



A PROFILE

The name Azamara comes from an ancient poetic concept that defines the very spirit of Azamara Club Cruises. We coined the name drawing upon the Romance languages. It includes the obvious links to the color blue (azure) and the sea (mare). The name was also inspired by one of the gems of the Southern latitudes' heavenly constellations, the double star *Acamar*. It's depicted on our corporate logo as seen on the "stacks" of our graceful, twin cruisers, *Azamara Journey* and *Azamara Quest*--- two of the brightest stars in the deep blue seas. Our logo's double stars and stylized initial "A" for Azamara are set against a deep blue planet earth. So today Azamara Club Cruises sails the deep blue seas of the world--- but with a unique and defining difference that sets it apart from most cruises lines.

A Club-Like Ambience

Part of the highly-regarded cruise company, Royal Caribbean Cruises Ltd., what the traveling public knows today as Azamara Club Cruises--- we like to think of it as the brightest star sailing the deep blue sea--- first sailed on a soft opening in 2007. At that time it was called simply Azamara Cruises and it went through the usual shakedown period of all new ventures. A scant two years later, with long-time cruise industry executive Larry Pimentel at the helm as President and CEO, and with a small team of dedicated seagoing professionals, it officially became Azamara Club Cruises--- a new cruise product with a new and exciting concept we will explain to you. First, the addition of the word "Club" to our name was an important one since it defined this concept by highlighting the intimate, country club-like ambience guests were discovering aboard our two European, boutique-style cruise ships. With accommodations for 694 guests and a near one-to-one staff to passenger ratio, they offer a sophisticated, yet relaxing environment. In short, they provide a unique onboard experience and sail to unique destinations around the world, visiting them in a unique manner.

Awards, Honors and Accolades

In 2010, Azamara Club Cruises was named “One of the World’s Top 10 Cruise Lines” by *Travel + Leisure* Magazine’s “World’s Best” readers’ Poll--- a coveted honor for a small new cruising venture. Since then it has received many distinguished awards, honors and accolades. However, our most important accolades come from our satisfied guests, both in unsolicited comments and from guest satisfaction surveys that show astounding results. Those who have cruised with us consistently rate our overall cruise experience between 284 and 294 with a perfect score being 300. In addition, the independent survey company, Chadwick, Martin and Bailey of Boston, provides us with extremely high ratings on its audited, Secured Guest Index which samples our past guest population. “Nothing is perfect, but to strive for perfection is the goal.”

Longer Stays, More Overnights

Azamara Club Cruises appeals to discerning, well-traveled, up-market guests that love cruising and are interested in new ways to immerse themselves in many of the world’s great destinations. They are active travelers who are eager to experience what the world has to offer. So there are more late evening departures and overnight stays at highly desirable ports of call so guests may fully experience the destination by night as well as by day. In 2011, 45 per cent of our port visits offer either overnight or late night stays (8pm or later). Longer stays, more overnights---we call it “Night Tourism”--- is an authentic deliverable that allows guests to immerse themselves in the culture of the area. “Our guests don’t have to get back to their Azamara ship just when the nightlife begins,” says Pimentel.

Offering the Best of the World’s Attractions

Azamara Club Cruises sails to European destinations in the Baltic, Scandinavia, the British Isles, Western Europe, the French and Italian Riviera, the Greek Isles, Croatia, the Holy Land and the Black Sea. It also cruises in Asia, South America and the lesser traveled islands of the West Indies. Azamara Club Cruises also offers guests the opportunity to participate in some of the world’s most exciting special events such as Carnival in Rio de Janeiro and the Gran Prix in Monaco. While our itineraries provide seven-night voyages in these regions, we also provide nine-, ten-, eleven- and twelve-night sailings. And many of our individual itineraries may be combined back-to-back in “roaming” itineraries that hardly ever repeating a port of call. Each ship’s concierge can help make reservations or other arrangements for guests wishing to take advantage of the best that these destinations offer.

Enhancing the Pleasure

In our big, colorful 2011 Destination Guide, we call attention to “Three Perfect Ways to Enhance the Pleasure of Every Destination” and we encourage our guests to consider these options:

The first we call **Land Discoveries**--- exclusive shore excursions guided by local experts and designed around destinations on each itinerary. Next we offer our **Cruisetours** program. These Cruisetours add multi-day, land excursions to the front or back end of Azamara voyages. Our third such opportunity is **Pre- and Post-Voyage Accommodations**. We will gladly arrange additional nights in superior hotels at the port of embarkation or disembarkation. We have carefully selected outstanding hotels to assure that our onboard guests will receive an experience equal to that on *Azamara Journey* or *Azamara Quest*.

For the Passionate Golfer

Azamara Club Cruises has a unique partnership program with the renowned leader in international luxury golf vacations, PerryGolf. The program called **Azamara Club Golf Cruises**, allows the passionate golfer to play some of the world’s most famous courses. Of course, golfing is available to our guests on an individual, as requested basis through our onboard concierge.

Pillars of Excellence

The Azamara experience is built on four key pillars: **Destination Immersion**, **Extraordinary Service**, **Fine Cuisine and Wine**, and **Wellness and Vitality**.

