic Marina & Village Phase II



Town Center at Port Roatan Phase I

12-08



Roatan Phase I

12-08



Roatan Phase I

12-08



Roatan Phase I

12-08



Roatan Phase I

12-08



Roatan Phase I

01-09



Town Center at Port Roatan - Phases I & II

- Operating Concession: 30 years.
- One Cruise ship dock.
- 6 acre land reclamation.
- 50,000 sq. ft. retail & restaurant.
- 90-room boutique hotel.
- Upper story apartments and offices.
- \$10 million investment Phase I.
- \$28 million investment Phase II.

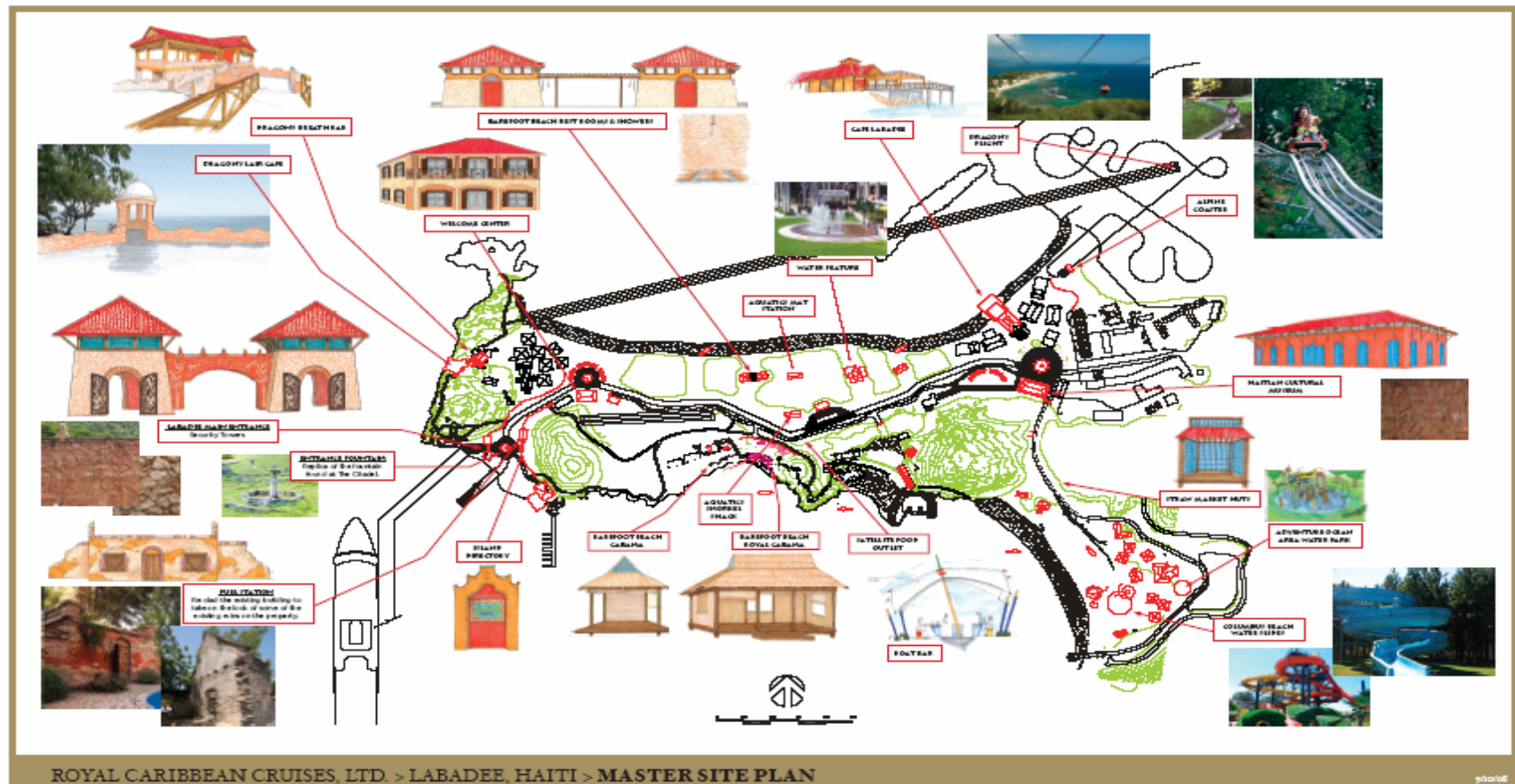
Carnival Port - Roatan



Carnival Port - Roatan

- Two berth dock.
- \$50 million investment.
- 500,000 passengers.
- 35,000 square foot Welcome Center.
- Shops, bars and restaurants.
- Under construction.
- Private development.

Cruise Port of Labadee, Haiti



ROYAL CARIBBEAN CRUISES, LTD. > LABADEE, HAITI > MASTER SITE PLAN

Cruise Port of Labadee

- Pier built to Genesis standards.
- Welcome Center.
- Beach restrooms and showers.
- Restaurants, bars and entertainment.
- \$35 million investment.

