

The Challenges Facing Ports & Cruise Lines in Light of a Growing Industry



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VP, Land & Port Operations

Crystal Cruises



History of Crystal Cruises

Crystal Cruises was created in 1988

The company is headquartered in Los Angeles, California

First ship, Crystal Harmony, debuted in 1990

Today Crystal operates two top-rated luxury ships:

Crystal Symphony & Crystal Serenity



History of Crystal Cruises

*Crystal is wholly owned by NYK
(Nippon Yusen Kaisha)*



Created in 1885 & headquarter in Tokyo, Japan

*NYK is one of the largest shipping companies in the world
operating over 800 ships*





Crystal Symphony

Ship's Particulars - Crystal Symphony

Builder:	Kvaerner-Masa Yards, Turku, Finland
Delivery:	April 18, 1995
Flag:	Bahamian
Draft:	7,600 mm/24'11"
Gross Tonnage:	51,044
LOA:	238 mm/780'10"
Capacity:	922 Guests
Per Guest Space Ratio:	55.3
Per guest crew ratio:	0.59
Crew:	566

***Our international Crew represents 45 countries**



Crystal Serenity



Ship's Particulars - Crystal Serenity

Builder:	Chantiers de L'Atlantique – Saint Nazaire, France
Delivery Date:	June 30, 2003
Flag:	Bahamian
Draft:	7,600 mm/24'11"
Gross Tonnage:	68,044
Length:	250 mm/820'03"
Capacity:	1,070 Guests
Per Guest Space Ratio:	64.4
Per guest crew ratio:	0.61
Crew:	655

**International crew representing 45 countries*



THE COST FOR MAINTAINING A 6-STAR SHIP?

CRYSTAL HAS INVESTED OVER **\$100M**
ON OUR TWO SHIPS OVER THE PAST 5 YEARS

** No-one in our market has spent as much on existing hardware as Crystal Cruises*



Crystal Symphony

Built 1995

Most Recently Refurbished 2012

\$65 million +



Crystal Serenity

Built 2003

Most Recently Refurbished 2011

\$35 million +

** In 2013 another **\$17 million +** will be invested during dry dock in Cadiz*

TOP TWO DECISION DRIVERS FOR SELECTING A CRYSTAL CRUISE?

Reputation

Destination



Reputation & Destination

	Average 2009	Average 2010	Average 2011	Average 2012
Destination	64.7	62.77	67.1	66.1
Crystal's Reputation	60.3	59.2	59.2	57.9
Date of Cruise	43.8	43.91	42.4	36.4
Length of Cruise	31.3	31.46	30.3	30.6

Source: Crystal Cruise QAP Surveys



REPUTATION

Voted the World's Best more than any other cruise line, hotel or resort in history!



Travel + Leisure

2012 World's Best Large-Ship Cruise Line

17 Years in a row



Condé Nast Traveler

2012 Best Mid-Size Ship Cruise Line

19 years in a row





Cruise Line Providing the Highest Client Satisfaction (2007- 2011)

- * Best World Cruise
- * Best Travel Agent Support



Best in Luxury



2012 Gold Awards:

- Crystal Serenity and Crystal Symphony: Overall Mid Size Cruise Ship
 - Mobile App (Cruise)
 - Print Advertising (Cruise)
- Advertising/Marketing Campaign (Cruise)

2012 Silver Award

- Overall Luxury Cruise Ship, Crystal Serenity and Crystal Symphony

2011 Gold: Crystal Serenity

- Luxury Ship – Suite Design & Non-Suite Cabin Design

2011 Silver: Crystal Serenity

- Overall Luxury Ship

2010 Gold: Crystal Symphony

- Overall Luxury Ship

2010 Silver: Crystal Symphony

- Luxury Ship – Suite Design



PERFORMANCE MEDIA
LEISURE TRAVEL LEADERS

Awards 2010

Best Luxury Cruise Line: Crystal
Vacation Agent Magazine
Agent@Home Magazine



Best Luxury Cruise



IAPH 2013

The International Association of Ports and Harbors

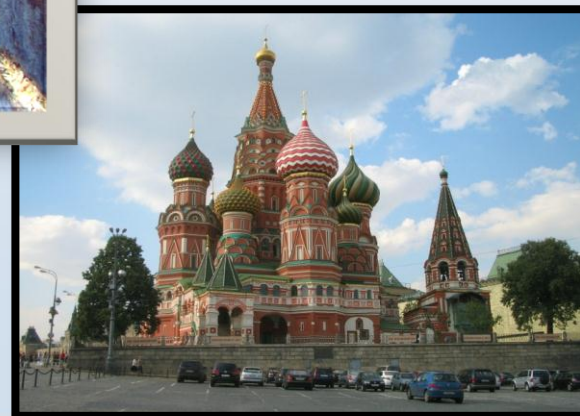
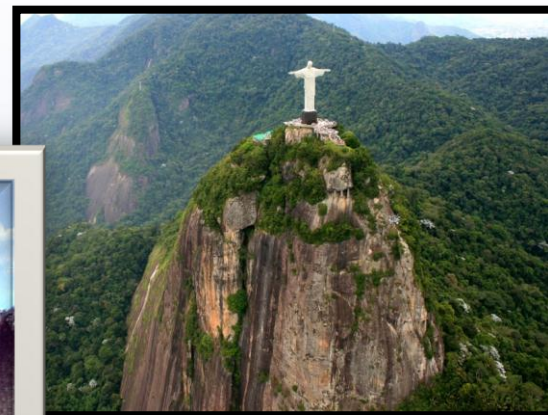
THE PORT
OF LOS ANGELES







