

# CARNIVAL CORP (CVC1)

## 10-K

Annual report pursuant to section 13 and 15(d)

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UNITED STATES SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549  
FORM 10-K

(Mark One)

Annual Report Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934

For the fiscal year ended November 30, 2004 or

Transition Report Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934

For the transition period from \_\_\_\_\_ to \_\_\_\_\_

Commission file number: 1-9610

Commission file number: 1-15136

Carnival Corporation  
(Exact name of registrant as specified in its charter)

Carnival plc  
(Exact name of registrant as specified in its charter)

Republic of Panama  
(State or other jurisdiction of incorporation or organization)

England and Wales  
(State or other jurisdiction of incorporation or organization)

59-1562976  
(I.R.S. Employer Identification No.)

98-0357772  
(I.R.S. Employer Identification No.)

3655 N.W. 87th Avenue  
Miami, Florida 33178-2428  
(Address of principal executive offices)  
(Zip code)

Carnival House, 5 Gainsford Street,  
London SE1 2NE, United Kingdom  
(Address of principal executive offices)  
(Zip code)

(305) 599-2600  
(Registrant's telephone number, including area code)

011 44 20 7940 5381  
(Registrant's telephone number, including area code)

Securities registered pursuant to Section 12(b) of the Act:

Securities registered pursuant to Section 12(b) of the Act:

Title of each class  
Common Stock  
(\$ .01 par value)

Title of each class  
Ordinary Shares each represented by American Depositary Shares (\$1.66 stated value), Special Voting Share, GBP 1.00 par value and Trust Shares of beneficial

interest in the P&O Princess

Special Voting Trust

Name of each exchange on which registered  
New York Stock Exchange, Inc.

Name of each exchange on which registered  
New York Stock Exchange, Inc.

Securities registered pursuant to Section 12(g) of the Act: None

Indicate by check mark whether the registrants (1) have filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) have been subject to such filing requirements for the past 90 days. Yes  No

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S-K is not contained herein, and will not be contained, to the best of registrants' knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form 10-K or any amendment to this Form 10-K .

Indicate by check mark whether the registrants are accelerated filers (as defined in Rule 12b-2 of the Act). Yes  No

The aggregate market value of the voting and non-voting common equity held by non-affiliates computed by reference to the price at which the common equity was last sold was \$16.0 billion as of the last business day of the registrant's most recently completed second fiscal quarter.

The aggregate market value of the voting and non-voting common equity held by non-affiliates computed by reference to the price at which the common equity was last sold was \$7.6 billion as of the last business day of the registrant's most recently completed second fiscal quarter.

At February 7, 2005, Carnival Corporation had outstanding 634,724,685 shares of its Common Stock, \$.01 par value.

At February 7, 2005, Carnival plc had outstanding 212,033,669 Ordinary Shares \$1.66 stated value, one Special Voting Share, GBP 1.00 par value and 634,724,685 Trust

Shares of beneficial interest in the P&O Princess

Special Voting Trust.



DOCUMENTS INCORPORATED BY REFERENCE

The information described below and contained in the Registrants' 2004 annual report to shareholders to be furnished to the Commission pursuant to Rule 14a-3(b) of the Exchange Act is shown in Exhibit 13 and is incorporated by reference into this Annual Report on Form 10-K.

Part and Item of the Form 10-K

Part II

- Item 5(a) and (b). Market for Registrants' Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities - Market Information and Holders.
- Item 6. Selected Financial Data.
- Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations.
- Item 7A. Quantitative and Qualitative Disclosures About Market Risk.
- Item 8. Financial Statements and Supplementary Data.

Portions of the Registrants' 2005 definitive proxy statement, to be filed with the Commission, are incorporated by reference into this joint Annual Report on Form 10-K under the items described below.

Part and Item of the Form 10-K

Part III

- Item 10. Directors and Executive Officers of the Registrants.
- Item 11. Executive Compensation.
- Item 12. Security Ownership of Certain Beneficial Owners and Management.
- Item 13. Certain Relationships and Related Transactions.
- Item 14. Principal Accountant Fees and Services.

PART I

Item 1. Business.

A. General

Carnival Corporation is incorporated in Panama, and Carnival plc is incorporated in England and Wales. Together with their consolidated subsidiaries they are referred to collectively in this joint Annual Report on Form 10-K as "Carnival Corporation & plc," "our," "us," and "we."

On April 17, 2003, Carnival Corporation and Carnival plc (formerly known as P&O Princess Cruises plc or "P&O Princess") completed a dual listed company ("DLC") transaction, which implemented Carnival Corporation & plc's DLC structure. The DLC transaction combined the businesses of Carnival Corporation and Carnival plc through a number of contracts and through amendments to Carnival Corporation's articles of incorporation and by-laws and to Carnival plc's memorandum of association and articles of association. Carnival Corporation and Carnival plc are both public companies, with separate stock exchange listings and their own shareholders. The two companies have a single executive management team and identical boards of directors, and operate as if they were a single economic enterprise. See Note 3, "DLC Transaction" to our Consolidated Financial Statements in Exhibit 13 to this joint Annual Report on Form 10-K.

We are the largest cruise company and one of the largest vacation companies in the world. We have a portfolio of 12 widely recognized cruise brands and are a leading provider of cruises to all major vacation destinations outside the Far East. See Part I, Item 1. Business C. "Cruise Operations" for further information.

As of February 7, 2005, a summary of the number of cruise ships we operate, by brand, their passenger capacity and the primary areas in which they are marketed is as follows:

Cruise Brands	Number of Cruise Ships	Passenger Capacity(a)	Primary Market
Carnival Cruise Lines	20	44,866	North America
Princess Cruises ("Princess")	14	28,332	North America
Costa Cruises ("Costa")	11	18,272	Europe
Holland America Line	12	16,930	North America
P&O Cruises	4	7,724	United Kingdom
AIDA Cruises ("AIDA")	4	5,378	Germany
Cunard Line ("Cunard")	2	4,410	North America and United Kingdom
P&O Cruises Australia	2	2,686	Australia and New Zealand
Ocean Village	1	1,578	United Kingdom
Swan Hellenic	1	678	United Kingdom
Seabourn Cruise Line ("Seabourn")	3	624	North America
Windstar Cruises ("Windstar")	3	604	North America
	--	-----	
	77	132,082	
	==	=====	

(a) In accordance with cruise industry practice, passenger capacity is calculated based on two passengers per cabin even though some cabins can accommodate three or more passengers.

As of February 7, 2005, we had signed agreements with two shipyards providing for the construction of 13 additional cruise ships scheduled for delivery between March 2005 and April 2009. This will increase our passenger capacity by 34,120 lower berths, or 25.8%, compared to February 7, 2005. It is possible that some of our older ships may be sold or retired during the next few years, thus reducing the size of our fleet over this period. See Note 7, "Commitments" to our Consolidated Financial Statements in Exhibit 13 to this joint Annual Report on Form 10-K for additional information regarding our ship commitments.

In addition to our cruise operations, we own the leading cruise/tour operators in the State of Alaska and the Canadian Yukon, Holland America Tours and Princess Tours, which primarily complement their respective cruise operations and own substantially all the assets noted below. These tour companies currently market and operate:

- 20 hotels or lodges in Alaska and the Canadian Yukon, with over 3,200 guest rooms;
- over 530 motorcoaches used for sightseeing and charters in the States of Washington and Alaska, in British Columbia, Canada and the Canadian Yukon;
- 22 domed rail cars, which are run on the Alaska Railroad between Anchorage and Fairbanks;
- two luxury dayboats offering tours to a glacier in Alaska and on the Yukon River; and
- sightseeing packages, or individual components of such packages, sold either separately or as part of our cruise/tour packages to our Alaskan cruise passengers and to other vacationers.

#### B. Risk Factors

You should carefully consider the specific risk factors set forth below, as well as the other information contained or incorporated by reference in this joint Annual Report on Form 10-K, as these are important factors, among others, that could cause our actual results to differ from our expected or historical results. Some of the statements in this section and elsewhere in this joint Annual Report on Form 10-K are "forward-looking statements." For a discussion of those statements and of other factors to consider see the "Cautionary Note Concerning Factors That May Affect Future Results" below.

- (1) We may lose business to competitors throughout the vacation market.

We face significant competition from other cruise lines, both on the basis of cruise pricing and also in terms of the types of ships, services and destinations we offer to cruise passengers. Our principal competitors include the companies listed in this joint Annual Report on Form 10-K under the caption, "Cruise Operations - Competition."

However, we operate in the vacation market, and cruising is only one of many alternatives for people choosing a vacation. We therefore risk losing business not only to other cruise lines, but also to other vacation operators that provide other travel and leisure options, including hotels, resorts and package holidays and tours.

In the event that we do not compete effectively with other cruise companies and other vacation alternatives, our results of operations and financial condition could be adversely affected.

- (2) The international political and economic climate and other world events affecting safety and security could adversely affect the demand for cruises and could harm our future sales and profitability.

Demand for cruises and other vacation options has been, and is expected to continue to be, affected by the public's attitude towards the safety of travel, the international political climate and the political climate of destination countries. Events such as the terrorist attacks in the U.S. on September 11, 2001 and the threats of additional attacks in the U.S. and elsewhere, concerns of an outbreak of additional hostilities and national government travel advisories, together with the resulting political instability and concerns over safety and security aspects of traveling, have had a significant adverse impact on demand and pricing in the travel and vacation industry and may continue to do so in the future. Demand for cruises is also likely to be increasingly dependent on the underlying economic strength of the countries from which cruise companies source their passengers. Economic or political changes that reduce disposable income or consumer confidence in the countries from which we source our passengers may affect demand for vacations, including cruise vacations, which are a discretionary purchase. Decreases in demand could lead to price discounting which, in turn, could reduce the profitability of our business.

- (3) Overcapacity within the cruise and land-based vacation industry could have a negative impact on net revenue yields and increase operating costs, thus resulting in ship, goodwill and/or trademark asset impairments, all of which could adversely affect profitability.

Cruising capacity has grown in recent years and we expect it to continue to increase over the next five years as all of the major cruise vacation companies are expected to introduce new ships. In order to utilize new capacity, the cruise vacation industry will probably need to increase its share of the overall vacation market. The overall vacation market is also facing increases in land-based vacation capacity, which also will impact us.

Failure to increase our share of the overall vacation market is one of a number of factors that could have a negative impact on our net revenue yields. In some prior years, our net revenue yields were negatively impacted as a result of a variety of factors, including capacity increases. Should net revenue yields be negatively impacted, our results of operations and financial condition could be adversely affected, including the impairment of the value of our ships, goodwill and/or trademark assets. In addition, increased cruise capacity could impact our ability to retain and attract qualified crew at competitive costs and, therefore, increase our shipboard employee costs.

- (4) Our future operating cash flow may not be sufficient to fund future obligations, and we may not be able to obtain additional financing, if necessary, at a cost that is favorable or that meets our expectations.

Our forecasted cash flow from future operations may be adversely affected by various factors, including, but not limited to, declines in customer demand, increased competition, overcapacity, the deterioration in general economic and business conditions, terrorist attacks, ship accidents and other incidents, adverse publicity and increases in fuel prices, as well as other factors noted under these "Risk Factors" and under the "Cautionary Note Concerning Factors That May Affect Future Results" section below. To the extent that we are required, or choose, to fund future cash requirements, including future shipbuilding commitments, from sources other than cash flow from operations, cash on hand and current external sources of liquidity, including committed financings, we will have to secure such financing from banks or through the offering of debt and/or equity securities in the public or private markets.

Our access to, and the cost of, financing will depend on, among other things, the maintenance of strong long-term credit ratings. Carnival Corporation and Carnival plc's senior, unsecured long-term debt ratings are "A3" by Moody's, "A-" by Standard & Poor's and "A-" by Fitch Ratings. Carnival Corporation's short-term corporate credit ratings are "Prime-2" by Moody's, "A-2" by Standard & Poor's and "F2" by Fitch Ratings.

- (5) Accidents and other incidents or adverse publicity concerning the cruise industry or us could affect our reputation and harm our future sales and profitability.

The operation of cruise ships involves the risk of accidents, passenger and crew illnesses, mechanical failures and other incidents at sea or while in port, which may bring into question passenger safety, health, security and vacation satisfaction and thereby adversely affect future industry performance, sales and profitability. It is possible that we could be forced to cancel a cruise or a series of cruises due to these factors, which would have an adverse affect on sales and profitability. In addition, adverse publicity concerning the vacation industry in general or the cruise industry or us in particular could affect our reputation and impact demand and, consequently, have an adverse affect on our profitability.

- (6) We are subject to many economic and political factors that are beyond our control, which could result in increases in our operating, financing and tax costs.

Some of our operating costs, including fuel, food, insurance, payroll and security costs, are subject to increases because of market forces, economic or political instability or decisions beyond our control. In addition, interest rates, currency fluctuations and our ability to obtain debt or equity financing are dependent on many economic and political factors. Actions by U.S. and non-U.S. taxing jurisdictions could also cause an increase in our costs.

Recently, the State of Alaska determined that an Initiative Petition (the "Initiative") to, among other things, impose a tax on cruise passengers sailing in Alaskan waters had sufficient signatures to qualify for the August, 2006 statewide primary election ballot. However, this determination is being challenged by the Northwest Cruise Ship Association. If the Initiative appears on the ballot and is approved by the voters, it would likely take effect in 2007. The Initiative would impose a \$46 per passenger tax on cruise passengers aboard vessels with at least 250 berths, an additional fee of \$4 per passenger for an Ocean Ranger program, remove the exemption from Alaska corporate income taxes for commercial passenger vessels and assess a 33% tax on income from onboard gambling. The Initiative would also impose a number of other regulations, reporting and operational requirements on cruise vessel operators. Some or all of these provisions may be subject to legal challenges if the Initiative is approved.