St Maarten Waterfront



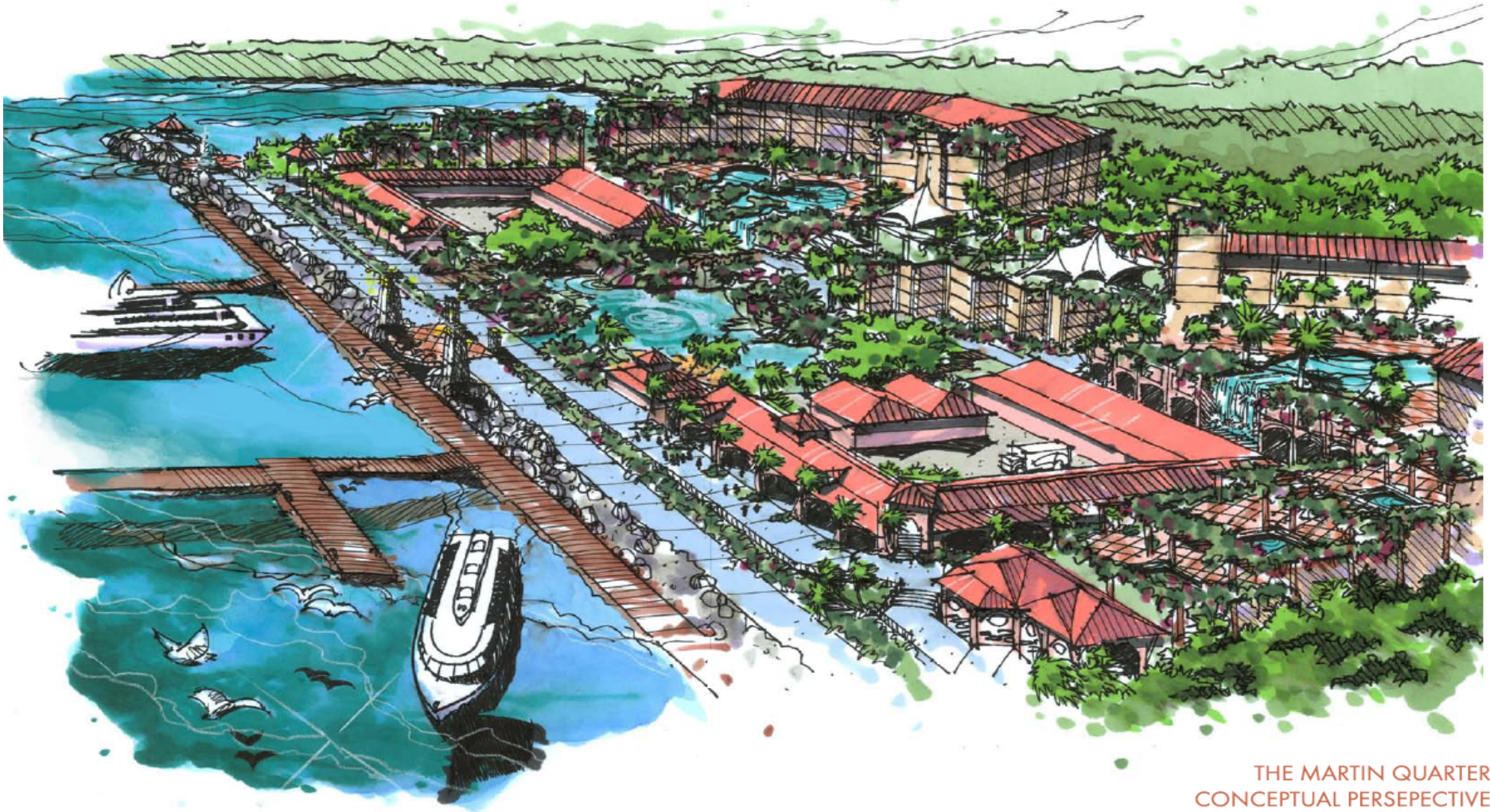
St. Maarten: New Dock & Waterfront Redevelopment





The Martin Quarter - Great Bay
Pointe Blanche, Sint Maarten

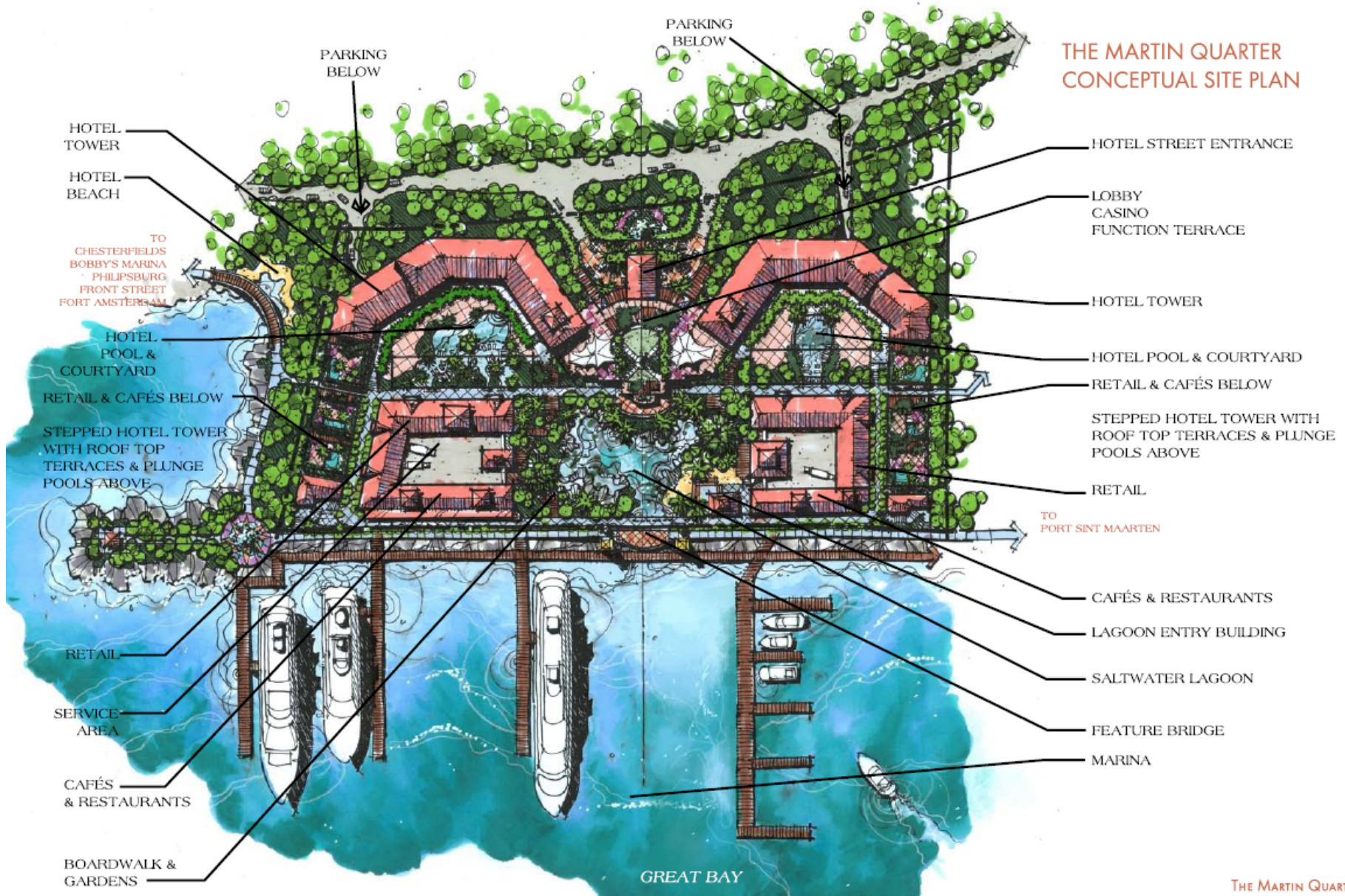
St. Maarten: Design Concept
Waterfront Esplanade & Marina



THE MARTIN QUARTER
CONCEPTUAL PERSEPECTIVE

St. Maarten: Design Concept

Shoreside Development & Marina



St. Maarten - Project Structure

- RCCL subordinated loan to Port Authority for dock expansion.
- RCCL commits minimum cruise pax for 20 years.
- RCCL will build pedestrian esplanade.
- Long term participating lease on 10 acres.
- Dock expansion \$60 million; \$60 million in loans.
- Shoreside Project: \$120 development in two phases.

