



ROYAL CARIBBEAN ASKS “WHY NOT?”

Starts own floating Nation at sea

In an unprecedented move, Royal Caribbean International® has officially seceded from land, and established itself as the Nation of Why Not,™ a place where innovation and imagination rule supreme. The nation will sail the world's oceans in its 21 states (previously called ships), governed by the principles of “Why Not,” according to representatives from Royal Caribbean.

The Nation of Why Not may be only days old, but its philosophy of “Why Not” has guided Royal Caribbean since its founding in 1968. “While other cruise lines have always asked why, we’ve always asked ‘Why Not?’,” said Adam Goldstein, President & CEO of Royal Caribbean International, and now the Nation of Why Not. “It’s why we were the first cruise line to build ships for the sole purpose of cruising the Caribbean.”

The Nation’s President & CEO is also quick to point out that the founding of the Nation of Why Not is not a revolution, but an evolution of what Royal Caribbean has always done: give their guests more things to say “Why Not” to than any other cruise vacation, or place, in the world. Royal Caribbean “Why Not” firsts have included the signature wraparound Viking Crown Lounge®, cantilevered whirlpools, the FlowRider® surfing simulator, onboard rock-climbing walls, boxing rings and ice skating rinks. “Somewhere along the way, our ships became not just a way to travel, but a destination in themselves,” Goldstein says. “With so many things to do here, it’s like its

own country, so we figured why not start our own nation?”

The Nation sails to over 284 ports worldwide, and is home to over 20,000 resident citizens (also known as the crew), responsible for showing the ways of “Why Not” to more than 50,000 guest citizens each week.

“It’s all about inspiring our guests to do things they would never dream of on dry land,” says Royal Caribbean VP of Sales Ken Muskat. “After all, where else can

you rock climb in the middle of the ocean, or ice skate on the equator?” While Royal Caribbean now officially considers itself a nation,

President & CEO Goldstein stresses the fact that other than a few flags, a new advertising campaign, and an even greater sense of pride, not much will change at Royal Caribbean, other than the usual stream of amazing innovations, of course.

“We are still Royal Caribbean,” President & CEO Goldstein says, “And now we’re also the Nation of Why Not.”

“With so many things to do here, it’s like its own country.”



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NATION ABOUNDS WITH WHY NOT MOMENTS

Innovation and Imagination Rule Supreme in Floating Nation

In the Nation of Why Not, all guest citizens are encouraged to try the things they have always wanted to do—to try the FlowRider without fear, to sample new cuisines or discover new cultures—to pack more Why Not moments into a few days than many have experienced in an entire lifetime. All guest citizens are invited to see the world differently, from the vantage point that only a zip line, a towering rock-climbing wall, or a deck chair can provide.

Everything that the Nation of Why Not does is to provide the stage for its guest citizens to rediscover their Why Not sides, the part of themselves that doesn't

question, but simply enjoys. The innovations of the nation's states (previously called ships) are second to none, and the sheer imagination put into their onboard activities is world-class, from Broadway-style shows to the Adventure Ocean® program for kids.

All guest citizens of the Nation are encouraged to share their favorite Why Not moments, and connect with other guest citizens of the Nation. The Nation's new social networking site, nationofwhynot.com, is a place for guest citizens of all ages to upload a profile, photos, and written accounts of their favorite Why Not moments.

Another Perfect Day in the Nation of Why Not:

Just a sampling of the Nation's favorite Why Not moments



Bill Ehninger, Guest Citizen of *Independence of the Seas*®, hung ten in his very first attempt on the FlowRider.



Paul and Holly Charbonnier, *Brilliance of the Seas*® Guest Citizens, said why not just stroll on a sandy beach.



Michael Stoopack, *Mariner of the Seas*® Guest Citizen, sank a hole-in-one at 150 feet above sea level.



Victoria Harrington, Guest Citizen of *Voyager of the Seas*®, attended three yoga classes—in one day.



Sarah Levi, Guest Citizen of *Freedom of the Seas*®, draws first masterpiece with the Adventure Ocean® program.



The Epstein Family, *Adventure of the Seas*® Guest Citizens, reconnected at Johnny Rockets®.

Ask Vicki

By Vicki Freed

Sr. Vice President of Sales & Trade Support & Services



Dear Vicki:

When my clients ask about the Nation of Why Not, what can I tell them about this new nation, and why they should go there?

—Nate Goodson

Dear Nate,

The Nation of Why Not is a place where guest citizens are invited to broaden their horizons, loosen up a bit, and rediscover their laid-back “Saturday selves.” But most importantly, it's a place to ask “Why Not?”

- ⚡ Why not try climbing our rock wall in the middle of the Pacific?
- ⚡ Why not spend all day being pampered in one of our spas?
- ⚡ Why not let the kids spend all day in the H2O Zone? (Yes, even parents have the chance to say “Why Not” in the Nation.)

Our outstanding staff (our resident citizens) uphold our Gold Anchor Service® and live by the principles of “Why Not.” They create an atmosphere onboard that encourages our guest citizens to try new things without hesitation and experience all that the Nation of Why Not has to offer. This is what separates Royal Caribbean from the rest.

Dear Vicki,

What type of clients should I recommend to visit the Nation of Why Not?