Separately, two bills have been introduced for consideration in the Alaska Legislature. One would impose taxes of \$50 per cruise passenger and the other proposes a tax of \$75 per passenger. Similar legislation has been proposed in Alaska in the past and

has not been approved. Both measures raise legal questions and it is uncertain whether either bill will be passed in its current form.

It is expected that any proposed passenger taxes, such as the proposed \$46 per passenger tax above, would be directly charged to and collected from our guests. However, if any of these taxes are enacted, it is likely that we would consider reducing the number of our ships that offer Alaskan cruises, in order to reduce the adverse impact of these taxes on our net income. The ultimate outcomes of these Alaskan matters cannot be determined at this time.

Increases in operating, financing and tax costs could adversely affect our results because we may not be able to recover these increased costs through price increases of our cruise vacations.

- (7) Environmental legislation and regulations could affect operations and increase our operating costs.

Some environmental groups have lobbied for more stringent regulation of cruise ships. Some groups have also generated negative publicity about the cruise industry and its environmental impact. The U.S. Congress, the International Maritime Organization and the U.S. Environmental Protection Agency periodically consider new laws and regulations to manage cruise ship pollution. In addition, various other regulatory agencies in the States of Alaska, California, Florida, Hawaii, Maine, Washington and elsewhere, including European regulatory organizations, have enacted or are considering new regulations or policies, which could adversely impact the cruise industry. See Section C. "Cruise Operations - Governmental Regulations" for additional information. See Part 1, Item 3. "Legal Proceedings" and Note 8, "Contingencies - Litigation" to our Consolidated Financial Statements in Exhibit 13 to this joint Annual Report on Form 10-K.

In addition, pursuant to a settlement with the U.S. government in April 2002, Carnival Corporation pled guilty to certain environmental violations and was fined. Carnival Corporation was also placed on probation for a term of five years. Under the terms of the probation, any future violation of environmental laws by Carnival Corporation may be deemed a violation of probation, which could result in additional fines and other forms of relief.

Current and future environmental laws and regulations, or liabilities arising from past or future releases of, or exposure to, hazardous substances or to vessel discharges, could increase our cost of compliance or otherwise materially adversely affect our business, results of operations and/or financial condition.

- (8) New regulations of health, safety, security and other regulatory issues could increase our operating costs and adversely affect net income.

We are subject to various international, national, state and local health, safety and security laws, regulations and treaties. See Section C. "Cruise Operations-Governmental Regulations" for a detailed discussion of these regulatory issues.

We believe that health, safety, security and other regulatory issues will continue to be areas of focus by relevant government authorities in the U.S., Europe and elsewhere. Resulting legislation or regulations, or changes in existing legislation or regulations, could impact our operations and would likely subject us to increasing compliance costs in the future.

- (9) Delays in ship construction and problems encountered at shipyards could reduce our profitability.

The construction of cruise ships is a complex process and involves risks similar to those encountered in other sophisticated construction projects, including delays in completion and delivery. In addition, industrial actions and insolvency or financial problems of the shipyards building our ships could also delay or prevent the delivery of our ships under construction. These events could adversely affect our profitability. However, the impact from a delay in delivery could be mitigated by contractual provisions and refund guarantees obtained by us.

In addition, as of February 7, 2005, we have entered into foreign currency swaps to fix the cost in U.S. dollars or sterling of two of our foreign currency denominated shipbuilding contracts. If the shipyard with which we have contracted is unable to perform under the related contract, the foreign currency swaps related to the shipyard's shipbuilding contracts would still have to be honored. This might require us to realize a loss on existing foreign currency swaps without having the ability to have an offsetting

gain on our foreign currency denominated shipbuilding contracts, thus resulting in an adverse effect on our financial results.

- (10) The lack of attractive port destinations for our cruise ships could reduce our net revenue yields and net income.

We believe that attractive port destinations, including ports that are not overly congested with tourists, are major reasons why our customers choose a cruise versus an alternative vacation option. The availability of ports, including the specific port facility at which our guests will embark and disembark, is affected by a number of factors including, but not limited to, existing capacity constraints, security concerns, unusual weather patterns and natural disasters, financial limitations on port development, political instability, exclusivity arrangements that ports may have with our competitors, local governmental regulations and charges and local community concerns about both port development and other adverse impacts on their communities from additional tourists. The inability to continue to maintain and increase our ports of call could adversely affect our net revenue yields and net income.

- (11) The structure of the DLC transaction involves risks not associated with the more common ways of combining the operations of two companies, and these risks may have an adverse effect on the economic performance of the companies and/or their respective share prices.

The DLC structure is a relatively uncommon way of combining the management and operations of two companies and it involves different issues and risks from those associated with the other more common ways of effecting a business combination, such as a merger or exchange offer to create a wholly owned subsidiary. In the DLC transaction, the combination was effected primarily by means of contracts between Carnival Corporation and Carnival plc and not by operation of a statute or court order. The legal effect of these contractual rights may be different from the legal effect of a merger or amalgamation under statute or court order, and there may be difficulties in enforcing these contractual rights. Shareholders and creditors of either company might challenge the validity of the contracts or their lack of standing to enforce rights under these contracts, and courts may interpret or enforce these contracts in a manner inconsistent with the express provisions and intentions we included in such contracts. In addition, shareholders and creditors of other companies might successfully challenge other DLC structures and establish legal precedents that could increase the risk of a successful challenge to the DLC transaction. We are maintaining two separate public companies and comply with both Panamanian corporate law and English company laws and different securities and other regulatory and stock exchange requirements in the UK and the U.S. This structure requires more administrative time and cost than was the case for each company individually, which may have an adverse effect on our operating efficiency.

- (12) Changes under the Internal Revenue Code, applicable U.S. income tax treaties, and the uncertainty of the DLC structure under the Internal Revenue Code may adversely affect the U.S. federal income taxation of our U.S. source shipping income. In addition, changes in the UK, Italian, German, Australian and other countries income tax laws, regulations or treaties could also adversely affect our net income.

We believe that substantially all of the U.S. source shipping income of each of Carnival Corporation and Carnival plc qualifies for exemption from U.S. federal income tax, either under:

- Section 883 of the Internal Revenue Code;
- as appropriate in the case of Carnival plc and its UK resident subsidiaries, the U.S.-UK income tax treaty that entered into force on April 25, 1980 and, when applicable, the new U.S.-UK Income Tax Treaty that entered into force on March 31, 2003;
- U.S.-Italian income tax treaty; or
- other applicable U.S. income tax treaties,

and should continue to so qualify now that the DLC transaction has been completed. There is, however, no existing U.S. federal income tax authority that directly addresses the tax consequences of implementation of a dual listed company structure such as our DLC structure for purposes of Section 883 or any

other provision of the Internal Revenue Code or any income tax treaty and, consequently, the matters discussed above are not free from doubt. If we did not qualify for exemption from U.S. federal income taxes we would have higher income taxes and lower net income. Finally, changes in the income tax laws effecting our cruise businesses in the UK, Italy, Germany, Australia and elsewhere could result in higher income taxes being levied on our cruise operations, thus resulting in lower net income.

See Part I, Item 1. Business, H. "Taxation" for additional information.

- (13) A small group of shareholders collectively owned, as of February 7, 2005, approximately 30% of the total combined voting power of our outstanding shares and may be able to effectively control the outcome of shareholder voting.

A group of shareholders, consisting of some members of the Arison family, including Micky Arison, and trusts established for their benefit, beneficially owned approximately 38% of the outstanding common stock of Carnival Corporation, which shares represent sufficient shares entitled to constitute a quorum at shareholder meetings and to cast approximately 30% of the total combined voting power of Carnival Corporation & plc. Depending upon the nature and extent of the shareholder vote, this group of shareholders may have the power to effectively control, or at least to influence substantially, the outcome of certain shareholder votes and, therefore, the corporate actions requiring such votes.

- (14) Carnival Corporation and Carnival plc are not U.S. corporations, and our shareholders may be subject to the uncertainties of a foreign legal system in protecting their interests.

Carnival Corporation's corporate affairs are governed by its third amended and restated articles of incorporation and amended and restated by-laws and by the corporate laws of Panama. Carnival plc is governed by its articles of association and memorandum of association and by the corporate laws of England and Wales. The corporate laws of Panama and England and Wales may differ in some respects from the corporate laws in the U.S.

- (15) Provisions in Carnival Corporation's and Carnival plc's constitutional documents may prevent or discourage takeovers and business combinations that our shareholders might consider to be in their best interests.

Carnival Corporation's amended articles of incorporation and by-laws and Carnival plc's articles of association contain provisions that may delay, defer, prevent or render more difficult a takeover attempt that our shareholders consider to be in their best interests. For instance, these provisions may prevent our shareholders from receiving a premium to the market price of our shares offered by a bidder in a takeover context. Even in the absence of a takeover attempt, the existence of these provisions may adversely affect the prevailing market price of our shares if they are viewed as discouraging takeover attempts in the future.

Specifically, Carnival Corporation's articles of incorporation contain provisions that prevent third parties, other than the Arison family and trusts established for their benefit, from acquiring beneficial ownership of more than 4.9% of its outstanding shares without the consent of Carnival Corporation's board of directors and provide for the lapse of rights, and sale, of any shares acquired in excess of that limit. The effect of these provisions may preclude third parties from seeking to acquire a controlling interest in us in transactions that shareholders might consider to be in their best interests and may prevent them from receiving a premium above market price for their shares. For a description of the reasons for the provisions see Part I, Item 1. Business, I. - "Taxation- Application of Section 883 of the Internal Revenue Code."

#### Cautionary Note Concerning Factors That May Affect Future Results

Some of the statements contained in this joint Annual Report on Form 10-K are "forward-looking statements" that involve risks, uncertainties and assumptions with respect to us, including some statements concerning future results, outlook, plans, goals and other events which have not yet occurred. These statements are intended to qualify for the safe harbors from liability provided by Section 27A of the U.S. Securities Act of 1933 and Section 21E of the U.S. Securities Exchange Act of 1934. You can find many, but not all, of these statements by looking for words like "will," "may," "believes," "expects," "anticipates," "forecast," "future," "intends," "plans," and "estimates" and for similar expressions.

Because forward-looking statements involve risks and uncertainties, there are many factors that could cause our actual results, performance or achievements to differ materially from those expressed or implied in this joint Annual Report on Form 10-K. Forward-looking statements include those statements which may impact the forecasting of our earnings per share, net revenue yields, booking levels, pricing, occupancy, operating, financing and/or tax costs, cost per available lower berth day, estimates of ship depreciable lives and/or residual values, outlook or business prospects.

Certain of our risks are identified in "Management's Discussion and Analysis of Financial Condition and Results of Operations--Cautionary Note Concerning Factors That May Affect Future Results" in Exhibit 13 to this joint Annual Report on Form 10-K and in the section above entitled "Risk Factors." These sections contain important cautionary statements and a discussion of many of the factors that could materially affect the accuracy of our forward-looking statements and/or adversely affect our business, results of operations and financial position.

Forward-looking statements should not be relied upon as a prediction of actual results. Subject to any continuing obligations under applicable law or any relevant listing rules, we expressly disclaim any obligation to disseminate, after the date of this joint Annual Report on Form 10-K, any updates or revisions to any such forward-looking statements to reflect any change in expectations or events, conditions or circumstances on which any such statements are based.

### C. Cruise Operations

The multi-night cruise industry is a small part of the overall global vacation market. We estimate that the global cruise industry carried more than 13 million passengers in 2004. The principal sources for cruise passengers are North America, Europe, Asia/South Pacific including Australia and New Zealand, and South America. We source our passengers principally from North America and, to a lesser extent, from Europe. A small percentage of our passengers are sourced from Asia/South Pacific and South America. See Note 12, "Segment Information" to our Consolidated Financial Statements in Exhibit 13 to this joint Annual Report on Form 10-K for additional information regarding our cruise and other segments and our U.S. and foreign assets and revenues.

#### I. Industry Background

The cruise industry is still growing and continues to remain only a relatively small percentage of the wider global holiday market in which cruise vacation operators compete for disposable income normally spent by consumers on vacations. In the U.S., for example, only approximately 16% of the population has ever taken a cruise, and only 8% have done so in the past three years. In addition, cruise passengers in North America have increased by a compound annual growth rate of approximately 8.6% between 1998 and 2003, increasingly drawing consumers from other vacation alternatives. In Europe, where workers generally enjoy two to three times more vacation days than North Americans, cruise passengers have increased by a compound annual growth rate of approximately 10.6% between 1998 and 2003.

Outside North America, the principal sources of passengers for the cruise industry, excluding the Far East, are the UK, Germany, Italy, France, Australia, Spain, Switzerland, and Brazil. In all of these areas, cruising represents a smaller proportion of the overall vacation market than it does in North America but, based on industry data, is generally experiencing higher growth rates.

Cruising offers a broad range of products to suit vacationing customers of many ages, backgrounds and interests. Cruise brands can be broadly characterized as offering contemporary, premium and luxury cruise experiences. The contemporary experience typically includes cruises that last seven days or less, have a more casual ambiance and are less expensive than premium or luxury cruises. The premium experience typically includes cruises that last from seven to 14 days. Premium cruises emphasize quality, comfort, style and more destination-focused itineraries and the average pricing on these cruises is typically higher than contemporary cruises. The luxury experience is typically characterized by smaller vessel size, very high standards of accommodation and service, and generally with higher prices than premium cruises. Notwithstanding these classifications, there generally is significant overlap and competition among all cruise products.