St. Maarten: “What’s in it for them?”

- Secured long-term cruise line commitments and loans for building new docks
- Creating state-of-the-art infrastructure to accommodate future cruise ship growth
- Vacant waterfront site will become engine for urban redevelopment in Philipsburg
- Follow-on government transportation re-design will improve traffic flows and accessibility



Project Introduction

Falmouth Port, Jamaica



Falmouth, Jamaica

New Themed Port of Call



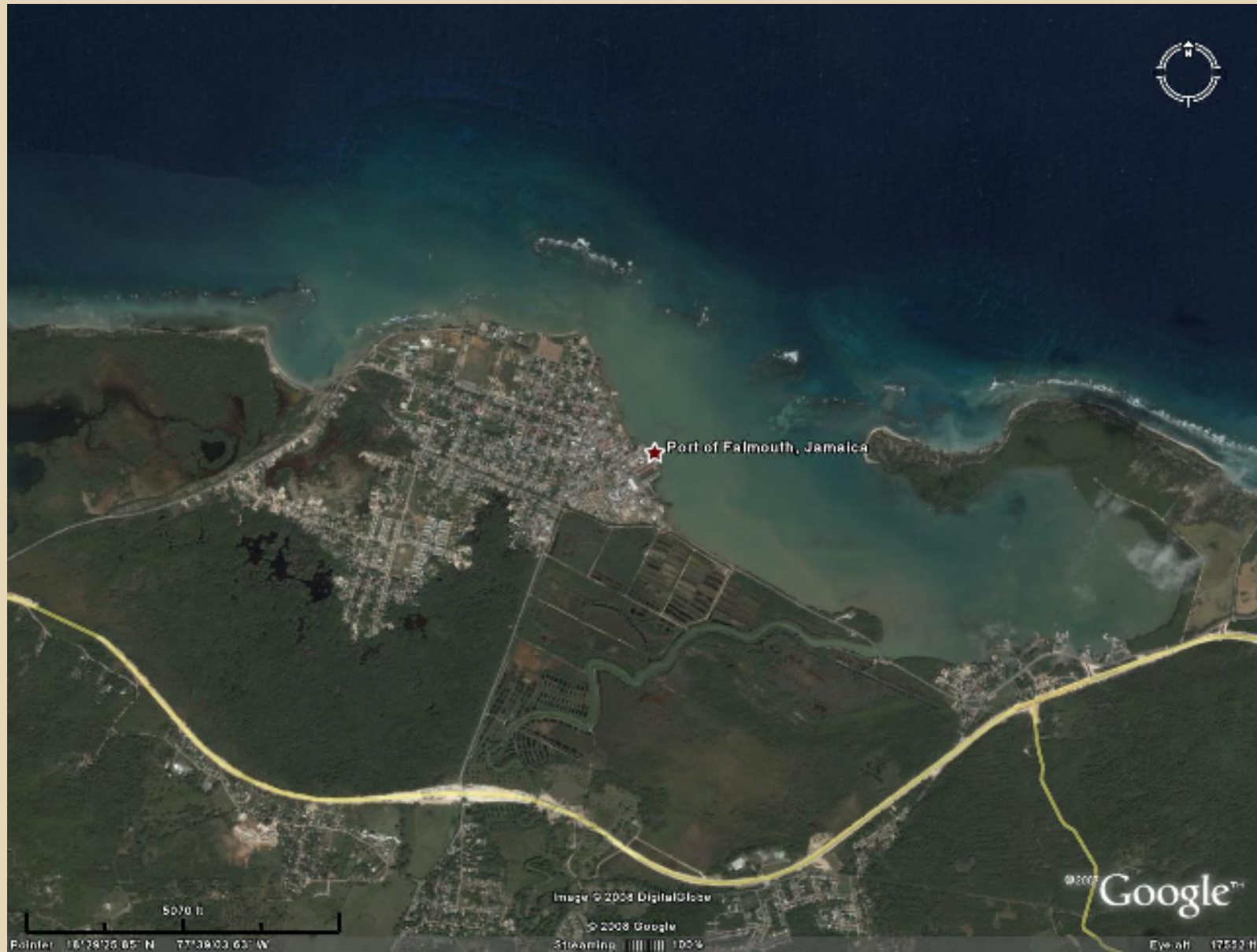
Why Falmouth, Jamaica ?

- Opportunity to create a Genesis capable port and landside development in Jamaica.
- Improve our guest experience in Jamaica by creating a controlled thematic village with restored historical building and matching new architecture.
- Port's strategic location allows for both Ocho Rios and Montego Bay product delivery.