—Sarah Ahlers

Dear Sarah,

The Nation of Why Not is the ideal destination for all sorts of clients to declare their independence from ordinary vacations. A place for families to reconnect over hamburgers at Johnny Rockets. For couples to reignite their romantic flames on a gondola ride in Venice. For adventurous spirits to surf the FlowRider. For friends to create memories to last a lifetime. For high-rollers to hit the tables at Casino Royale.™ And, of course, for the overworked, looking to do nothing at all for once. Perhaps you should have asked who not to send—that'd be a much shorter list.

Dear Vicki,

Now that Royal Caribbean is the Nation of Why Not, what should I do differently as a travel agent?

—Trish Tagle

Dear Trish,

The launch of our Nation of Why Not campaign—with exciting new TV, print and online elements—should afford travel agents new reasons and opportunities to market Royal Caribbean to their clients. We wouldn't be where we are today if it weren't for you—you've helped build the Nation. There have been over 20 million guest citizens that have sailed with us since 1970. In launching the Nation of Why Not, we ask that you just keep doing what you've been doing. Just remember: we're still Royal Caribbean, providing amazing experiences for people of all ages, but now we're also the Nation of Why Not.

For more Why Not moments, go to
nationofwhynot.com

CITIZENS THRIVE IN LAND OF WHY NOT

*Possibilities, Encouragement
Make Nation Great*

According to numerous reports from guest citizens, life aboard the Nation's 21 states (previously called ships) is like no other place on earth.

"It's like entering a different world," says Karen Gerwin, 38, a guest citizen aboard Majesty of the Seas. "You feel like you can try anything without being embarrassed."

This is, apparently, no coincidence.

"The Nation is all about creating a culture of possibilities and encourage-

ment," says EJ Howard, a resident citizen (also known as the crew) aboard Freedom of the Seas. With so many activities onboard, we encourage our citizens to try them all. That's where our Gold Anchor Service® comes in."

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a different world,"
says Karen Gerwin,
38, a guest citizen
since age 15.*

The Nation's Gold Anchor Service provides the framework to ensure that every resident citizen does everything possible to create an amazing experience for the Nation's guests. It's all about the unexpected smile, the

offer to help, and encouraging visitors to the Nation to enjoy themselves as much as possible. While the rock-climbing wall and FlowRider might be something most guest citizens would never consider on dry land, something

happens once one comes aboard the Nation of Why Not.

"When someone feels truly at home with where they are, the possibilities are endless," explains Howard.



NATION'S NEWLYWEDS TAKE VOWS OF WHY NOT

While most newlyweds are busy saying "I do," guest residents of Royal Caribbean's new Nation are just as likely to be heard saying "Why Not" on their wedding day.

According to the Nation of Why Not's wedding department, Royal Romance, their Explorer WeddingSM Program, is designed to give active bridal couples the opportunity to create the most unique and memorable wedding day possible.

Couples who wed in the Nation of Why Not can choose from a variety of exciting onboard or shoreside locations for their once-in-a-lifetime ceremony.

"The FlowRider, rock-climbing wall, a glacier, a vineyard, a rainforest. The variety of locations a couple can choose from for a wedding on the Nation of Why Not is second to none," said Valerie Mahon of the Nation's Royal Romance program. "While most traditional wedding planners may spend their time asking why, we ask Why Not?"

Though the Nation's Explorer Wedding packages offer more excitement than the

typical at-home wedding, they are often a fraction of the cost, and require infinitely less planning than a land wedding.

"You can choose a beautiful vineyard or European castle for your wedding ceremony, and the best part is, you can do it all worry-free," says Gina Basulto, Royal Romance Wedding Consultant. "We can take care of all the details, from flowers, to pre-ceremony manicures, to entertainment for the after-wedding reception."

Not only do Explorer Weddings offer a once-in-a-lifetime experience for bride, groom and family, its benefits to the Nation's Travel Agents are numerous, when you consider that wedding couples in the Nation of Why Not often choose an upgraded stateroom. But the best part of all is the loyalty to the Nation of Why Not that Explorer Weddings build. Couples often return for anniversaries, reunions and vow renewals.

"Hopefully, we'll see them for years to come," says Basulto.



OASIS OF THE SEAS PREPARES TO AMAZE

Spirit of Why Not Guides Ship's Design



Since the first appearance of its signature Viking Crown Lounge in 1970, Royal Caribbean has consistently pushed the boundaries of what's possible on a cruiseliner. Over the years, their engineers

and designers have constantly asked "Why Not?" again and again, in order to bring more innovative and incredible things to their guests.

And now, under the flag of the Nation of Why Not, Royal Caribbean is preparing to launch their greatest example of Why Not ever—Oasis of the Seas.

Says Royal Caribbean Cruises Ltd. Chairman & CEO Richard Fain, "For us a ship isn't just a ship, but rather, a collection of amazing experiences that challenge all limitations. Oasis of the Seas exemplifies how we continue to break the mold time and again."

Adam Goldstein, President & CEO of

the Nation, remarked, "We wanted to build something that had features and options on a scale that the world had never seen before."

Harri Kulovaara, Exec. VP, Maritime, summed it up for the group by saying, "We asked ourselves one simple question—'Why Not?' Instead of just loading up with amazing experiences, why not create distinct neighborhoods? Why not create a Central ParkSM at sea with lush tropical grounds? Or a boardwalk with the world's first floating carousel? Why not offer multi-level lofts with floor-to-ceiling windows and breathtaking views? Why not design dual climbing



walls surrounding a state-of-the-art Aqua-TheaterSM? Simply stated, why not build 'incredible'?"

And that seems to be just the beginning.