We are a provider of cruise vacations in most of the largest vacation markets in the world, with significant product offerings in each of the classifications noted above, including North America, the UK, Germany, southern Europe and South America. Our mission is "to deliver exceptional vacation experiences through the world's best-known cruise brands that cater to a variety of different lifestyles and budgets, all at an outstanding value

unrivaled on land or at sea." A brief description of the principal vacation areas where we source passengers and our brands that market to these vacationers is as follows:

## II. North America

The highest number of cruise passengers in the world are sourced from North America, where cruising has developed into a mainstream alternative to land-based resort and sightseeing vacations. Approximately 8.2 million North American-sourced cruise passengers took cruise vacations for two consecutive nights or more in 2003. This sector has grown significantly in recent years as new capacity has been introduced.

The principal itineraries visited by North American sourced cruise passengers in 2004 were the Caribbean, Bahamas, Mexico and Alaska. In addition, North American cruise passengers visited Europe, the Mediterranean, New England and Canada, Bermuda, Hawaii, the Panama Canal and other exotic locations, including South and Central America, Africa, the South Pacific, the Orient and India.

Based on the number of ships that are currently on order worldwide and scheduled for delivery between 2005 and 2007, we expect that the net capacity serving North American consumers will continue to increase. Our projections indicate that by the end of 2005, 2006 and 2007, North America will be served by 155, 158 and 161 ships, respectively, having an aggregate passenger capacity of approximately 194,000, 204,000 and 215,000 lower berths, respectively. At the end of 2004, North America was served by 154 ships, having an aggregate passenger capacity of approximately 190,000 lower berths. These figures include some ships that were, or are expected to be, marketed in both North America and elsewhere during different times of the year. Our estimates of capacity do not include assumptions related to unannounced ship withdrawals due to factors such as the age of ships or changes in the location from where ships' passengers are predominantly sourced and, accordingly, could indicate a higher percentage growth in North American capacity than will actually occur. Nonetheless, we expect that net capacity serving North American-sourced cruise passengers will increase over the next several years, although at a lower growth rate than what the cruise industry experienced in recent years.

Carnival Cruise Lines, Princess, Holland America Line, Cunard, Seabourn and Windstar source their passengers primarily from North America.

Carnival Cruise Lines operates 20 contemporary ships, with one additional ship expected to begin service in 2005 and another in 2007. Carnival Cruise Lines is the number one cruise brand in North America, and is well-known as the "Fun Ships," which we believe captures the essence of the brand. Carnival Cruise Lines carries the largest number of North American cruise passengers and has been offering more new homeport locations to stimulate demand. New homeport locations enable guests to lower the price of their cruise vacation by reducing substantially or eliminating the cost of travel to and from the port. All the Carnival Cruise Lines ships were designed by and built for it, including six that are among the world's largest, the Carnival Valor, Carnival Glory, the Carnival Conquest, the Carnival Victory, the Carnival Triumph and the Carnival Destiny. In addition, Carnival Cruise Lines' four "Spirit" class ships, the Carnival Miracle, the Carnival Legend, the Carnival Pride and the Carnival Spirit have 80% outside cabins, with 80% of those outside cabins having balconies. Eighteen of the Carnival Cruise Lines ships operate to destinations in the Bahamas or the Caribbean during all or a portion of the year, and two of its ships call on ports on the Mexican Riviera year-round. Carnival Cruise Lines ships also offer cruises to Alaska, Bermuda, Canada/New England, the Hawaiian Islands and Europe, with most cruises ranging from three to seven days.

Princess, whose brand name was made famous by the "Love Boat" television show, operates 14 premium ships, with one additional ship expected to begin service in fiscal 2006 and another in 2007. Princess' sailing schedule visits all seven continents. Most cruises range from seven to 15 days in length, with some up to 30 days, and destinations include Alaska, Europe, the Caribbean, the Panama Canal, Mexican Riviera, the South Pacific, South America, Hawaiian Islands, Asia and Canada/New England. Princess also operates a private destination port-of-call known as Princess Cays on the Bahamian Island of Eleuthera, which features retail outlets, water sports, beach and sports facilities, restaurants, bars and other amenities. Princess' fleet was designed with numerous options and features, including intimately designed spaces, spacious staterooms and private balconies.

During the spring of 2005, the 2016-passenger Adonia, which is currently operated by P&O Cruises, will be transferred to Princess and renamed the Sea Princess. The Sea Princess will be based most of the year in Southampton, England, primarily to serve UK-based passengers. Also in spring 2005, the 1196-passenger Royal Princess will be transferred to P&O Cruises and renamed the Artemis.

In 2005, Holland America Line's fleet of 12 premium ships will offer nearly 500 sailings from 27 home ports, 17 in North America, including departures from Norfolk, Virginia, Baltimore, Maryland, and Boston, Massachusetts, with one additional ship expected to begin service in 2006. In April 2004, the Westerdam, the most recent addition, joined the fleet. This fleet also visits all seven continents in 2005, while increasing the number of cruises to popular destinations such as Alaska, the Caribbean, Europe and Canada/New England. Cruise lengths vary from two to 116 days. Most Holland America Line sailings in the Caribbean visit a private island destination known as Half Moon Cay, which is owned by Holland America Line.

Holland America Line is in the process of investing \$225 million to provide product and service enhancements to its fleet. The comprehensive enhancements, known as the "Signature of Excellence," focus on five areas vital to Holland America Line's guest experience-spacious, elegant ships and accommodations, sophisticated dining, gracious, unobtrusive service, extensive enrichment programs and activities, and compelling worldwide itineraries. In October 2004, the Ryndam was re-launched as the first ship to showcase the full range of enhancements of the Signature of Excellence. Similar enhancements on the remaining fleet are expected to be completed by the end of 2006.

Windstar Cruises operates three motor-sail yachts known for their casually elegant atmosphere. In 2005, Windstar Cruises will offer sailings in the Caribbean, Europe and Costa Rica. Renowned for offering a luxury cruise experience that is "180 Degrees from Ordinary," a high-percentage of return guests attests to the appeal of Windstar's casual ambiance of resort-style attire, innovative cuisine and wine selections, open restaurant-style seating, attentive service, exotic destinations and complimentary water sports.

The three Seabourn ships (the "Yachts of Seabourn") focus on personalized service and quality cuisine aboard their intimately sized all-suite ships. The Yachts of Seabourn offer an ultra-luxury experience and are primarily marketed in North America. These ships offer destinations around the world, including Europe, Asia, the South Pacific and the Americas, with cruises generally in the seven to 14 day range. The Yachts of Seabourn itineraries include many smaller, off-the-beaten-track ports that are inaccessible to larger ships.

### III. Europe

We believe that Europe is the largest single leisure travel vacation market, but cruising in Europe has achieved a much lower penetration rate than in North America. Approximately 2.7 million European-sourced passengers took cruise vacations in 2003 compared to approximately 8.2 million North American sourced-passengers. The number of European cruise passengers increased by a compound annual growth rate of approximately 10.6% between 1998 and 2003. We believe that cruising represents less than 1% of the European vacation market. Therefore, we believe that the European market represents a significant growth opportunity for us, and we expect that a number of new or existing ships will continue to be introduced into Europe over the next several years.

Our projections indicate that by the end of 2005, 2006 and 2007, Europe will be served by 122, 124 and 128 ships, respectively, having an aggregate passenger capacity of approximately 100,000, 106,000 and 115,000 lower berths, respectively. These figures include some ships that were, or are expected to be, marketed in both Europe and elsewhere during different times of the year. At the end of 2004, Europe was served by 116 ships, having an aggregate passenger capacity of approximately 93,000 lower berths.

We have contracted for two new cruise ships that we have not yet assigned to either our European brands or our North American brands. We expect these two ships to enter service in 2008, and that we will decide on which brand they are to join by September 30, 2005. At current exchange rates, it is most likely that these two contracts will be assigned to one of our cruise brands whose functional currency is the euro or sterling.

#### A. United Kingdom

The UK is the single largest country from which cruise passengers are sourced in Europe. Approximately 1.0 million UK passengers took cruises in 2003. Cruising was relatively underdeveloped as a vacation option for the UK consumers until the mid-1990s, but since then the UK has been one of the fastest growing regions in

the world. The number of UK cruise passengers increased by a compound annual growth rate of approximately 8.8% between 1998 and 2003. The main destination for UK cruise passengers is the Mediterranean. Other popular destinations for UK cruise passengers include the Caribbean, the Atlantic Islands, including the Canary Islands and the Azores, and Scandinavia.

P&O Cruises, Ocean Village, and Swan Hellenic source substantially all of their passengers from the UK. In addition, our North American brands and Costa also source passengers from the UK. Finally, Cunard sources customers from North America, Europe and the rest of the world.

P&O Cruises is the largest cruise operator and best known cruise brand in the UK, with four premium ships, with an average age of six years at November 30, 2004 and one new ship, the Arcadia, expected to begin service in 2005. These ships cruise to over 180 destinations in more than 75 countries, with most cruises ranging from 12 to 16 days, but with some cruises lasting longer. These ships, which are relatively new compared to the ships that are more typically marketed in the UK, have enabled P&O Cruises to continue to offer a more modern style of cruising to UK cruise passengers and increase their appeal to younger passengers and families, while retaining older and more traditional British customers. The ships have a wide choice of dining and entertainment options and offer a welcoming atmosphere, with an emphasis on the attributes of "Britishness," "professionalism," and "style." P&O Cruises offers cruises to the Mediterranean, the Atlantic Islands, the Baltic, the Norwegian Fjords and the Caribbean and around the world voyages.

Under the Cunard brand, which is one of the most widely recognized brands in the UK, we operate two premium/luxury ships. They are primarily marketed in the UK, North America, Germany and Australia. Cunard's new flagship, the Queen Mary 2, was delivered in December 2003 and is the largest ocean liner in the world. She has taken over the northern transatlantic crossing route, which was previously operated by the Queen Elizabeth 2 ("QE2"), Cunard's former flagship. The QE2 primarily serves UK-based passengers from Southampton, England and still offers a world cruise, which has been offered since 1975. Cunard expects to take delivery of its next new ship, the Queen Victoria, in December 2007. Cunard's ships offer voyages to worldwide destinations, with many of the voyages ranging generally between six and 31 days, but with some three day "taster" voyages and the 122-day world cruise.

The Ocean Village brand was launched in spring 2003 and consists of one contemporary ship serving the UK. This brand targets a young and active customer base and its cruise product emphasizes informality, health and well-being. The brand attracts a high proportion of passengers new to cruising. The Ocean Village ship offers one or two week cruises, together with cruise and stay holidays, and operates out of Palma, Majorca in the Mediterranean during the summer season and from Barbados in the Caribbean during the winter season.

Swan Hellenic's Minerva II operates a program of premium discovery cruises. The product is intended to appeal to passengers seeking to discover more about the destinations they are visiting. In the summer season, the itineraries are focused in the Mediterranean, the Black Sea, the Baltic and around Great Britain. Winter cruise destinations alternate between Central and South America and the Far East.

#### B. Southern Europe

The main countries in southern Europe for sourcing cruise passengers are Italy, France and Spain. Together, these countries generated approximately 0.9 million cruise passengers in 2003. Cruising in Italy, France and Spain exhibited a compound annual growth rate in the number of passengers carried of approximately 12.6% between 1998 and 2003. We believe that southern Europe is also relatively underdeveloped for the cruise industry. We intend to increase our penetration in southern Europe through Costa, the largest and one of the most recognized cruise brands marketed in Europe.

Costa's 11 contemporary ships operate in Europe during the spring to fall. During the fall to spring, Costa repositions the majority of its ships to the Caribbean and South America, while also maintaining a year-round presence with the rest of its fleet in the Mediterranean and the Atlantic Islands. Costa is the number one cruise line in continental Europe based on passengers carried and capacity of its ships, principally serving customers in Italy, France, Germany and Spain. The Costa ships call on 120 European ports, with 49 different itineraries, and sail to various other ports in the Caribbean and South America, with most cruises ranging from seven to 11 days. Costa expects to take delivery of one new

ship in 2006 and another in 2007. In addition, Costa expects to transfer the 1022-passenger Costa Tropicale to P&O Cruises Australia in October 2005, which will be renamed the Pacific Star.

#### C. Germany

Germany is one of the largest sources for cruise passengers in continental Europe with approximately 0.5 million cruise passengers in 2003. Germany exhibited a compound annual growth rate in the number of cruise passengers carried of approximately 11.5% between 1998 and 2003. We believe that Germany is also a relatively underdeveloped region for the cruise industry. The main destinations visited by German cruise passengers are the Mediterranean and the Caribbean. Other popular destinations for German cruise passengers include Scandinavia and the Atlantic Islands.

AIDA sources substantially all its passengers from Germany. In addition, since 2002 Costa has dedicated one ship, the Costa Marina, to German-sourced passengers.

AIDA is the best-known cruise brand in the fast-growing German cruise industry, and offers a "club cruising" style that has an emphasis on lifestyle, informality, friendliness and activity. Spa and fitness areas and high quality but informal dining options characterize the experience onboard the vessels. AIDA's four contemporary ships primarily offer seven day trips that allow guests to easily book back-to-back cruise vacations. AIDA expects to take delivery of one new ship in April 2007 and another in April 2009. Each of these new ships has a 22% larger passenger capacity than the largest ship in AIDA's current fleet. During the summer the AIDA ships sail in the Mediterranean and the North and Baltic Seas, calling on approximately 70 ports, while itineraries for the winter include the Caribbean, Central America, the Western Mediterranean and the Atlantic Islands. In 2004, itineraries also included the Persian Gulf and Southeast Asia.

#### IV. Australia and New Zealand

Cruising in Australia is relatively well established but is still developing. We estimate that approximately 155,000 Australians took cruise vacations in 2003. We expect to serve this region primarily through P&O Cruises Australia, which is the leading cruise line in Australia.