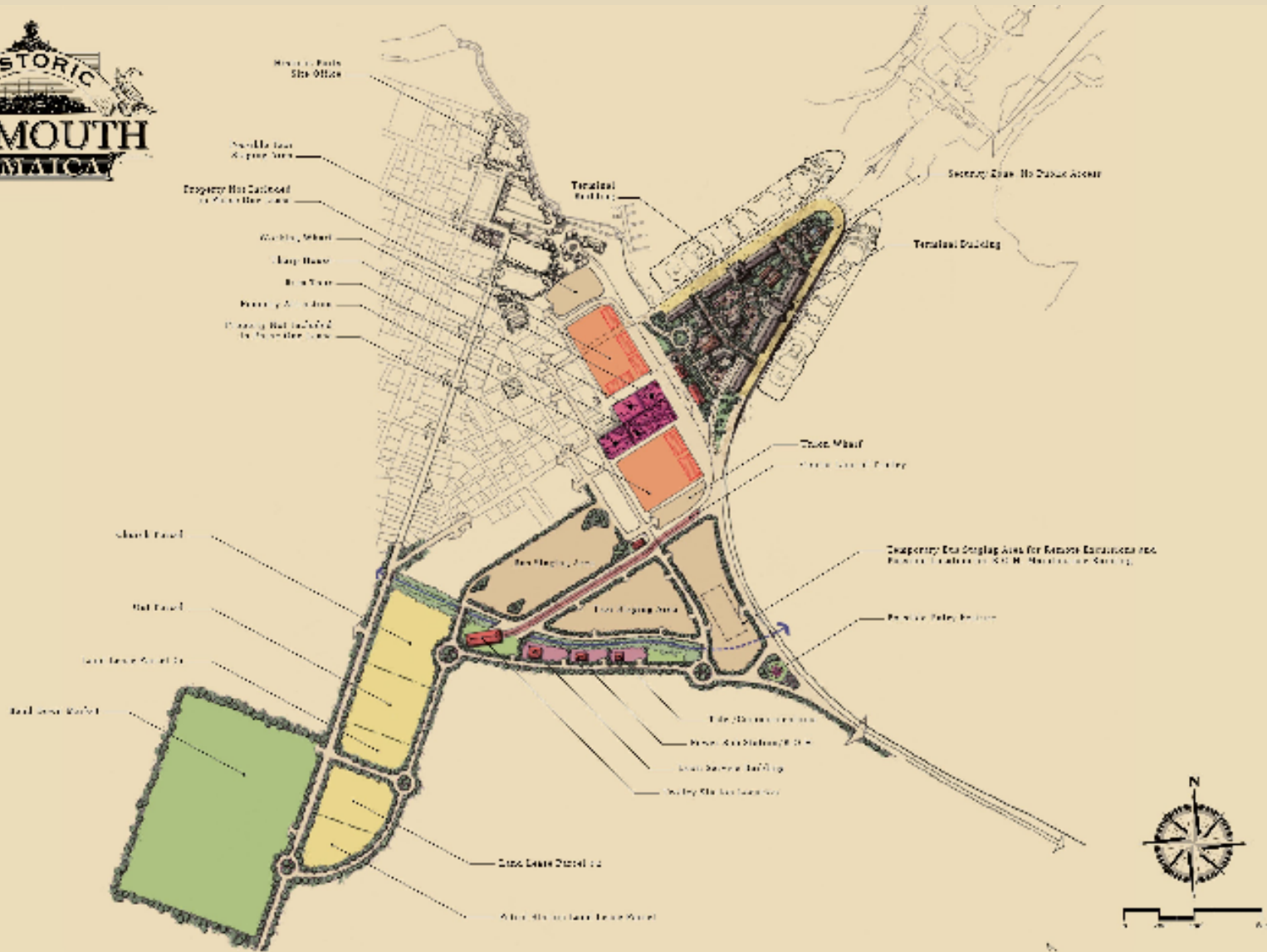
Falmouth, Jamaica

- Capital of the parish of Trelawny.
- Flourished as market center and port and slaving hub from 1770 until the 1840's.
- Approximately 20 miles east of Montego Bay.
- Center of new North Coast hotel zone: over 10,000 hotel rooms under development.

Falmouth - Aerial View



Falmouth Land Use Diagram - 3 Phased Mixed-Use Development



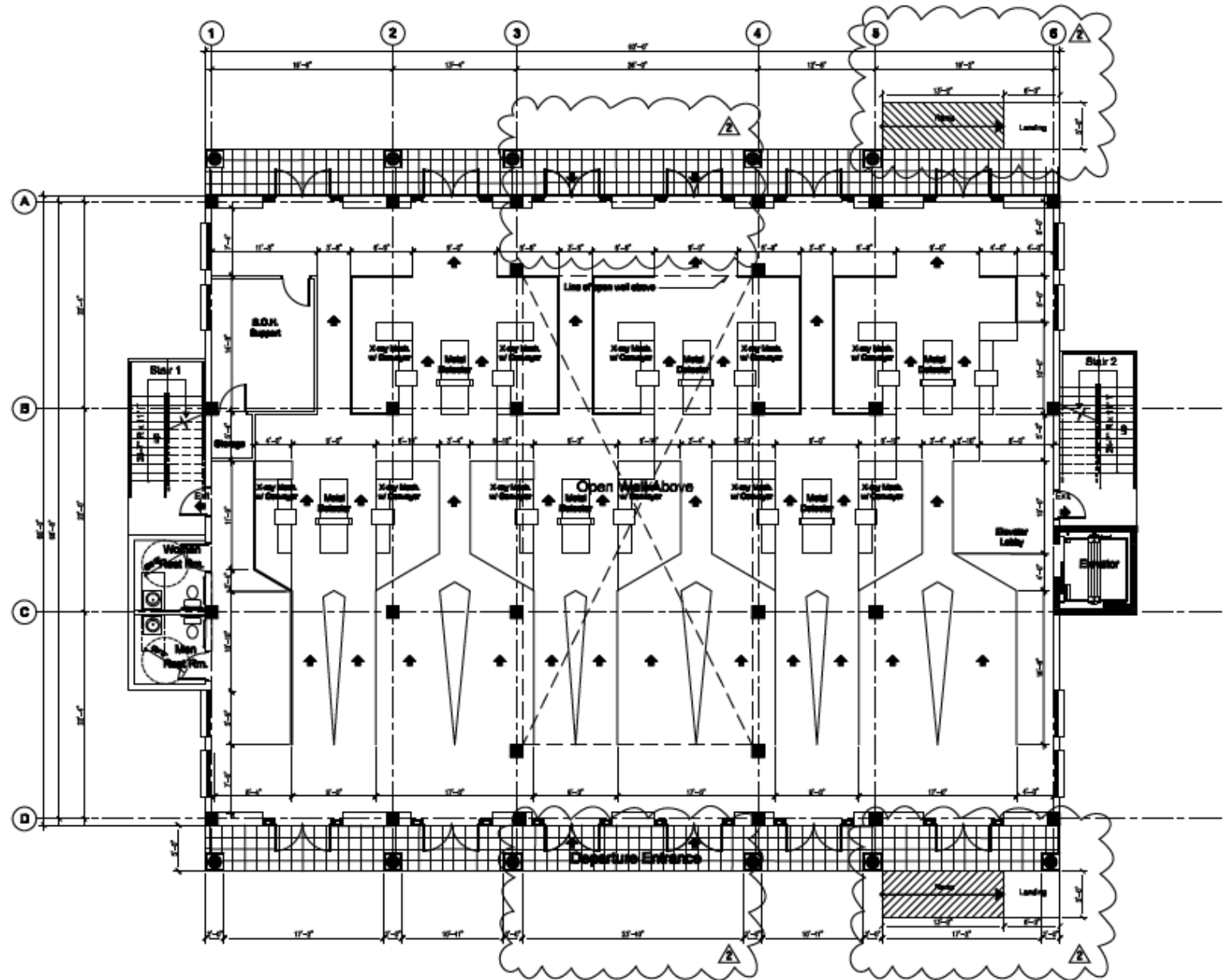
Falmouth City Map



The Port Project

- PAJ is responsible for Maritime Improvements.
- RCL advised on Maritime Design
 - Landfill of 11 acre Wharf
 - 1,500,000 m³ of dredging
 - Cost of \$122 million.
- RCL is Developer and manages General Contractor, Chase Construction.