Destination Immersion we have highlighted above.

Extraordinary Service is reflected in our Awards, Honors and Accolades and in our guest approval scores and ratings.

Fine Cuisine and Wine: Both *Azamara Journey* and *Azamara Quest* feature four locations for dining. First there is the main Discovery dining Room which features “open” seating. This means guest may dine alone or in the company of new-found onboard friends. There is also the handsome Prime C steakhouse, Aqualina that features Mediterranean-style cuisine, and Windows Café, buffet style for breakfast, lunch and dinner. Room Service is ‘twenty four-seven.’ Our fine cuisine is under the direction of our Executive Chef Robert van Rijsbergen from the Netherlands. We invite you to read his Chef Robert’s profile on our website and then to step aboard and have a chat with this remarkable young man. We also are proud that we have one of the most notable wine cellars at sea with select vintages from the major wine-producing regions of the world. We have searched diligently for a variety of little-known wines that we serve on a complimentary basis at luncheon and dinner.

Wellness and Vitality--- Our guests enjoy pampering themselves in our onboard spas and gyms. They revitalize body and soul with yoga classes, acupuncture, workouts in the gym and a wide variety of spa offerings including La Therapie Hydralift Facials and Aroma Stone Massage Therapy.

Guests also enjoy more inclusive amenities such as included gratuities for housekeeping, dining and bar staff; complimentary bottled water and sodas, specialty coffee and teas, as well as those complimentary boutique red and white wines to accompany luncheon and dinner; there is English Butler service for suite guests; and where available, shuttle bus service to and from port communities.

Guest Demographics

Azamara guests are youthful or young-at-heart and quite active. They are experienced and self-driven travelers who are searching for new and better ways to see the world. They seek a refined, intimate and upscale travel experience at a great value. The guest demographic is 45 plus years, with a combined household income of \$200,000 plus. Typically guests are married or in a committed relationship and residing in an upscale suburban or urban home.

The Value Proposition

Azamara guests constitute an affluent, highly sophisticated, demanding clientele. They seek the best and don't mind spending significant discretionary funds in what they term "a fair amount" to receive it. They gauge the concept "fair amount" on what they perceive to be good value. And, they perceive the Azamara "product" to be just that--- a good value.

At this writing, Azamara Club Cruises are priced in double digit percentages less than what the cruise industry observers, as well as travel agents and onboard guests, deem to be the line's "competitive set," which currently encompasses Regent Cruises, Crystal Cruises, Oceania Cruises, Silversea Cruises and Seabourn Cruise Line. Larry Pimentel, President and CEO, has stated that being double-digit percentages less than our competitive set won't always be the case. Prices will necessarily rise. This is to keep pace with costs, to maintain the excellence of the onboard experience and to provide shareholders and investors with a proper return. "But," Pimentel says, "We will always be a good savings/value and booking early assures the best savings."

Additionally, Azamara Club Cruises frequently offers outstanding extra savings programs and has a loyalty program for past guests called Le Club Voyage that features benefits, rewards and a reciprocity program with the brands of Royal Caribbean Cruises Ltd. Details are available on the Azamara website---www.AzamaraDestinationImmersion.com.

To Summarize we invite you to think of our Value Proposition this way:

- We frequently offer two for one fares;
- Gratuities are included in the cruise price;
- We offer early booking savings on many voyages;
- Average 2011 fares are 15 percent less than our competitive set;
- There are frequent promotions featuring onboard credits, ChoiceAir credits, open bar and extra savings are offered;
- Back-to-back cruises offer considerable savings and more flexibility in customized itineraries;
- ChoiceAir, our proprietary booking “tool,” offers highly competitive air fares, flexible scheduling and occasional air travel credits;
- Our single occupancy rates for solo travelers are only 125 percent on selected voyages. We are proud that all of this makes us a value leader in our category.

Our Management

Azamara Club Cruises enjoys a distinguished and dedicated senior management. This includes:

- **Richard D. Fain**, Chairman and CEO, Royal Caribbean Cruises Ltd.
- **Brian Rice**, Executive Vice President and CFO, Royal Caribbean Cruises Ltd.
- **Larry Pimentel**, President and CEO, Azamara Club Cruises
- **Edie Bornstein**, Vice President of Sales and Marketing, Azamara Club Cruises
- **Bert Van Middendorp**, Associate Vice President of Hotel Operations, Azamara Club Cruises
- **Signe Bjorndal**, Director of Marketing, Azamara Club Cruises
- **Bruce Setloff, Director**, Global Charter and Incentive Sales
- **Claudius Docekal**, Manager, Deployment and Land Programs

The Azamara Club Cruises Fleet

Azamara Journey

Inaugural Voyage: May 6, 2007
30,277 gross registered tons
694 guests (double occupancy)

Azamara Quest

Inaugural Voyage: October 22, 2007
30,277 gross registered tons
694 guests (double occupancy)

For more detailed information about Azamara Club Cruises please contact a Travel Professional or our Miami, Florida headquarters at (number). The Azamara website may be located at www.AzamaraDestinationImmersion.com

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