P&O Cruises Australia is a cruise brand that caters specifically to Australians and New Zealanders. Its contemporary ships, the Pacific Sun and the Pacific Sky, offer seven to 14 day cruises from Sydney to Vanuatu, New Caledonia, Fiji, and New Zealand and for a portion of the year offers a premium cruise product from Sydney to French New Caledonia and other destinations in the South Pacific on the Pacific Princess.

#### V. South America

Cruise vacations have been marketed in South America for many years, although cruising as a vacation alternative remains in an early stage of development in the region. Cruises from South America typically occur during the southern hemisphere summer months of November through March, and are primarily seven to nine days in duration. Our presence is primarily represented through the Costa brand, which currently operates two vessels in this region, Costa Victoria and Costa Tropicale, collectively offering approximately 2,950 lower berths.

VI. Ship Information

Summary information of our ships as of February 7, 2005 is as follows:

BRAND AND SHIP -----	REGISTRY -----	CALENDAR YEAR DELIVERED -----	PASSENGER CAPACITY -----
Carnival Cruise Lines			
Carnival Valor	Panama	2004	2,974
Carnival Miracle	Panama	2004	2,120
Carnival Glory	Panama	2003	2,968
Carnival Conquest	Panama	2002	2,966
Carnival Legend	Panama	2002	2,122
Carnival Pride	Panama	2001	2,120
Carnival Spirit	Panama	2001	2,122
Carnival Victory	Panama	2000	2,750
Carnival Triumph	Bahamas	1999	2,752
Paradise	Panama	1998	2,050
Elation	Panama	1998	2,050
Carnival Destiny	Bahamas	1996	2,634
Inspiration	Bahamas	1996	2,050
Imagination	Bahamas	1995	2,050
Fascination	Bahamas	1994	2,050
Sensation	Bahamas	1993	2,050
Ecstasy	Panama	1991	2,050
Fantasy	Panama	1990	2,054
Celebration	Panama	1987	1,484
Holiday	Bahamas	1985	1,450
			-----
Total Carnival Cruise Lines			44,866
			-----
Princess			
Sapphire Princess	Bermuda	2004	2,674
Caribbean Princess	Bermuda	2004	3,100
Diamond Princess	Bermuda	2004	2,674
Island Princess	Bermuda	2003	1,974
Coral Princess	Bermuda	2002	1,974
Star Princess	Bermuda	2002	2,598
Golden Princess	Bermuda	2001	2,598
Tahitian Princess	Gibraltar	2000	668
Pacific Princess(1)	Gibraltar	1999	668
Grand Princess	Bermuda	1998	2,592
Dawn Princess	Bermuda	1997	1,998
Sun Princess	Bermuda	1995	2,022
Regal Princess	Bermuda	1991	1,596
Royal Princess(2)	Bermuda	1984	1,196
			-----
Total Princess			28,332
			-----
Costa			
Costa Magica	Italy	2004	2,702
Costa Fortuna	Italy	2003	2,702
Costa Mediterranea	Italy	2003	2,114
Costa Atlantica	Italy	2000	2,114
Costa Victoria	Italy	1996	1,928
Costa Romantica	Italy	1993	1,344
Costa Allegra	Italy	1992	806
Costa Classica	Italy	1991	1,302
Costa Marina	Italy	1990	762
Costa Europa	Italy	1986	1,476
Costa Tropicale(3)	Italy	1982	1,022
			-----
Total Costa			18,272
			-----

BRAND AND SHIP -----	REGISTRY -----	CALENDAR YEAR DELIVERED -----	PASSENGER CAPACITY -----
Holland America Line(4)			
Westerdam	Netherlands	2004	1,848
Oosterdam	Netherlands	2003	1,848
Zuiderdam	Netherlands	2002	1,848
Zaandam	Netherlands	2000	1,432
Amsterdam	Netherlands	2000	1,380
Volendam	Netherlands	1999	1,432
Rotterdam	Netherlands	1997	1,316
Veendam	Bahamas	1996	1,258
Ryndam	Netherlands	1994	1,258
Maasdam	Netherlands	1993	1,258
Statendam	Netherlands	1993	1,258
Prinsendam	Netherlands	1988	794
Total Holland America Line			16,930
P&O Cruises			
Oceana	UK	2000	2,016
Aurora	UK	2000	1,870
Adonia(5)	UK	1998	2,016
Oriana	UK	1995	1,822
Total P&O Cruises			7,724
AIDA			
AIDAaura	Italy	2003	1,266
AIDAvita	Italy	2002	1,266
AIDAcara	Italy	1996	1,180
AIDAbLu(6)	Italy	1990	1,666
Total AIDA			5,378
Cunard			
Queen Mary 2	UK	2003	2,620
QE2	UK	1969	1,790
Total Cunard			4,410
P&O Cruises Australia			
Pacific Sun(7)	Bahamas	1986	1,486
Pacific Sky	UK	1984	1,200
Total P&O Cruises Australia			2,686
Ocean Village			
Ocean Village	UK	1989	1,578
Swan Hellenic			
Minerva II(8)	Marshall Island	2001	678
Seabourn			
Seabourn Legend	Bahamas	1992	208
Seabourn Spirit	Bahamas	1989	208
Seabourn Pride	Bahamas	1988	208
Total Seabourn			624
Windstar			
Wind Surf	Bahamas	1990	308
Wind Spirit	Bahamas	1988	148
Wind Star	Bahamas	1986	148
Total Windstar			604
Total			132,082
			=====

(1) The Pacific Princess is only included in Princess' capacity, although it also is based out of Australia for one-half of the year.

(2) The Royal Princess is expected to be transferred to P&O Cruises in the

spring of 2005 and be renamed the Artemis.

- (3) The Costa Tropicale is expected to be transferred to P&O Cruises Australia in October 2005 and be renamed the Pacific Star.

- (4) In November 2004, the 1,214 passenger Noordam left the Holland America Line fleet pursuant to a long-term bareboat charter agreement.
- (5) The Adonia is expected to be transferred to Princess in the spring of 2005 and be renamed the Sea Princess.
- (6) The AIDAbLu was formerly the A'ROSA Blu and was renamed in the spring of 2004. (7) The Jubilee was transferred from Carnival Cruise Lines to P&O Cruises Australia in the summer of 2004 and was renamed the Pacific Sun.
- (8) The Minerva II is operated by Swan Hellenic pursuant to a bareboat charter agreement that expires in spring 2007.

## VII. Characteristics of the Cruise Vacation Industry

### A. Strong Growth

Cruise vacations have experienced significant growth in recent years. The number of new cruise ships currently on order from shipyards indicates that the growth in cruise capacity is set to continue for a number of years. In order to fill up this new capacity, continued growth in demand across the industry will be required. Given the historical growth rate of cruising and the relative low penetration levels in major vacation regions, we believe that there are significant areas for growth.

In the few years prior to 2004, the cruise industry experienced significant pressure on cruise pricing, which we believe was ultimately the result of, among other things, various adverse international geopolitical and economic conditions and events, such as terrorism, higher unemployment, the Iraqi war, and the risk of other armed conflicts, adverse publicity, increases in new cruise ship capacity, ship incidents, and competition from cruise ship and other vacation alternatives. Factors such as these could adversely impact future growth if they or similar events or conditions were to occur or exist in the future.

### B. Wide Appeal of Cruising

Cruising appeals to a broad demographic range. Industry surveys estimate that there are approximately 128 million potential passengers for cruising in North America (defined as members of households with a minimum income of \$40,000, that are headed by a person who is at least 25 years old). According to these surveys, about half of these individuals have expressed an interest in taking a cruise as a vacation alternative, and over 60% of worldwide cruise passengers are over the age of 40. The growth of the North American population between ages 45 and 74 is expected to increase 21% between 2005 and 2015. We believe the cruise industry is well-positioned to take advantage of these favorable demographic trends, which are impacting its markets.

### C. Relatively Low Penetration Levels

North America has the highest cruising penetration rates per capita. Nevertheless, the Cruise Lines International Association, or CLIA, a leading trade group, estimates that only approximately 16% of the U.S. population has ever taken a cruise. In the UK, where there has been significant expansion in the number of cruise passengers carried over the last five years, cruising penetration levels per capita are only approximately three-fifths of those of North America. In the principal vacation regions in continental Europe, cruising penetration levels per capita are approximately one-fifth of those in North America. Elsewhere in the world cruising is at an early stage of development and has far lower penetration rates.

### D. Satisfaction Rates

Cruise passengers tend to rate their overall satisfaction with a cruise-based vacation higher than comparable land-based hotel and resort vacations. We believe that a substantial number of cruise passengers think the value of their cruise vacation experience is as good as, or better than, the value of other comparable vacation alternatives.

## VIII. Passengers, Capacity and Occupancy

Our cruise operations had worldwide cruise passengers, passenger capacity and occupancy as follows (1):

FISCAL YEAR ----	CRUISE PASSENGERS -----	PASSENGER CAPACITY -----	OCCUPANCY(2) -----
2000	2,669,000	48,196	105.4%
2001	3,385,000	58,346	104.7%
2002	3,549,000	67,282	105.2%
2003	5,038,000	113,296	103.4%
2004	6,306,000	129,108	104.5%

- (1) Information presented is as of the end of our fiscal year for passenger capacity. Costa's information is only included subsequent to 2000 and Carnival plc's information is only included since April 17, 2003, the period subsequent to the completion of the DLC transaction.
- (2) In accordance with cruise industry practice, occupancy is calculated using a denominator of two passengers per cabin even though some cabins can accommodate three or more passengers. The percentages in excess of 100% indicate that on average more than two passengers occupied some cabins.

Our passenger capacity has grown from 48,196 berths at November 30, 2000 to 129,108 berths at November 30, 2004, primarily because of the acquisition and consolidation of Costa's 9,200 berths during 2001, the 34,428 berths from the DLC transaction with P&O Princess during 2003 and the deliveries of 17 new cruise ships during this four-year period. See Part I, Item 1. Business, C. "Cruise Operations-Ship Information" for additional information. Subsequent to November 30, 2004, we took delivery of the Carnival Valor, which added 2,974 berths to our capacity.

The occupancy level on our ships during each quarter indicated below was as follows (1):

Quarters Ended -----	Occupancy -----
February 28, 2003	102.8%
May 31, 2003	98.5%
August 31, 2003	109.8%
November 30, 2003	101.1%
February 29, 2004	102.0%
May 31, 2004	102.8%
August 31, 2004	110.2%
November 30, 2004	102.5%

- (1) Carnival plc occupancy is only included since April 17, 2003.

#### IX. Cruise Ship Construction and Cruise Port Facility Development and Operations

As of February 7, 2005, we had signed agreements with two shipyards providing for the construction of 13 additional cruise ships scheduled for delivery between March 2005 and April 2009. See Note 7, "Commitments" to our Consolidated Financial Statements in Exhibit 13 to this joint Annual Report on Form 10-K.

Primarily in cooperation with private or public entities, we are engaged in the development of new or enhanced cruise port facilities. These facilities are expected to provide our passengers with an improved vacation experience. Our involvement typically includes providing cruise port facility development and management expertise. We sometimes assist by providing direct financial support for port development projects. However, most of the time, our financial commitment is provided by agreeing to long-term port usage commitments. During 2004, we were primarily involved in the development of cruise port facilities in Galveston, Texas, Juneau, Alaska and San Juan, Puerto Rico, all of which opened in 2004, Miami, Florida, New York, New York, the Turks & Caicos Islands, Belize City, Belize and Naples, Italy. In addition, we are in the process of or recently completed negotiating for the development of several other port facilities to service our North American and European guests, including, but not limited to, facilities in Barcelona, Spain and Civitavecchia, Italy. No assurance can be given that any of these cruise port facilities that are still being developed will be completed.

Finally, we currently operate port facilities in Cozumel, Mexico, Long Beach, California and Savona, Italy pursuant to concession agreements with the governmental authorities and other third parties. Puerta Maya, our Cozumel port, is one of the busiest transit ports in the world, with over 1.5 million of our passengers having visited in 2004.

Our Long Beach terminal is the home port for Carnival Cruise Lines' U.S. West Coast sailings to Mexico, as well as a transit port for other of our brands. Finally, the Savona terminal is the home port for a number of Costa's ships, which sail in the Mediterranean Sea.

#### X. Cruise Pricing and Payment Terms

Each of our cruise brands publishes brochures with prices for the upcoming seasons. Brochure prices vary by cruise line, by category of cabin, by ship, by season and by itinerary. Brochure prices are regularly discounted through our early booking discount programs and other promotions. The cruise ticket price typically includes accommodations, meals, some beverages, and most onboard entertainment, such as the use of, or admission to, a wide variety of activities and facilities, including a fully equipped casino, nightclubs, theatrical shows, movies, parties, a disco, a jogging track, a health club, swimming pools, sun decks, whirlpools and saunas. Our North American brands' payment terms require that a passenger pay a deposit to confirm their reservations with the balance due well before the departure date, while some of our European brands provide certain of their travel agents and tour operators with credit terms, even though these parties typically require the passenger to pay for the entire cruise before sailing.

Historically, some of our advance bookings were taken from several months in advance of the sailing date, for contemporary brands, to more than a year in advance of sailing, for our luxury brands. This lead-time provided us with more time to manage our prices, in relation to demand for available cabins, with the goal of achieving higher overall net revenue yields. In addition, some of our fares, such as Carnival Cruise Lines' Supersaver fares, Princess's Loveboat Savers plan and Holland America Line's Early Savings and Mariner Savings fares, are designed to encourage potential passengers to book cruise reservations earlier.

Commencing after September 11, 2001, our brands, as well as others in the travel and leisure industry, generally experienced a closer-to-vacation booking pattern than was experienced prior to September 11, 2001. Generally, this pattern continued during 2003, but commencing in late 2003 and throughout 2004, this trend reversed itself, and bookings have been occurring further in advance, on average, approaching more normal patterns. However, it is possible that booking trends could revert to closer to sailing patterns in the future.