Security Floor Plan - Level 1



Wharf Buildings & Area Development



Off-Wharf Buildings

Legend

- 20. Maintenance Area
- 21. Electrical Services Bldg.
- 22. Lawn / Equipment Service Bldg.
- 23. Electrical Sub Station Pad
- 24. Water Tower

Area Development Site Plan
(no scale)

Wharf Buildings



Wharf Buildings

Legend

1. Merchants Walk Bldg 1
2. Merchants Walk Bldg 2
3. Merchants Walk Bldg 3
4. Merchants Walk Bldg 4
5. Terminal Bldg (a)
6. Terminal Bldg (b)
7. Service / Warehouse
8. Wharf Market Pavilion
9. 100 Heritage Building
10. 300 Heritage Building
11. Tele. Comm. Bldg
12. Back Up Power Generators (a)
13. Restaurant Complex
14. Trolley Station
15. Shade Structure (a)
16. Shade Structure (b)
17. Harbour House Retail Kiosk
18. Taxi Shelter / Souvenirs
19. Back Up Power Generators (b)

Wharf Site Plan
(no scale)

Technical Specs

- Design Day Capacity of 16,000 people.
- Wharf area is 11 acres.
- New waterfront & wharf elevated appx. 3 meters.

Land Development

- 49 year lease of 35 acres
- \$100 million Investment (multiple phases).
- Theme: 18th Century Historic Port with Georgian-styled Architecture.
- 145,000 sq ft of retail, offices and residential apartments.
- Historic attractions such as great house museums, a slave ship, glass and metal works, rum tour, etc.
- Commercial Center for local businesses, Boutique Hotel, Transportation trolley system, Local shopping center.

Transportation Specifications

- Trolley capacity of 48 guests.
- Trolley cycle time from Wharf of 4 minutes to parking.
- Bus travel:
 - Montego Bay is +/- 25 minutes.
 - Ocho Rios is +/- 45 minutes.
 - Duncan's Bay is +/- 18 minutes.

Falmouth Circulation Diagram



See Page 10 and 11 for Map 101 Area
Please See Page 10 and 11 for
"Permitted Activities"



Security Zone (No Public Access)
Public Access Point
Primary Circulation (Traffic) and Secondary Circulation (Pedestrian)
Temporary Use Area (Temporary Use Only, No Permanent Structures, Building to Day Seating, No Alcohol)

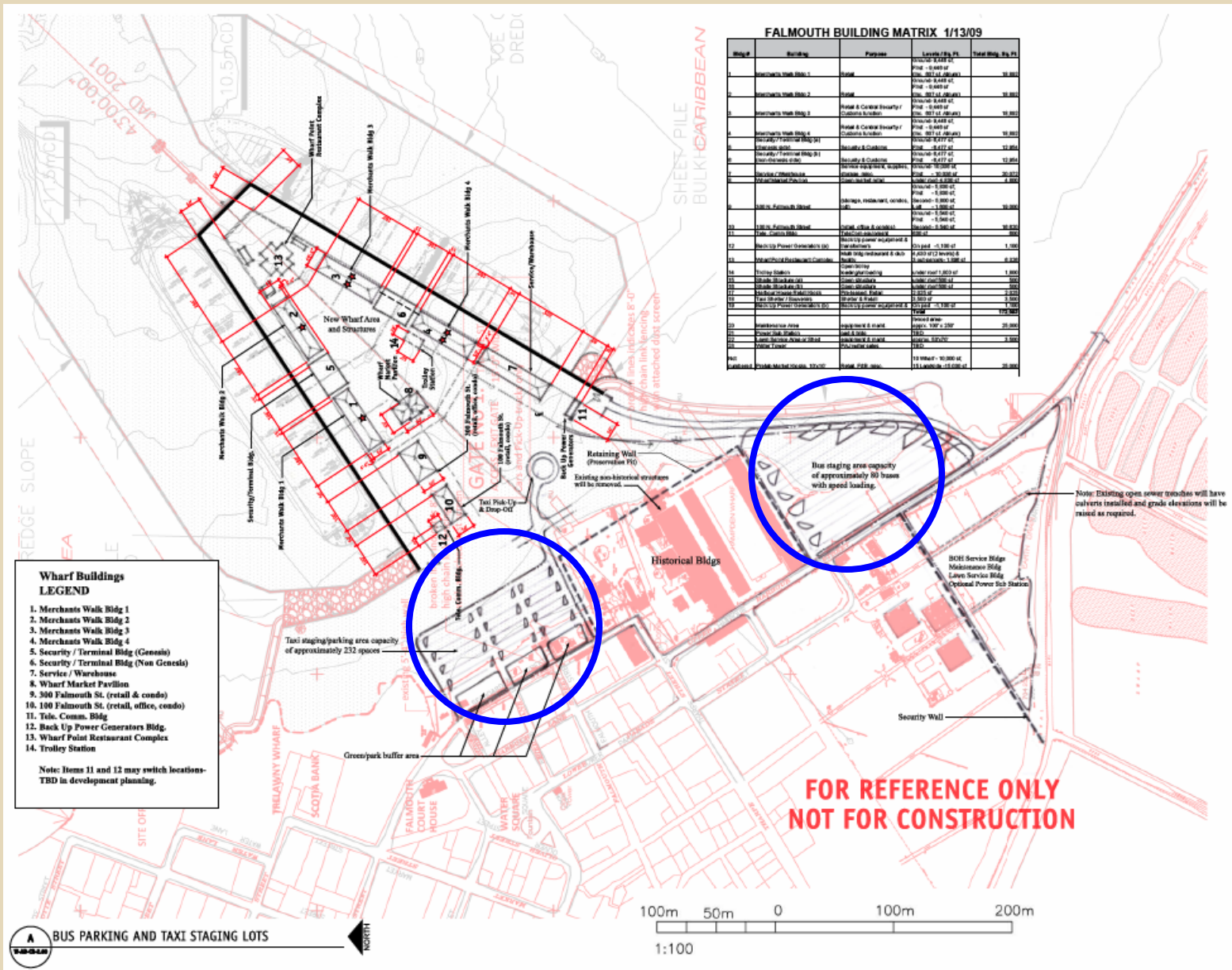
Temporary Use Area (Temporary Use Only, No Permanent Structures, Building to Day Seating, No Alcohol)