Destinations



2013 Destinations Overview

Itinerary Highlights:

- **64** diverse itineraries/**226 ports** in **62 countries**
- 40/64 voyages have embark overnights/88% of all voyages feature overnights in select ports
- Crystal Serenity's annual World Cruise - **74-day exotic South America**
- A **98-day Grand adventure** touring Australasia traveling from Auckland to Los Angeles - eight unique segments from 7- to 18-day
- May 26, 2013 **overnight in Monte Carlo coincides with the Monaco Grand Prix**



PORT INTENSIVE ITINERARIES

26 Day Cruise



20 Day Cruise



16 Day Cruise



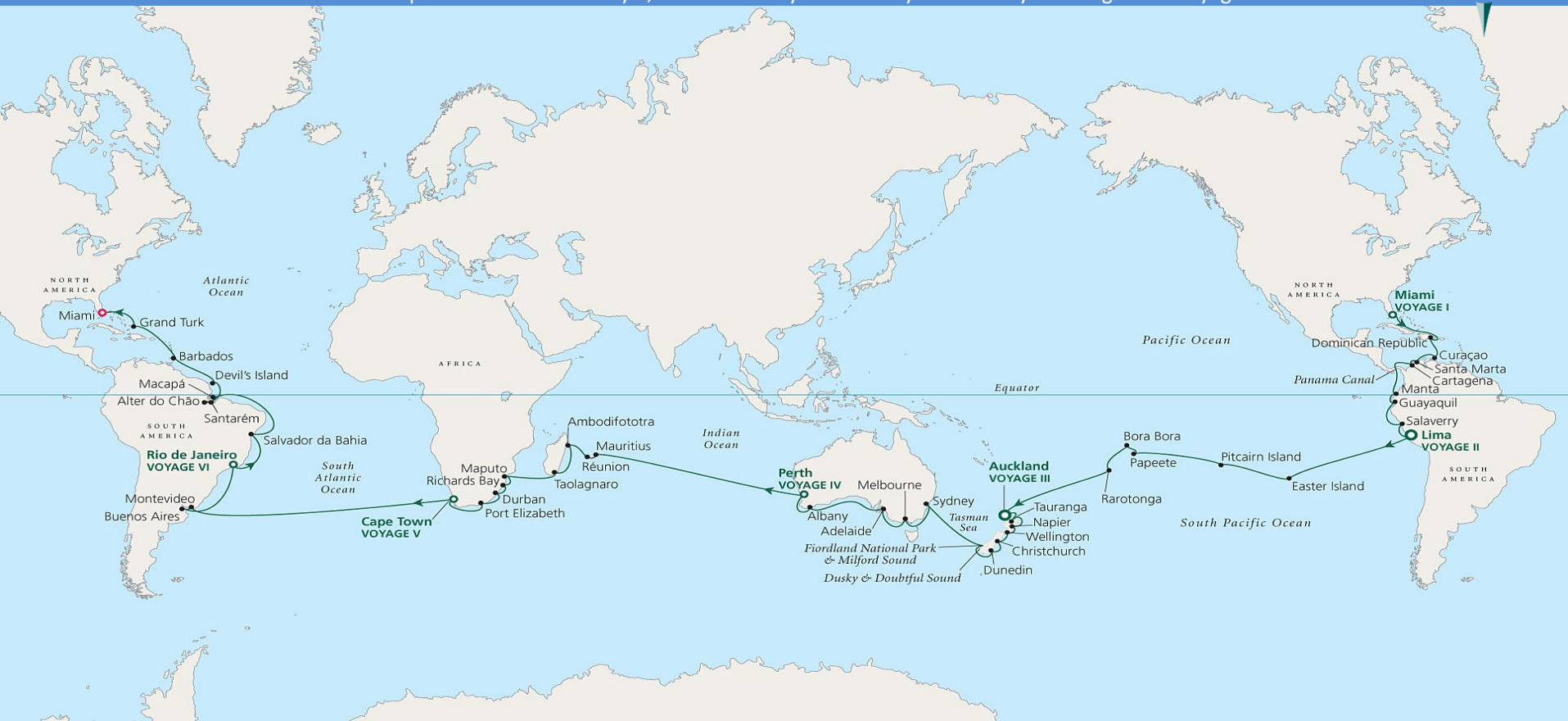
2014 World Cruise

Los Angeles to London • January 18, 2014 • 89 days aboard Crystal Serenity • Five unique voyages



Preview: 2015 World Cruise

Round-trip Miami - Jan 15 - May 4, 2015 - 108 Days aboard Crystal Serenity – Six segments voyages



The Challenges Facing Cruise Lines in Light of a Growing Industry



PORT COSTS

The Rising Costs of FUEL

Significant Increase in fuel cost since 2010

*Represents a very large portion of our Product
Delivery Costs*



Port Costs

Pilotage - Tonnage

Towage - Light Dues - Harbor Dues

Head Tax - Labor



BERTHING

Itinerary Planning

Confirming Berthing In Advance

Congestion in Ports



ENVIRONMENTAL

Crystal is committed to:

Preventing pollution

Complying with worldwide environmental regulations



Continually improving our environmental management system to minimize and reduce the environmental impact of our operations

Dedicated to raising shipboard and shore side awareness of responsible and respectful treatment of the environment



WORLD EVENTS

PERCEPTION vs. REALITY

Impact on Marketing & Selling Cruises

Impact on Itinerary Planning



WORLD EVENTS

ASIA – MED - NORTH AFRICA

MIDDLE EAST - EAST COAST – MEXICO

WORLDWIDE





Thank You