When a passenger elects to purchase air transportation from us, both our cruise revenues and operating expenses generally increase by approximately the same amount. Air transportation prices can vary by gateway and destination. Over the last several years, we have generally experienced a lower number of guests purchasing air transportation from us, which we believe is partially a result of having opened additional embarkation points closer to our guests homes, as well as the availability of frequent flyer programs and lower priced air tickets.

#### XI. Onboard and Other Revenues

We derive revenues from other onboard activities and services not included in the cruise ticket price including, but not limited to, casino gaming, bar and some beverage sales, gift shop sales, entertainment arcades, shore excursions, art auctions, photo sales, spa services, bingo games and lottery tickets, video diaries, snorkel equipment rentals, internet and telephone usage, vacation protection programs and promotional advertising by merchants located in our ports of call.

Our casinos, which contain slot machines and gaming tables including blackjack, and in most cases craps and roulette, are generally open only when our ships are at sea in international waters. Onboard activities are either performed directly by us or by independent concessionaires, from which we collect a percentage of their revenues or a fee.

We receive additional revenues from the sale to our passengers of shore excursions at each ship's ports of call. These excursions include, among other things, general sightseeing and adventure outings and local boat and beach parties. For the Princess and Holland America Line ships and other of our brands operating to destinations in Alaska, shore excursions are operated by Princess Tours and Holland America Tours, as well as locally-owned operations. For shore excursions in other locations, we typically utilize locally-owned operations.

In conjunction with our cruise vacations, all of our cruise brands also sell pre- and post-cruise land packages. Packages offered in conjunction with ports of call in the U.S.

would generally include one to four-night vacations at nearby attractions or other vacation destinations, such as Universal Studios and Walt Disney World in Orlando, Florida, Busch Gardens in Tampa, Florida, or individual/multiple city tours of Boston, Massachusetts, New York City, New York, Washington, D.C. and/or Las Vegas, Nevada. Packages offered in Europe generally include up to four-night vacations, including stays in well-known European cities, such as Athens, Greece, Copenhagen, Denmark, London, England, Paris, France and Rome, Italy.

In conjunction with our Alaska cruise vacations, principally on our Princess, Holland America Line and Carnival Cruise Lines ships, we sell pre- and post-cruise land packages, utilizing, to a large extent, our transportation and hotel assets.

### XIII. Sales Relationships and Marketing Activities

We are a customer service-driven company and continue to invest in our service organization to assist travel agents and guests. We believe that our support systems and infrastructure are among the strongest in the vacation industry.

We sell our cruises mainly through travel agents. Our individual cruise brands' relationships with their travel agents are generally independent of each of our other brands. These travel agent relationships are not exclusive and most travel agents also sell cruises and other vacations provided by our competitors. Our policy towards travel agents is to train and motivate them to support our products with competitive sales and pricing policies and joint marketing programs. We also use a wide variety of marketing techniques, including websites, seminars and videos, to familiarize the agents with our cruise brands and products. As with our brands' travel agent relationships, each of our brands' marketing programs are generally independent of each of our other brands. In each of our principal markets, we have familiarized the travel agency community with our cruise brands and products.

Travel agents generally receive standard commissions of 10%, plus the potential of additional commissions based on sales volume. During fiscal 2004, no controlled group of travel agencies accounted for more than 10% of our revenues.

Our investment in customer service has been focused on the development of systems and employees. We have improved our systems within the reservations, quality assurance, and customer relationship management functions, emphasizing the continued support of the travel agency community, while simultaneously developing greater contact and interactivity with our customer base. We have individual websites for each of our brands, which provide access to information about our products to internet users throughout the world, and substantially all provide booking engines to our travel partners and to our customers. We also support booking capabilities through major airline computer reservation systems, including SABRE, Galileo, Amadeus and Worldspan. Although the vast majority of our cruises are distributed through travel agents, we also take telephone and internet bookings direct from customers who choose not to utilize the services of a travel agent.

We have pursued comprehensive marketing campaigns to market our brands to vacationers, including direct response marketing. The principal media used are magazine and newspaper advertisements and promotional campaigns. Certain of our brands also use significant amounts of television advertising.

Finally, we have established the World's Leading Cruise Lines ("WLCL") marketing alliance for our family of North American cruise brands and Costa in order both to educate the consumer about the overall breadth of our cruise brands, as well as to increase the effectiveness and efficiency of marketing our brands. As part of this alliance, we offer Vacation Interchange Privileges, which is a loyalty program that provides special considerations to repeat guests aboard the WLCL brands.

### XIII. Seasonality

Our revenue from the sale of passenger tickets is seasonal, with our third quarter being the strongest. Historically, demand for cruises has been greatest during our third fiscal quarter, which includes the Northern Hemisphere summer months. The consolidation of the P&O Princess brands has caused our quarterly results to be more seasonal than we had previously experienced, as their business is more seasonal. This higher demand during the third quarter results in higher net revenue yields and, accordingly, the largest share of our net income is earned during this period.

#### XIV. Competition

We compete with land-based vacation alternatives throughout the world, including, among others, hotels, resorts, theme parks and vacation ownership properties located in Las Vegas, Nevada, Orlando, Florida, various Caribbean, Mexican, Bahamian and Hawaiian Island destination resorts and numerous other vacation destinations throughout Europe and the rest of the world.

The primary cruise competitors for our Carnival Cruise Lines, Costa, Cunard, Holland America Line and Princess brands for North American sourced passengers are Royal Caribbean Cruises Ltd., which owns Royal Caribbean International and Celebrity Cruises, Star Cruises plc, which owns Norwegian Cruise Line and Orient Lines, Disney Cruise Line and Mediterranean Shipping Company, which owns MSC Cruises.

Our primary cruise competitors for European-sourced passengers are Island Cruises, Fred Olsen, Star Cruises, Discovery Cruises, Saga, and Thomson Cruises in the UK; MSC Cruises, Hapag-Lloyd, Peter Deilmann, Phoenix Reisen and Transocean Cruises in Germany; and MSC Cruises, Louis Cruise Line, Globalia, Pullmantur and Spanish Cruise Line in southern Europe. We also compete for passengers throughout Europe with Norwegian Cruise Line, Orient Lines, Royal Caribbean International and Celebrity Cruises.

Our primary competitors for our Seabourn and Windstar luxury brands include Crystal Cruises, Radisson Seven Seas Cruise Line and Silversea Cruises.

Our North American, European and Australian brands also compete among themselves for passengers.

#### XV. Governmental Regulations

##### A. Maritime Regulations

Our ships are regulated by various international, national, state and local laws, regulations and treaties in force in the jurisdictions in which our ships operate. In addition, our ships are registered in the Bahamas, Bermuda, Gibraltar, Italy, the Marshall Islands, the Netherlands, Panama and the UK, as more fully described under Part I, Item 1. Business, C. - "Cruise Operations - Ship Information" and, accordingly, are regulated by these jurisdictions and by the international conventions governing the safety of our ships and guests that these jurisdictions have ratified or to which they adhere. Each country of registry conducts periodic inspections to verify compliance with these regulations as discussed more fully below. In addition, the directives and regulations of the European Union are applicable to some aspects of our ship operations.

Specifically, the International Maritime Organization, sometimes referred to as the "IMO", which operates under the auspices of the United Nations, has adopted safety standards as part of the International Convention for Safety of Life at Sea, sometimes referred to as SOLAS, which is applicable to all of our ships. Among other things, SOLAS establishes vessel design, structural features, materials, construction, life saving equipment, safe management and operation and security requirements to improve passenger safety and security. The SOLAS requirements are revised from time to time, with the most recent modifications being phased-in through 2010.

In 1993, SOLAS was amended to incorporate the International Safety Management Code, referred to as the "ISM Code." The ISM Code provides an international standard for the safe management and operation of ships and for pollution prevention. The ISM Code is mandatory for passenger vessel operators. All of our operations and ships have obtained the required certificates demonstrating compliance with the ISM Code and are regularly inspected and controlled by the national authorities, as well as the international authorities acting under the provisions of the international agreements related to Port State Control, the process by which a nation exercises authority over foreign ships when the ships are in the waters subject to its jurisdiction.

The Stability Load Line and Fishing Vessel Sub-committee of the IMO has been investigating the introduction of harmonized probabilistic damage stability regulations over the last several years. In December 2004, the Maritime Safety Committee ("MSC") approved for adoption amendments to SOLAS chapter II-I that relate to the damage stability of new cruise passenger vessels. These proposed regulations are expected to be adopted by the MSC in May 2005, and would be applicable to those vessels whose keels are laid after January 1, 2007. Although such new standards, as currently proposed, would not affect our

existing fleet or our vessels currently under contract whose keels will have been laid prior to January 1, 2007, compliance with those proposed standards would increase the construction cost of future newbuild orders.

Our ships are subject to a program of periodic inspection by ship classification societies who conduct annual, intermediate, dry-docking and class renewal surveys. Classification societies conduct these surveys not only to ensure that our ships are in compliance with international conventions adopted by their respective country of registry and domestic rules and regulations, but also to verify that our ships have been maintained in accordance with the rules of the society and that recommended repairs have been satisfactorily completed.

Our ships that call on U.S. ports are subject to inspection by the U.S. Coast Guard for compliance with SOLAS, by the U.S. Public Health Service for sanitary standards, and by other agencies such as the U.S. Customs and Border Patrol, with regard to customs and immigration. Our ships are also subject to similar inspections pursuant to the laws and regulations of various other countries our ships visit.

Finally, our ships that call on U.S. ports are also subject to new security requirements implementing The Maritime Transportation Security Act of 2002, referred to as "MTSA," and new security requirements under SOLAS. SOLAS amendments were adopted in 2002 aimed at enhancing maritime security on board ships and at ship/port interface areas. Among other things, these amendments create a new SOLAS chapter dealing specifically with maritime security, which in turn contains the mandatory requirement for passenger vessel operators, such as ourselves, to comply with the new International Ship and Port Facility Security Code, sometimes referred to as the "ISPS Code," effective July 1, 2004. The U.S. Coast Guard issued a series of final rules on October 22, 2003, implementing U.S. requirements under both the MTSA and ISPS Code. Among other things, the regulations require certain vessel owners to implement security measures, conduct vessel security assessments, and develop security plans. Under these requirements, we have prepared and submitted security plans for all our ships to their respective country of registry, and International Ship Security Certificates ("ISSC") have been issued demonstrating compliance with the ISPS Code. Since July 1, 2004, the ISSC and our ships' security measures have been reviewed by the U.S. Coast Guard during the Port State Control examinations. In addition, the MTSA regulations establish Area Maritime Security requirements for geographic port areas that provide authority for the U.S. Coast Guard to implement operational and physical security measures on a port area basis that could affect our operation in those areas.

We believe that health, safety and security issues will continue to be an area of focus by relevant government authorities in the U.S., the European Union and elsewhere. Resulting legislation or regulations, or changes in existing legislation or regulations, could impact our operations and would likely subject us to increasing compliance costs in the future.

#### B. Permits for Glacier Bay, Alaska

In connection with certain of our Alaska cruise operations, Holland America Line, Princess Cruises and Carnival Cruise Lines rely on concession permits from the U.S. National Park Service to operate their cruise ships in Glacier Bay National Park and Preserve ("Glacier Bay"). Such permits must be periodically renewed and there can be no assurance that they will continue to be renewed or that regulations relating to the renewal of such permits, including preference or historical rights, will remain unchanged in the future. See Part 1, Item 3. "Legal Proceedings" and Note 8, "Contingencies-Litigation" to our Consolidated Financial Statements in Exhibit 13 to this joint Annual Report on Form 10-K.

Any loss of rights or reduction of permits is not expected to have a material impact on our financial statements since we believe there are additional attractive alternative destinations in Alaska and elsewhere that can be substituted for Glacier Bay.

#### C. Alaska Environmental Regulations

The State of Alaska enacted legislation which prohibits certain discharges in designated Alaska waters, ports or near shorelines and requires that certain discharges be monitored to verify compliance with the standards established by the legislation. Both the state and federal environmental regime in Alaska is more stringent than the federal regime under the Federal Water Pollution Control Act with regard to discharge from vessels. The legislation also provides that repeat violators of the regulations could be prohibited from

operating in Alaskan waters.

#### D. Other Environmental, Health and Safety Matters

We are subject to various international, national, state and local environmental protection and health and safety laws, regulations and treaties that govern, among other things, air emissions, employee health and safety, waste discharge, water management and disposal, and storage, handling, use and disposal of hazardous substances, such as chemicals, solvents, paints and asbestos. We are committed to helping to conserve the natural environment, not only because of the existing regulations, but because a pristine environment is one of the key elements that bring our guests on board our ships.

In particular, in the U.S., the Act to Prevent Pollution from Ships, implementing the International Convention for the Prevention of Pollution from Ships, provides for severe civil and criminal penalties related to ship-generated pollution for incidents in U.S. waters within three nautical miles and in some cases in the 200-mile exclusive economic zone.

Furthermore, in the U.S., the Oil Pollution Act of 1990 (the "OPA") provides for strict liability for water pollution, such as oil pollution or threatened oil pollution incidents in the 200-mile exclusive economic zone of the U.S., subject to monetary limits. These monetary limits do not apply, however, where the discharge is proximately caused by the gross negligence or willful misconduct or the violation of an applicable safety, construction, or operating regulation by a responsible party; or the responsible party fails or refuses to: report the incident as required by law, provide all reasonable cooperation and assistance in connection with removal operations, or without sufficient cause, comply with an order issued by the federal on-scene coordinator. Pursuant to the OPA, in order for us to operate in U.S. waters, we are also required to obtain Certificates of Financial Responsibility from the U.S. Coast Guard for each of our ships. These certificates demonstrate our ability to meet removal costs and damages related to water pollution, such as for an oil spill or a release of a hazardous substance, up to our ship's statutory liability limit.