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Bus & Taxi Staging Lots



Trolley Rendering



Trolley Station



UNION STREET TROLLEY STATION - FRONT AND SIDE ELEVATION (S' S2)

Bus & Taxi Retail Elevations



BUS RETAIL. CONCEPTUAL ELEVATION (2014)



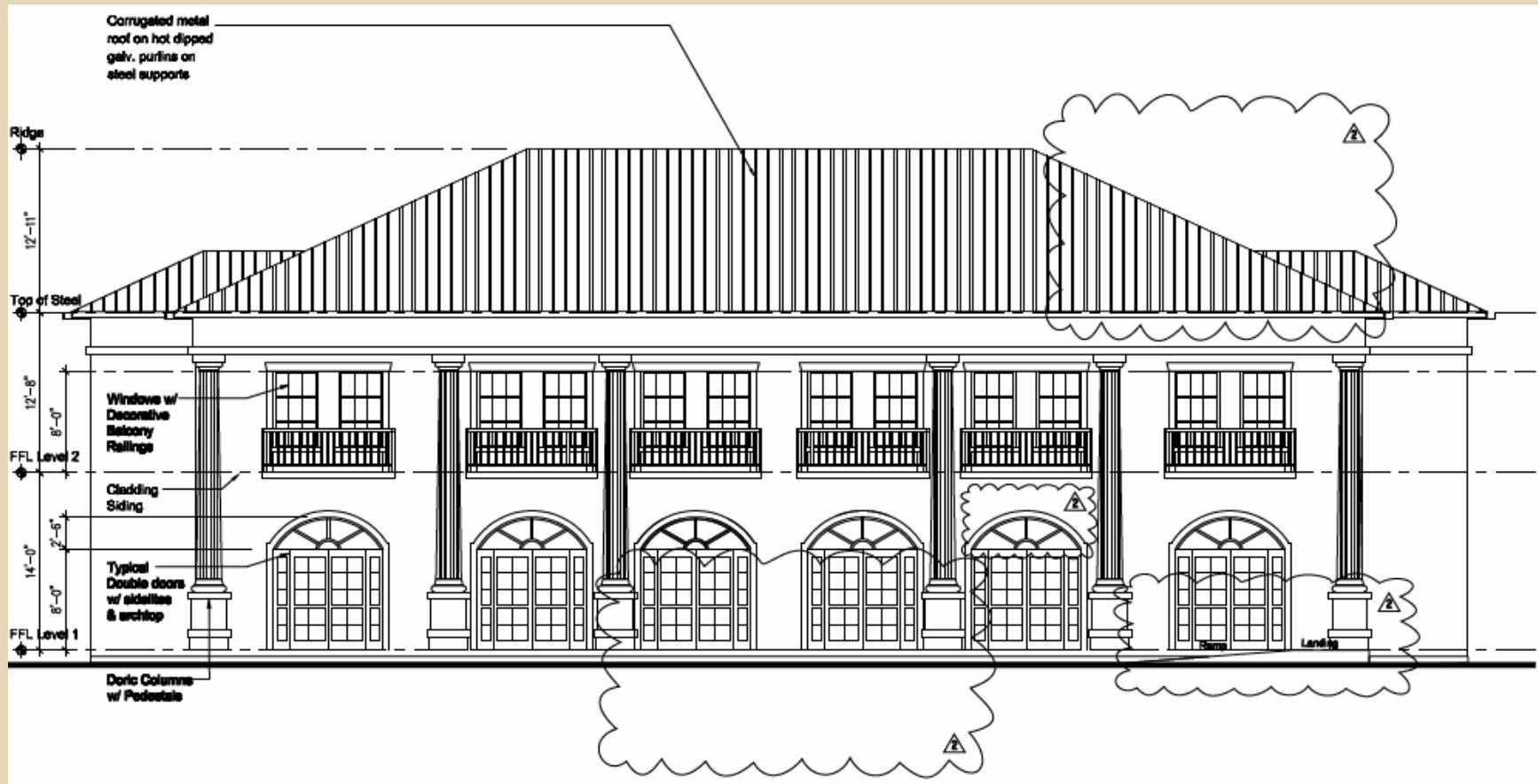
TAXI RETAIL. CONCEPTUAL ELEVATION (2018)

View from Merchants Square



MERCHANTS SQUARE PERSPECTIVE

Terminal Building - Front Exterior Elevation



Merchants Walk



MERCILANTS WALK SOUTH, CENTRAL, & NORTH ELEVATION (MTR)