In addition, most U.S. states that border a navigable waterway or seacoast have enacted environmental pollution laws that impose strict liability on a person for removal costs and damages resulting from a discharge of oil or a release of a hazardous substance. These laws may be more stringent than U.S. federal law and in some cases have no statutory limits of liability.

Furthermore, many countries have ratified and adopted IMO Conventions which, among other things, impose liability for pollution damage, subject to defenses and to monetary limits, which monetary limits do not apply where the spill is caused by the owner's actual fault or by the owner's intentional or reckless conduct. In jurisdictions that have not adopted the IMO Conventions, various national, regional or local laws and regulations have been established to address oil pollution.

Limitations on the sulphur content of fuel are part of new regulations approved by the International Convention for the Prevention of Pollution from Ships Annex VI ("MARPOL Annex VI"). It applies to vessels of 400 gross tons or above engaged in international voyages. Ships must carry an International Air Pollution Prevention Certificate issued by its flag state indicating that it is operating in compliance with MARPOL Annex VI. Among other things, MARPOL Annex VI establishes a limit on the sulphur content of fuel oil and calls on the IMO to monitor the worldwide average sulphur content of fuel oil supplied for use aboard vessels. In addition, MARPOL Annex VI provides for special "Sox Emission Control Areas" to be established with more stringent limitations on sulphur emissions. Compliance with these regulations may increase our operating costs, including the cost of fuel, beginning in May 2006 for ships operating in the Baltic Sea and November 2007 for ships operating in the North Sea and the English Channel.

If we violate or fail to comply with environmental laws, regulations or treaties, we could be fined or otherwise sanctioned by regulators. We have made, and will continue to make, capital and other expenditures to comply with environmental laws and regulations. See Note 8, "Contingencies - Litigation" to our Consolidated Financial Statements in Exhibit 13 to this joint Annual Report on Form 10-K for additional information related to Holland America Line's environmental contingencies.

From time to time, environmental and other regulators consider more stringent regulations which may affect our operations and increase our compliance costs. As evidenced from the preceding paragraphs, the cruise industry is affected by a substantial amount of environmental rules and regulations. We believe that the impact of cruise ships

on the global environment will continue to be an area of focus by the relevant authorities throughout the world and, accordingly, this will likely subject us to increasing compliance costs in the future.

See Part 1, Item 1. Business, B. "Risk Factors" for additional discussion of our environmental risks.

#### E. Consumer Regulations

Our ships that call on U.S. ports are regulated by the Federal Maritime Commission referred to as the "FMC". Public Law 89-777, which is administered by the FMC, requires most cruise line operators to establish financial responsibility for their liability to passengers for non-performance of transportation, as well as casualty and personal injury. The FMC's regulations require that a cruise line demonstrate its financial responsibility for non-performance of transportation through a guarantee, escrow arrangement, surety bond or insurance. Currently, the amount required must equal 110% of the cruise line's highest amount of customer deposits over a two-year period, up to a maximum coverage level of \$15 million. The FMC has proposed various changes to the financial responsibility regulations for non-performance of transportation, including a proposal to increase significantly the amount of financial responsibility required to be maintained by cruise lines, which would increase our compliance costs. See Part 1, Item 1. Business, F. "Insurance - Other Insurance" below for additional discussion.

In the UK, we are required to bond and obtain licenses from various organizations in connection with the conduct of our business and our ability to meet liability in the event of non-performance of obligations to consumers. These organizations include the Passenger Shipping Association and the Civil Aviation Authority. See Part 1, Item 1. Business, F. "Insurance-Other Insurance" below for additional discussion.

We are also required by German law to obtain a guarantee from a reputable insurance company to ensure that, in case of insolvency, our customers will be refunded any monies they have paid on account of a booking and, in addition, that they will be repatriated without additional cost if insolvency occurs after a cruise starts. In addition, in Australia, we are a member of the Travel Compensation Fund which provides compensation, as a last resort, to consumers who suffer losses in their dealings with travel agents. Finally, other jurisdictions, including Argentina and Brazil, require the establishment of financial responsibility for passengers from their jurisdictions.

We believe we have all the necessary licenses to conduct our business. From time to time, various other regulatory and legislative changes may be proposed or adopted that could have an effect on the cruise industry, in general, and our business, in particular. See Part I, Item 1. Business, B. "Risk Factors" for a discussion of other regulations which impact us.

#### XVI. Financial Information

For financial information about our cruise reporting segment with respect to each of the three years in the period ended November 30, 2004, see Note 12, "Segment Information" to our Consolidated Financial Statements in Exhibit 13 to this joint Annual Report on Form 10-K.

#### D. Employees

Our shoreside operations have approximately 9,500 full-time and 4,000 part-time/ seasonal employees. We also employ approximately 56,000 officers, crew and staff onboard our 77 ships at any one time. Due to the highly seasonal nature of our Alaskan and Canadian operations, Holland America Tours and Princess Tours increase their work force during the late spring and summer months in connection with the Alaskan cruise season, employing additional seasonal personnel, which have been included above. We have entered into agreements with unions covering certain employees in our hotel, motorcoach and ship operations. We consider our employee and union relations generally to be good.

We source our shipboard officers primarily from Italy, Holland, the UK, Norway and Germany. The remaining crew positions are manned by persons from around the world. We utilize various manning agencies in many countries and regions to help secure our shipboard employees.

## E. Suppliers

Our largest purchases are for travel agency services, fuel, advertising, food and beverages, hotel and restaurant supplies and products, airfare, repairs and maintenance and dry-docking, port facility utilization, communication services and for the construction of our ships. Although we utilize a limited number of suppliers for most of our food and beverages and hotel and restaurant supplies and products, most of these purchases are available from numerous sources at competitive prices. The use of a limited number of suppliers enables us to, among other things, obtain volume discounts. We purchase fuel and port facility services at some of our ports of call from a limited number of suppliers. In addition, we perform our major dry-dock and ship improvement work at dry-dock facilities in the Bahamas, British Columbia, Canada, the Caribbean, Europe and the U.S. Finally, as of February 7, 2005, we have agreements in place for the construction of 13 cruise ships by two shipyards. We believe there are sufficient dry-dock and shipbuilding facilities to meet our anticipated requirements.

## F. Insurance

### General

We maintain insurance to cover a number of risks associated with owning and operating vessels in international trade. All such insurance policies are subject to coverage limits, exclusions and deductible levels. Insurance premium increases are dependent on our own loss experience and the general premium requirements of our underwriters. No assurance can be given that affordable and viable direct and reinsurance markets will be available to us in the future. We maintain certain levels of self-insurance for the below-mentioned risks through the use of substantial deductibles, which may increase in the future to mitigate premium increases. We do not carry coverage related to loss of earnings or revenues for our ships.

### Protection and Indemnity ("P&I") Coverage

Third-party liabilities in connection with our cruise activities are covered by entry in P&I clubs, which are mutual indemnity associations owned by ship owners. Our vessels are entered in three P&I clubs as follows: The West of England Ship Owners Mutual Insurance Association (Luxembourg), The Steamship Mutual Underwriting Association (Bermuda) Limited and the United Kingdom Mutual Steam Ship Assurance Association (Bermuda) Limited. The P&I clubs in which we participate are part of a worldwide group of P&I clubs, known as the International Group of P&I Clubs (the "IG"). The IG insures directly, and through reinsurance markets, a large portion of the world's shipping fleets. Coverage is subject to the P&I clubs' rules and the limit of coverage is determined by the IG. P&I coverage includes legal, statutory or pre-approved contract liabilities and other expenses related to crew, passengers and other third parties. This coverage also includes shipwreck removal, pollution and damage to third party property.

### Hull and Machinery Insurance

We maintain insurance on the hull and machinery of each of our ships in amounts equal to the estimated market value of each ship. The coverage for hull and machinery is provided by international marine insurance carriers. Most insurance underwriters make it a condition for insurance coverage that a ship be certified as "in class" by a classification society that is a member of the International Association of Classification Societies ("IACS"). All of our ships are currently certified as in class with an IACS member. These certifications have either been issued or endorsed within the last twelve months.

### War Risk Insurance

Subject to coverage limits and exclusions, such as claims excluded arising from chemical and biological attacks, we maintain war risk insurance on all of our ships covering our legal liability to crew, passengers and other third parties arising from war or war-like actions, including terrorist risks. This coverage is provided by international marine insurance carriers. Due primarily to its high cost, we only carry war risk insurance coverage for physical damage to our ships, which includes terrorist risks, for 30 of our ships. Under the terms of the policy, which is typical for war risk policies in the marine industry, underwriters can give seven days notice to the insured that the liability and physical damage policies can be cancelled. In addition, the policy can be reinstated at different premium rates. This gives underwriters the ability to increase our premiums following events that they determine have increased their risk. As a result of the September 11, 2001 and other events, our war risk insurance premiums have increased.

substantially. No assurance can be given that affordable and viable direct and reinsurance markets will be available to us in the future for war risk insurance.

#### Other Insurance

As required by the FMC, we maintain performance bonds or bank guarantees in the aggregate amount of \$105 million for ships operated by our brands which embark passengers in U.S. ports, to cover passenger ticket liabilities in the event of a cancelled or interrupted cruise. We also maintain other performance bonds or guarantees as required by various U.S. and foreign authorities that regulate certain of our operations in their jurisdictions; the most significant of which are required by the UK Passenger Shipping Association and the UK Civil Aviation Authority and total approximately \$190 million and \$70 million, respectively, to cover our brands' UK passenger and air ticket deposit liabilities.

We maintain standard property and casualty insurance policies to cover shoreside assets and liabilities to third parties, including our tour business assets, as well as appropriate workers' compensation policies. We also maintain business interruption insurance for Holland America Tour and Princess Tour hotel properties, which are also subject to deductibles.

#### The Athens Convention

Current conventions generally in force applying to passenger ships are the Athens Convention relating to the Carriage of Passengers and their Luggage by Sea (1974), the 1976 Protocol to the Athens Convention and the Convention on Limitation of Liability for Maritime Claims (1976). The U.S. has not ratified any Athens Convention Protocol. However, vessels flying the flag of a country that has ratified it may contractually enforce the 1976 Athens Convention Protocol for cruises that do not call at a U.S. port.

The IMO Diplomatic Conference agreed to a new protocol to the Athens Convention on November 1, 2002. The new protocol, which has not yet been ratified, substantially increases the minimum level of compulsory insurance which must be maintained by passenger ship operators and provides a direct action provision, which will allow claimants to proceed directly against insurers. This new protocol requires passenger ship operators to maintain insurance or some other form of financial security, such as a guarantee from a bank, to cover the limits of strict liability under the Athens Convention with regards to the death or personal injury of passengers. The timing of the ratification of this new protocol, if obtained at all, is unknown. No assurance can be given that affordable and viable direct and reinsurance markets will be available to provide the level of coverage required under the new protocol. If the new protocol is ratified, we expect insurance costs could increase.

#### G. Trademarks and Other Intellectual Property

We own and have registered numerous trademarks and have also registered various domain names, which we believe are widely recognized throughout the world and have considerable value. These trademarks include the names of our cruise lines, each of which we believe is a widely-recognized brand name in the cruise vacation industry, as well as "World's Leading Cruise Lines." We have a license to use the P&O name, the P&O flag and other relevant trademarks and domain names in relation to cruises and related activities. Finally, we also have a license to use the "Love Boat" name and related marks. See Note 2 "Trademarks" and Note 3 "DLC Transaction" to our Consolidated Financial Statements in Exhibit 13 to this joint Annual Report on Form 10-K.

#### H. Taxation

##### U.S. Federal Income Tax

We are a foreign corporation engaged in a trade or business in the U.S., and our ship-owning subsidiaries are foreign corporations that, in many cases, depending upon the itineraries of their ships, receive income from sources within the U.S. for U.S. federal income tax purposes. To the best of our knowledge, we believe that, under Section 883 of the Internal Revenue Code and applicable income tax treaties, our income and the income of our ship-owning subsidiaries, in each case derived from or incidental to the international operation of a ship or ships, is currently exempt from U.S. federal income tax. This exempt income does not include our U.S. source income, principally from the transportation, hotel and tour businesses of Holland America Tours and Princess Tours, and, beginning with

the year ending November 30, 2005, the items listed in the regulations under Section 883 that the Internal Revenue Service does not consider to be incidental to ship operations. Among the items that are identified in the final regulations as not incidental to ship operations are income from the sale of air transportation, shore excursions and pre- and post cruise land packages.

The following summary of the application of the principal U.S. federal income tax laws to us is based upon existing U.S. federal income tax law, including the Internal Revenue Code, proposed, temporary and final U.S. Treasury regulations, certain current income tax treaties, administrative pronouncements and judicial decisions, as currently in effect, all of which are subject to change, possibly with retroactive effect.

#### Application of Section 883 of the Internal Revenue Code

In general, under Section 883, certain non-U.S. corporations are not subject to U.S. federal income tax or branch profits tax on certain U.S. source income derived from the international operation of a ship or ships. In 2003, the U.S. Treasury Department issued final regulations under Section 883 relating to income derived by foreign corporations from the international operation of ships and aircraft. These regulations will be effective commencing for our year ending November 30, 2005. As related to us, the final regulations provide, in general, that a foreign corporation will qualify for the benefits of Section 883 if, in relevant part, (i) the foreign country in which the foreign corporation is organized grants an equivalent exemption to corporations organized in the U.S. and (ii) the foreign corporation meets the publicly-traded test described below. In addition, to the extent a foreign corporation's shares are owned by a direct or indirect parent corporation which itself meets the publicly-traded test, then in analyzing the stock ownership test with respect to such subsidiary, stock owned directly or indirectly by such parent corporation will be deemed owned by individuals resident in the country of incorporation of such parent corporation.

A company whose shares are considered to be "primarily and regularly traded on an established securities market" in the U.S. or another qualifying jurisdiction will meet the publicly-traded test (the "publicly-traded test"). Pursuant to the final U.S. Treasury regulations issued under Section 883, stock will be considered "primarily traded" on one or more established securities markets if, with respect to each class of stock of the particular corporation, the number of shares in each such class that are traded during a taxable year on any such market exceeds the number of shares in each such class traded during that year on any other established securities market. Stock of a corporation will generally be considered "regularly traded" on one or more established securities markets under the proposed regulations if (i) one or more classes of stock of the corporation that, in the aggregate, represent more than 50% of the total combined voting power of all classes of stock of such corporation entitled to vote and of the total value of the stock of such corporation are listed on such market; and (ii) with respect to each class relied on to meet the more than 50% requirement in (i) above, (x) trades in each such class are effected, other than in de minimis quantities, on such market on at least 60 days during the taxable year, and (y) the aggregate number of shares in each such class of the stock that are traded on such market during the taxable year is at least 10% of the average number of shares of the stock outstanding in that class during the taxable year. A class of stock that otherwise meets the requirements outlined in the preceding sentence is not treated as meeting such requirements for a taxable year if, at any time during the taxable year, one or more persons who own, actually or constructively, at least 5% of the vote and value of the outstanding shares of the class of stock, own, in the aggregate, 50% or more of the vote and value of the outstanding shares of the class of stock (the "5% Override Rule"). However, the 5% Override Rule does not apply (a) where the foreign corporation establishes that Qualified Shareholders own sufficient shares of the closely-held block of stock to preclude non-Qualified Shareholders of the closely-held block of stock from owning 50% or more of the total value of the class of stock for more than half of the taxable year; or (b) to certain investment companies provided that no person owns, directly or through attribution, both 5% or more of the value of the outstanding interests in such investment company and 5% or more of the value of the shares of the class of stock of the foreign corporation.

We believe that Carnival Corporation currently qualifies as a publicly traded corporation under the final regulations and substantially all of its income, with the exceptions noted above, will continue to be exempt from U.S. federal income taxes. However, because various members of the Arison family and trusts established for their benefit currently own approximately 38% of Carnival Corporation shares, there is the potential that additional shareholders could acquire 5% or more of its shares, which could result in Carnival Corporation being considered closely held, and thus jeopardize its qualification as a publicly traded corporation. If, in

the future, Carnival Corporation were to fail to qualify as a publicly traded corporation, it and all of its ship-owning or operating subsidiaries would be subject to U.S. federal income tax on their income associated with their cruise operations in the U.S. In such event, the net income of Carnival Corporation's ship-owning or operating subsidiaries would be materially reduced.

As a precautionary matter, Carnival Corporation amended its articles of incorporation in fiscal 2000 to ensure that it will continue to qualify as a publicly traded corporation under these final regulations. This amendment provides that no one person or group of related persons, other than certain members of the Arison family and trusts established for their benefit, may own or be deemed to own by virtue of the attribution provisions of the Internal Revenue Code more than 4.9% of Carnival Corporation shares, whether measured by vote, value or number of shares. Any Carnival Corporation shares acquired in violation of this provision will be transferred to a trust and, at the direction of its board of directors, sold to a person whose shareholding does not violate that provision. No profit for the purported transferee may be realized from any such sale. In addition, under specified circumstances, the trust may transfer the common stock at a loss to the purported transferee. Because certain of Carnival Corporation notes are convertible into its shares, the transfer of these notes are subject to similar restrictions. These transfer restrictions may also have the effect of delaying or preventing a change in control or other transactions in which the shareholders might receive a premium for Carnival Corporation shares over the then prevailing market price or which the shareholders might believe to be otherwise in their best interest.

Although the above represents our interpretation of this Internal Revenue Code provision and the final U.S. Treasury regulations, the Internal Revenue Service's interpretation of these provisions could differ materially. In addition, the provisions of Section 883 are subject to change at any time by legislation. Moreover, changes could occur in the future with respect to the trading volume or trading frequency of Carnival Corporation shares or with respect to the identity, residence, or holdings of Carnival Corporation's direct or indirect shareholders that could affect Carnival Corporation's and its subsidiaries eligibility for the Section 883 exemption. Accordingly, although we believe it is unlikely, it is possible that Carnival Corporation and its ship-owning or operating subsidiaries' whose tax exemption is based on Section 883 could lose this exemption. If Carnival Corporation and/or its ship-owning or operating subsidiaries were not entitled to the benefit of Section 883, Carnival Corporation and/or its ship-owning or operating subsidiaries would be subject to U.S. federal income taxation on a portion of our income.

#### Exemption Under Applicable Income Tax Treaties

We believe that the income of some of Carnival Corporation's ship-owning subsidiaries and the U.S. source shipping income from Carnival plc and its UK resident subsidiaries currently qualifies for exemption from U.S. federal income tax under applicable bilateral U.S. income tax treaties. There is, however, no authority that directly addresses the effect, if any, of DLC arrangements on the availability of benefits under the treaties and, consequently, the matter is not free from doubt. These treaties may be abrogated by either applicable country, replaced or modified with new agreements that treat shipping income differently than under the agreements currently in force. If any of our subsidiaries that currently claim exemption from U.S. income taxation on their U.S. source shipping income under an applicable treaty do not qualify for benefits under the existing treaties, or if the existing treaties are abrogated, replaced or materially modified in a manner adverse to our interests and, with respect to U.S. federal income tax only, if any such subsidiary does not qualify for Section 883 exemption, such ship-owning or operating subsidiary may be subject to U.S. federal income taxation on a portion of its income, which would reduce our net income.

#### Taxation in the Absence of an Exemption under Section 883 or any Applicable U.S. Income Tax Treaty

Shipping income that is attributable to transportation of passengers which begins or ends in the U.S. is considered to be 50% derived from U.S. sources. Shipping income that is attributable to transportation of passengers which begins and ends in foreign countries is considered 100% derived from foreign sources and not subject to U.S. federal income tax. Shipping income that is attributable to the transportation of passengers which begins and ends in the U.S. without stopping at an intermediate foreign port is considered to be 100% derived from U.S. sources.

The legislative history of the transportation income source rules suggests that a cruise that begins and ends in a U.S. port, but that calls on more than one foreign port, will derive U.S. source income only from the first and last legs of the cruise. Because there are no regulations or other Internal Revenue Service interpretations of these rules, the applicability of the transportation income source rules in the aforesaid manner is not free from doubt.

In the absence of an exemption under Section 883 or any applicable U.S. income tax treaty, as appropriate, we and/or our subsidiaries would be subject to either the net income and branch profits tax regimes of Section 882 and Section 884 of the Internal Revenue Code (the "net tax regime") or the four percent of gross income tax regime of Section 887 of the Internal Revenue Code (the "four percent tax regime").

Where the relevant foreign corporation has, or is considered to have, a fixed place of business in the U.S. that is involved in the earning of U.S. source shipping income and substantially all of this shipping income is attributable to regularly scheduled transportation, the net tax regime is applicable. If the foreign corporation does not have a fixed place of business in the U.S. or substantially all of its income is not derived from regularly scheduled transportation, the four percent tax regime will apply.

The net tax regime should be the tax regime applied to Carnival Corporation in the absence of an exemption under Section 883. Under the net tax regime, U.S. source shipping income, net of applicable deductions, would be subject to a corporate tax of up to 35% and the net after-tax income would be potentially subject to a further branch tax of 30%. In addition, interest paid by the corporations, if any, would generally be subject to a branch interest tax.

The four percent tax regime should be the tax regime applicable to our vessel owning subsidiaries based outside the United States, in the absence of an exemption under Section 883 or any applicable U.S. income tax treaty. Under the four percent tax regime, gross U.S. source shipping income would be subject to a four percent tax, without the benefit of deductions.

#### UK Tonnage Tax

AIDA, through October 2004, Cunard, Ocean Village, P&O Cruises, P&O Cruises Australia and Swan Hellenic are all strategically and commercially managed in the UK and have elected to enter the UK tonnage tax regime. Companies to which the tonnage tax regime applies pay corporation tax on profit calculated by reference to the net tonnage of qualifying vessels. UK corporation tax is not chargeable under normal UK tax rules on such companies' relevant shipping profits. An election for the tonnage tax regime to apply takes effect for ten years and can be renewed on a rolling basis. For a company to be eligible for the regime, it must be subject to UK corporation tax and, among other matters, operate qualifying ships that are strategically and commercially managed in the UK. There is also a seafarer training requirement to which the tonnage tax companies are subject.

Relevant shipping profits which are excluded from normal corporation tax include income which is defined as relevant shipping income. Relevant shipping income includes income from the operation of qualifying ships and broadly from shipping related activities. It also includes dividends from foreign companies, which are subject to a tax on profits in their country of residence or elsewhere and the activities of which broadly would qualify in full for the UK tonnage tax regime if they were UK resident. In addition, more than 50 percent of the voting power in the foreign company must be held by one or more companies resident in a European Union ("EU") member state.

Our UK non-shipping activities that do not qualify under the UK tonnage tax regime, which are not forecast to be significant, remain subject to normal UK corporation tax.

#### Italian Income Tax

Our Costa cruise operations are subject to Italian income tax. However, as a result of income tax exemptions allowed Italian registered vessels, Costa's Italian cruise operations are subject to an effective tax rate of approximately 6%. In 2003, the Italian government passed a law permitting the establishment of an elective new tonnage tax regime similar, in all material respects, to the UK regime described above. This law was approved by the EU in 2004. Rules providing some of the final implementation details in the planned system are expected to be issued in early 2005. Upon issuance of these final rules, we will complete our analysis of the impact of this elective tax regime, and decide whether or not Costa should enter.

In November 2004, the German brand of Carnival plc, AIDA, became a division of Costa. From the date of this change, AIDA's income is subject to Italian income tax as discussed above. The majority of the profits earned by our German brands are exempt from German corporation taxes by virtue of the Italy/German double tax treaty.

#### German and Australian Income Tax

For substantially all of 2004, both AIDA and P&O Cruises Australia were divisions of Carnival plc. As noted above, beginning in November 2004, AIDA became a division of Costa and was subject to the Italian income tax as described above. P&O Cruises Australia has remained a division of Carnival plc throughout 2004. The income from these operations, while branches of Carnival plc, were subject to UK tonnage tax as discussed above. The majority of these operations' profits are exempt from German and Australian corporation taxes by virtue of the UK/Germany and UK/Australian double tax treaties.

#### I. Website Access to Carnival Corporation & plc SEC Reports

We make available, free of charge, access to our joint Annual Report on Form 10-K, joint Quarterly Reports on Form 10-Q, joint Current Reports on Form 8-K, Section 16 filings and all amendments to those reports as soon as reasonably practicable after such reports are electronically filed with or furnished to the SEC through our home page at [www.carnivalcorp.com](http://www.carnivalcorp.com) and [www.carnivalplc.com](http://www.carnivalplc.com).

#### Item 2. Properties.

The Carnival Corporation and Carnival plc corporate headquarters and our operating units' principal shoreside operations and headquarters are as follows:

Entity/Brand -----	Location -----	Square Footage -----	Own/Lease -----
Carnival Corporation and Carnival Cruise Lines	Miami, FL U.S.A.	456,000/20,000	Own/Lease
Princess and Cunard	Santa Clarita, CA U.S.A.	282,000	Lease
Holland America Line, Holland America Tours, Princess Tours and Windstar	Seattle, WA U.S.A.	186,000/24,000	Lease/Own
Costa	Genoa, Italy	159,000	Own
Art framing and warehouse and Princess warehouse facilities	Dania Beach and Ft. Lauderdale, Florida U.S.A.	125,000	Lease
P&O Cruises, Ocean Village, Swan Hellenic, Cunard, Carnival Corporation & plc's Technical Services and UK sales office	Southampton, England	112,000	Lease
AIDA	Rostock and Frankfurt, Germany	65,000	Lease
Carnival Cruise Lines sales office	Miramar, Florida U.S.A.	63,000	Lease
P&O Cruises Australia	Sydney, Australia	35,000	Lease
Costa U.S. sales office	Hollywood, Florida U.S.A.	29,000	Lease
Carnival plc and UK sales offices	London, England	8,000	Lease

In addition, we also lease 27,000 square feet of office space in Colorado Springs, Colorado and own 22,000 square feet of office space in Williston, North Dakota for additional Carnival Cruise Lines and Holland America Line reservation centers, respectively. Finally, we own or lease port facilities in Cozumel, Mexico, Long Beach, California and Savona, Italy.

Our cruise ships, shoreside operations, headquarter facilities and Holland America Tours' and Princess Tours' properties, are all well maintained and in good condition. We evaluate our needs periodically and obtain additional facilities when deemed necessary. We believe that our facilities are adequate for our current needs.

Our cruise ships and Holland America Line's and Princess' private islands, Half Moon

Cay and Princess Cays, respectively, are briefly described in Part I, Item 1. Business, C. "Cruise Segment." The hotel properties associated with Holland America Tours and Princess Tours operations, substantially all of which are owned, are briefly described in Part I, Item 1. Business, A. "General."

### Item 3. Legal Proceedings.

Several actions (collectively, the "ADA Complaints") were filed against Costa, Holland America Tours and Cunard alleging that they violated the Americans with Disabilities Act by failing to make certain cruise ships accessible to individuals with disabilities. The plaintiffs sought injunctive relief to require modifications to certain vessels to increase accessibility to disabled passengers and fees and costs. The status of each ADA Complaint is as follows:

On August 28, 2000, Access Now, Inc. and Edward S. Resnick filed ADA Complaints in the U.S. District Court for the Southern District of Florida against Costa and Holland America Tours. These complaints sought modifications to vessels to increase accessibility to disabled passengers. In October 2004, the Court approved settlement agreements pursuant to which Costa will make certain modifications to four of its ships, with an option to include other ships into the settlement agreement and Holland America Line will make certain modifications to eleven of its ships, with an option to include other ships into the settlement agreement.