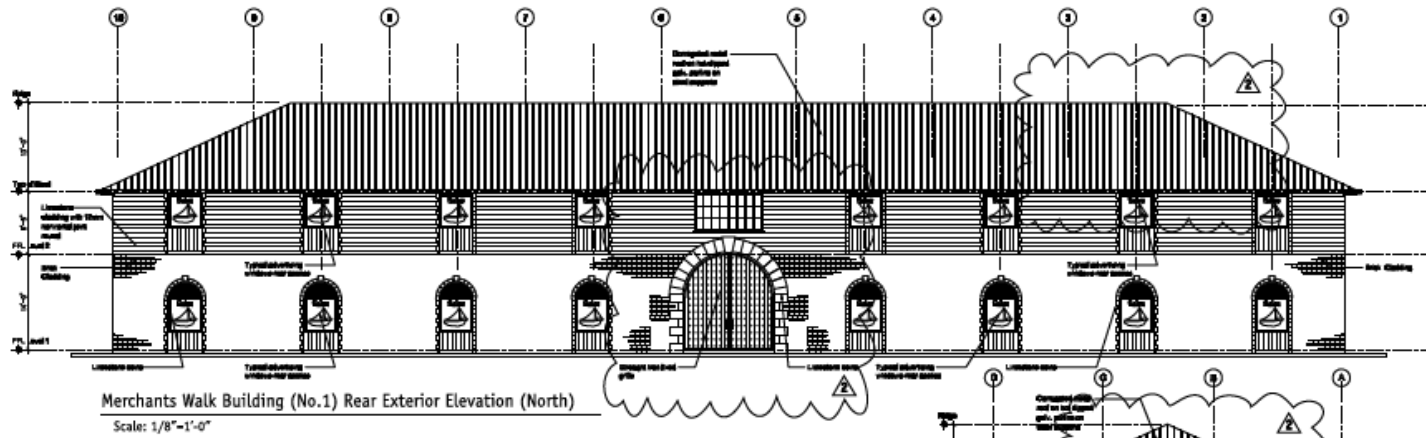
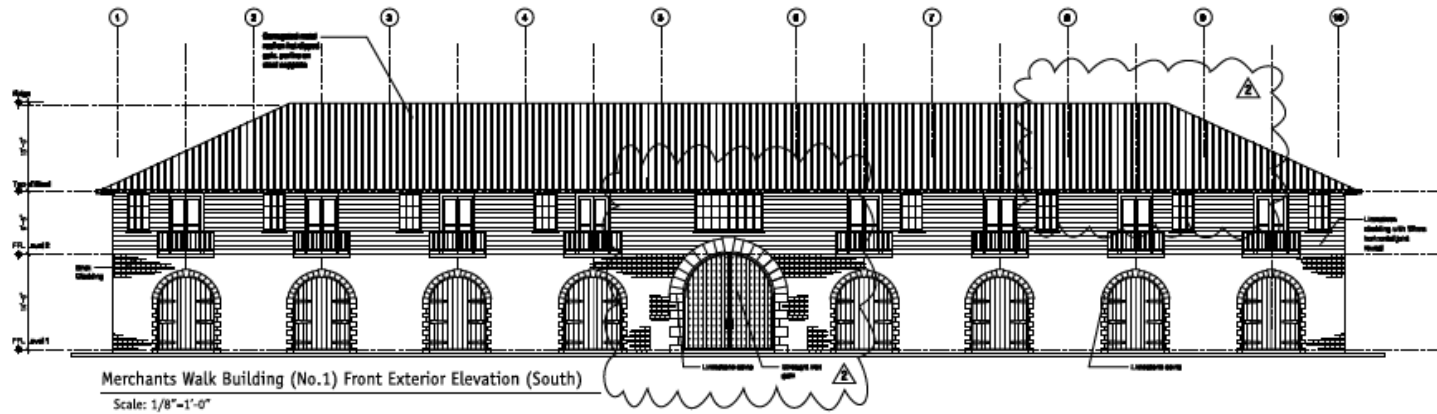
Retail, Office & Condominium

Ground Floor: 9,140 sq ft

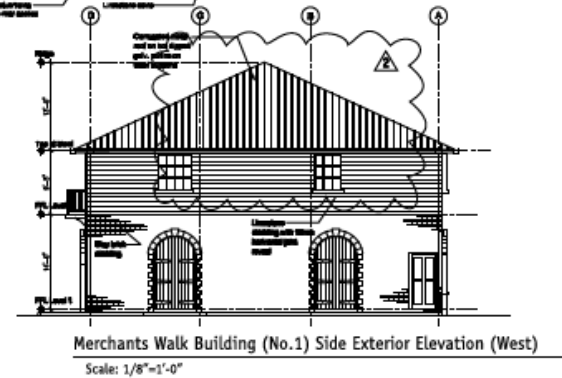
First Floor: 8,000 sq ft

TOTAL: 17,140 sq ft

Merchants Walk



**FOR REFERENCE ONLY
NOT FOR CONSTRUCTION**



Retail, Office & Housing Rendering



200 NORTH UNION ELEVATION (STS)

Retail, Office & Condominium

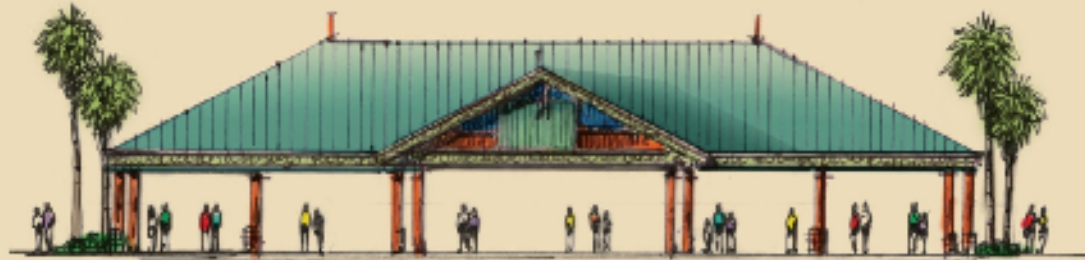
Ground Floor: 5,780 sq ft

First Floor: 5,780 sq ft

Second Floor: 5,780 sq ft

TOTAL: 17,340 sq ft

Craft Market



HARBOUR STREET CRAFT MARKET (0115)

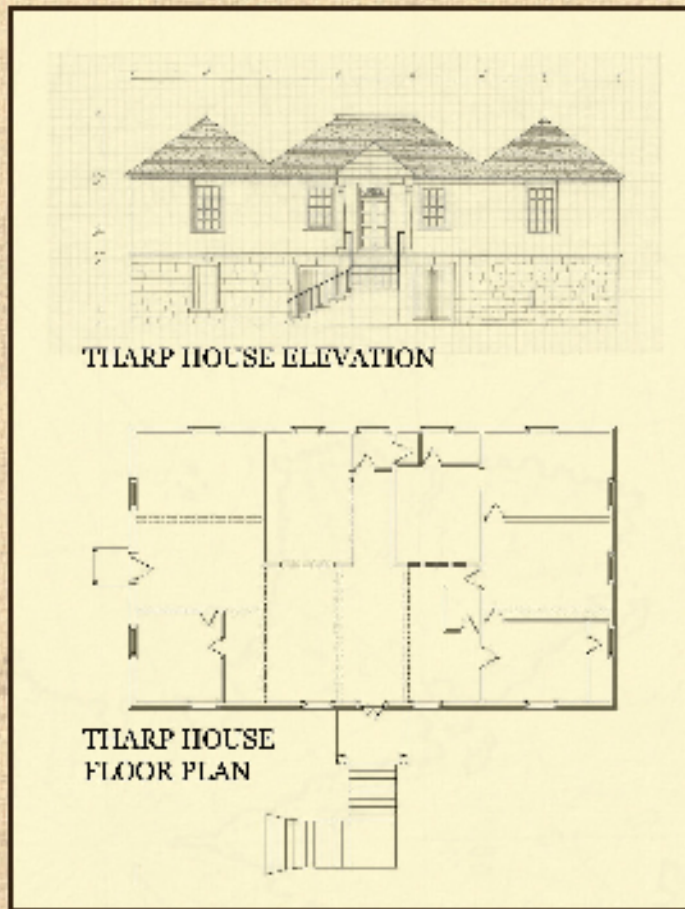


HARBOUR HOUSE, OPTION A (0115)



HARBOUR HOUSE, OPTION B (0115)

Tharp House



*John Tharp
1736 1804*



*View from front porch
of Tharp House*



Entrance of Tharp House

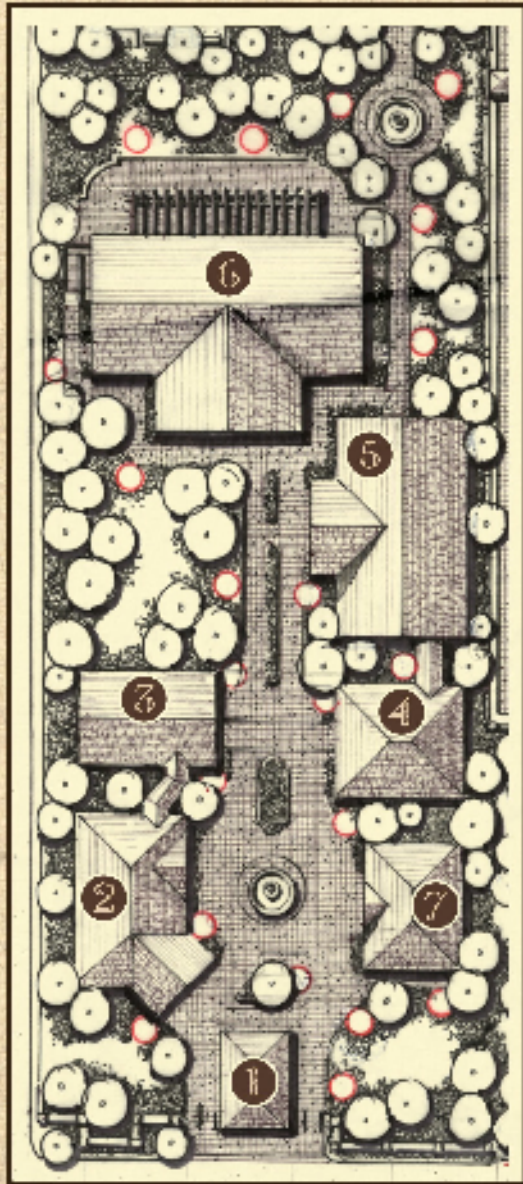


Residence Restoration



Rear of Tharp House

Historic Attraction



Key Site Plan

- 1 Ticketing
- 2 Welcome Center
- 3 History of Rum
- 4 Sugar Cane
- 5 Distillery Model
- 6 Tavern
- 7 Restrooms



Piracy Legends



Maritime Heritage



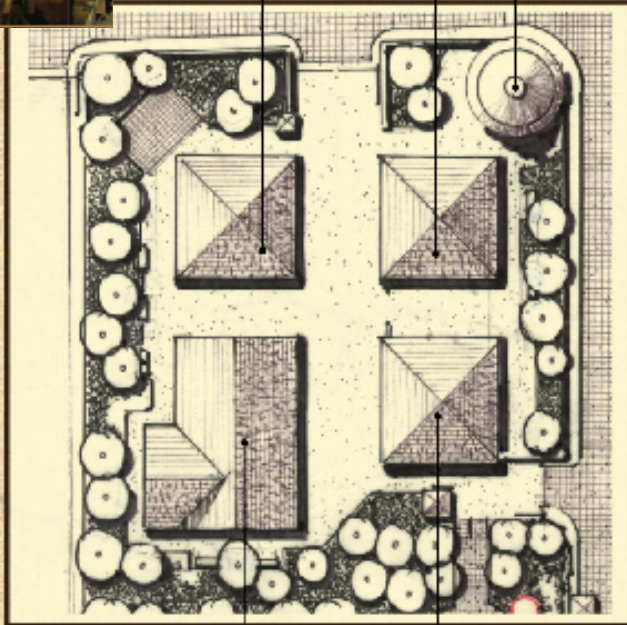
Foundry Yard



Works
ft

Glass Works
576 sq ft

Existing
Foundry
Dome



Key Site Plan

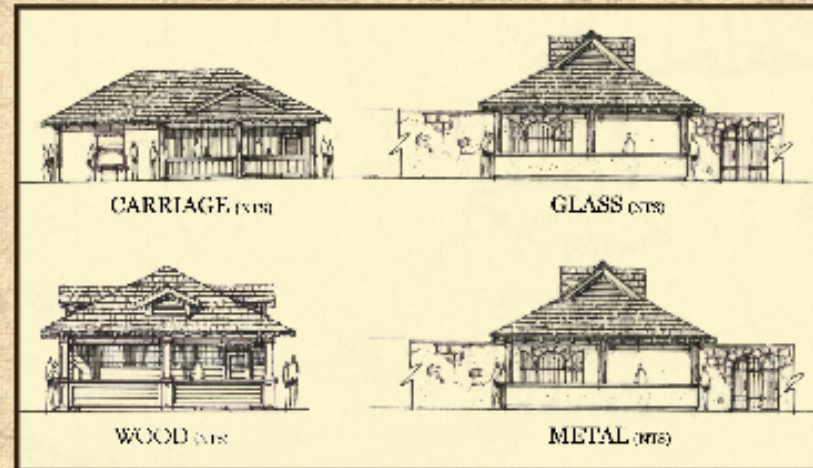
Metal Works
576 sq ft



Facility Style Reference



Existing Foundry



CARRIAGE (1/15)

GLASS (1/15)

WOOD (1/15)

METAL (1/15)



Works



Tours & Activities

- Guests can easily experience all Ocho Rios and Montego Bay tours.
- Local Falmouth Excursions:
 - Martha Brae river rafting
 - Great House experiences
 - Glistening Waters
- Over 85 total tours available.

Thank You

**Miguel Reyna
Commercial Development
Royal Caribbean Cruises Ltd.**