On August 29, 2000, an ADA Complaint also was filed against Cunard by Access Now, Inc. and Edward S. Resnick in the U.S. District Court for the Southern District of Florida. Cunard filed an answer to the complaint on November 10, 2000. Given the settlement reached in a similar case against CCL, the plaintiff has agreed to dismiss the ADA Complaint against Cunard without prejudice pending settlement negotiations which are ongoing.

On November 22, 2000, Costa instituted arbitration proceedings in Italy to confirm the validity of its decision not to deliver its ship, the Costa Classica, to the shipyard of Cammell Laird Holdings PLC ("Cammell Laird") under a 79 million euro denominated contract for the conversion and lengthening of the ship. Cammell Laird joined the arbitration proceeding on January 9, 2001 to present its counter demands. On January 9, 2001, Costa gave Cammell Laird notice of termination of the contract and Cammell Laird replied with its notice of termination of the contract on February 2, 2001. In October 2004 the arbitration tribunal decided to increase the scope of work of the technical experts by introducing new demands for reply in the experts' report. It is expected that the arbitration tribunal's decision will be made in the second half of 2005 at the earliest.

Two actions (collectively, the "Facsimile Complaints") were filed against Carnival Corporation on behalf of purported classes of persons who received unsolicited advertisements via facsimile, alleging that Carnival Corporation and other defendants distributed unsolicited advertisements via facsimile in contravention of the U.S. Telephone Consumer Protection Act. The plaintiffs seek to enjoin the sending of unsolicited facsimile advertisements and statutory damages in the amount of \$500 per facsimile, or in the alternative, \$1,500 per facsimile if the conduct was willful or knowing. The advertisements referred to in the Facsimile Complaints that reference a Carnival Cruise Lines product were not sent by Carnival Corporation, but rather were distributed by a professional faxing company at the behest of travel agencies. We do not advertise directly to the traveling public through the use of facsimile transmission. The status of each Facsimile Complaint is as follows:

On April 15, 2002, a Facsimile Complaint was filed against us in the Circuit Court of Greene County, Alabama by Mary Pelt. We filed an answer on June 3, 2002. A hearing on class certification issues took place on August 18, 2004. The plaintiffs requested and were granted an extension of time to request class certification and conduct discovery. However, the plaintiffs agreed not to depose any Carnival Corporation personnel in the matter. Carnival Corporation has filed a motion for summary judgment.

On May 14, 2002, a Facsimile Complaint was filed against Carnival Corporation and other defendants (including Club Resort International d/b/a Vacation Getaway Travel, Inc., Dollar Thrifty Automotive Group, Inc., Thrifty, Inc. and Thrifty Rent-A-Car Systems, Inc., Choicepoint, Inc., First Western Bank, and Bankcard USA Merchant Services, Inc.) in the Circuit Court of Jefferson County, Alabama, Bessemer Division by Clem & Kornis, L.L.C., The Firm of Compassion, P.C., Collins

Chiropractic Center, Forstmann & Cutchen, L.L.P. and others. On July 26, 2002, Carnival Corporation filed a motion to dismiss or, in the alternative, to separate Carnival Corporation as a defendant. This action has been stayed pending a resolution of the Greene County action referred to above.

On August 17, 2002, an incident occurred in Juneau, Alaska onboard Holland America Line's Ryndam involving a wastewater discharge from the ship. As a result of this incident, on December 13, 2004, HAL Maritime Ltd. ("HAL Maritime") pled guilty to a single misdemeanor for violating Section 1(a)(4) of Public Law 106-554 (December 21, 2000) pursuant to a plea agreement with the U.S. Government. HAL Maritime paid a \$0.2 million criminal fine, a \$0.5 million community service payment, and agreed to commit \$1.3 million toward the implementation of a Focused Environmental Compliance Plan. The agreement also provides for a three-year probationary term, with the ability to request early termination of probation after two years. HAL Maritime also paid a civil fine of \$65,000 to the State of Alaska as a result of the same event. Possible consequences of the plea include debarment from federal contracting, which would prohibit operations in Glacier Bay during the period of debarment.

On February 23, 2001, Holland America Line-USA, Inc. ("HAL-USA"), a wholly-owned subsidiary, received a subpoena from a grand jury sitting in the U.S. District Court for the District of Alaska. The subpoena requests that HAL-USA produce documents and records relating to the air emissions from Holland America Line ships in Alaska. HAL-USA responded to the subpoena.

On March 5, 2004, Holland America Line notified the U.S. and Netherlands governmental authorities that one of its chief engineers had admitted to improperly processing bilge water on the Noordam. A subsequent internal investigation has determined that the improper operation may have begun in January 2004 and may have continued sporadically through March 4, 2004. Holland America Line and three shipboard engineers received grand jury subpoenas from the Office of the U.S. Attorney in Tampa, Florida. If the Noordam investigation results in charges being filed, a judgment could include, among other forms of relief, fines and debarment from federal contracting, which would prohibit operations in Glacier Bay during the period of debarment.

In August 2004, Holland America Line was notified by the National Park Service ("NPS") that the Volendam and Statendam may have violated opacity standards while operating in Glacier Bay. On November 10, 2004, NPS notified Holland America Line in separate letters that a Violation of Record would be entered in the permanent park files for each ship. This is the first such violation for either ship. Holland America Line intends to vigorously oppose the decision in each case. If the Violation of Record is not reversed and either ship receives a second such violation within three years, that ship may be barred from entry into Glacier Bay.

During 2004, seven of Holland America Line's ships offered Alaska cruises during May through September. Of those cruises, 69% included Glacier Bay on their itinerary. If the Ryndam plea or Noordam investigations results in debarment, or if a second Violation of Record caused the Statendam or Volendam to be prohibited from entering Glacier Bay, we would not expect the impact on our financial statements to be material to us since we believe there are additional attractive alternative destinations in Alaska and elsewhere that can be substituted for Glacier Bay.

On April 23, 2003, Festival Crociere S.p.A. ("Festival") commenced an action against the European Commission (the "Commission") in the Court of First Instance of the European Communities in Luxembourg seeking to annul the Commission's antitrust approval of the DLC transaction (the "Festival Action"). We have been granted leave to intervene in the Festival Action and filed a Statement in Intervention with the Court. Festival was declared bankrupt on May 27, 2004 and Festival did not submit observations on our Statement in Intervention. A date for an oral hearing will be set in due course, unless Festival withdraws its action. A successful third party challenge of an unconditional Commission clearance decision would be unprecedented, and based on a review of the law and the factual circumstances of the DLC transaction, as well as the Commission's approval decision in relation to the DLC transaction, we believe that the Festival Action will not have a material adverse effect on the companies or the DLC transaction.

Item 4. Submission of Matters to a Vote of Security Holders.

None.

## Executive Officers of the Registrants

Pursuant to General Instruction G(3), the information regarding our executive officers called for by Item 401(b) of Regulation S-K is hereby included in Part I of this joint Annual Report on Form 10-K.

The following table sets forth the name, age and title of each of our executive officers. Titles listed relate to positions within Carnival Corporation and Carnival plc unless otherwise noted. All the Carnival plc positions were effective as of April 17, 2003, except as noted below.

NAME ----	AGE ---	POSITION -----
Richard D. Ames	57	Senior Vice President Management Advisory Services
Micky Arison	55	Chairman of the Board of Directors and Chief Executive Officer
Alan B. Buckelew	56	President of Princess and Chief Operating Officer of Cunard
Gerald R. Cahill	53	Executive Vice President and Chief Financial and Accounting Officer
Pamela C. Conover	48	Senior Vice President Shared Services
Robert H. Dickinson	62	President and Chief Executive Officer of Carnival Cruise Lines and Director
Kenneth D. Dubbin	51	Vice President Corporate Development
Pier Luigi Foschi	58	Chairman and Chief Executive Officer of Costa Crociere, S.p.A. and Director
Howard S. Frank	63	Vice Chairman of the Board of Directors and Chief Operating Officer
Ian J. Gaunt	53	Senior Vice President International
Stein Kruse	46	President and Chief Executive Officer of Holland America Line Inc. ("HAL")
Arnaldo Perez	44	Senior Vice President, General Counsel and Secretary
Peter G. Ratcliffe	56	Chief Executive Officer of P&O Princess Cruises International and Director

## Business Experience of Executive Officers

Richard D. Ames has been Senior Vice President Management Advisory Services ("MAS") since March 2002. From January 1992 to February 2002 he was Vice President Audit Services, now known as MAS.

Micky Arison has been Chairman of the Board of Directors since October 1990 and a director since June 1987. He has been Chief Executive Officer since 1979.

Alan B. Buckelew has been President and Chief Financial Officer of Princess since February 2004 and Chief Operating Officer of Cunard since October 2004. From October 2000 to January 2004, he was Executive Vice President and Chief Financial Officer of Princess. He was Senior Vice President, Corporate Services of Princess from September 1998 to September 2000.

Gerald R. Cahill has been Executive Vice President and Chief Financial and Accounting Officer since December 2003. From January 1998 to November 2003 he was Senior Vice President Finance, Chief Financial and Accounting Officer.

Pamela C. Conover has been Senior Vice President Shared Services since October 2004. From February 2001 to September 2004 she was President and Chief Operating Officer of Cunard Line Limited. Ms. Conover was Chief Operating Officer of Cunard Line Limited from June 1998 to January 2001.

Robert H. Dickinson has been a director since June 1987. Mr. Dickinson has been President and Chief Executive Officer of Carnival Cruise Lines since May 2003. He was President and Chief Operating Officer of Carnival Cruise Lines from May 1993 to May 2003.

Kenneth D. Dubbin has been Vice President Corporate Development since May 1999. From 1990 to 1999, he was Vice President and Treasurer of Royal Caribbean Cruises Ltd.

Pier Luigi Foschi has been a director since April 2003. He has been Chief

Executive Officer of Costa Crociere, S.p.A. since October 1997 and Chairman of its Board since January 2000.

Howard S. Frank has been Vice Chairman of the Board of Directors since October 1993, Chief Operating Officer since January 1998 and a director since April 1992.

Ian J. Gaunt is an English Solicitor and has been Senior Vice President International since May 1999. He was a partner of the London-based international law firm of Sinclair, Roche & Temperley from 1982 through April 1999 where he represented Carnival Corporation as special external legal counsel since 1981.

Stein Kruse has been the President and Chief Executive Officer of HAL since December 2004. From November 2003 to November 2004, he was the President and Chief Operating Officer of HAL. From September 1999 to October 2003, he was Senior Vice President, Fleet Operations for HAL. From June 1997 to August 1999 he was Senior Vice President and Chief Financial Officer for "K" Line America, Inc.

Arnaldo Perez has been Senior Vice President, General Counsel and Secretary since March 2002. From August 1995 to February 2002 he was Vice President, General Counsel and Secretary.

Peter G. Ratcliffe has been a director since April 2003 and a director of Carnival plc since October 2000. He was Carnival plc's Chief Executive Officer until April 2003. He is Chief Executive Officer of P&O Princess Cruises International, and is primarily responsible for the operations of Cunard, Ocean Village, P&O Cruises, P&O Cruises Australia, Princess and Swan Hellenic. He was previously an executive director of The Peninsular and Oriental Steam Navigation Company and head of its cruise division, having served as President of Princess since 1993 and its Chief Operating Officer since 1989.

## PART II

Item 5. Market for Registrant's Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities.

### A. Market Information

The information required by Item 201(a) of Regulation S-K, Market Information, is shown in Exhibit 13 and is incorporated by reference into this joint Annual Report on Form 10-K.

### B. Holders

The information required by Item 201(b) of Regulation S-K, Holders of Common Stock, is shown in Exhibit 13 and is incorporated by reference into this joint Annual Report on Form 10-K.

### C. Dividends

Carnival Corporation declared cash dividends on all of its common stock in the amount of \$0.15 per share in the last quarter of fiscal 2004 and in the first quarter of fiscal 2005, a 20% per share increase compared to the prior dividend per share. Previously, Carnival Corporation declared cash dividends of \$0.125 per share in each of the first three quarters of fiscal 2004 and the last quarter of fiscal 2003, a 19% per share increase compared to the prior dividend per share. Carnival Corporation's cash dividends were \$0.105 per share in each of the first three quarters of fiscal 2003. Carnival plc paid cash dividends on all its ordinary shares in the amount of \$0.10 per share, as adjusted for the .3004 equalization ratio, for the first quarter in calendar 2003. Carnival plc dividends were for the same amount per share as Carnival Corporation's dividends for all quarters beginning in the second quarter of fiscal 2003.

Payment of future dividends on Carnival Corporation common stock and Carnival plc ordinary shares will depend upon, among other factors, our earnings, financial condition and capital requirements. Each company may also declare special dividends to all stockholders in the event that members of the Arison family and trusts established for their benefit are required to pay additional income taxes by reason of their ownership of Carnival Corporation's common stock because of a Carnival Corporation income tax audit. The payment and amount of any dividend is within the discretion of the Boards of Directors, and it is possible that the timing and amount of any dividend may vary from the levels discussed above. No assurance can be given that Carnival Corporation and Carnival plc will continue to have per share dividend increases as were declared in late 2004 and 2003 or maintain their current levels.

Item 6. Selected Financial Data.

The information required by Item 6, Selected Financial Data, is shown in Exhibit 13 and is incorporated by reference into this joint Annual Report on Form 10-K.

Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations.

The information required by Item 7, Management's Discussion and Analysis of Financial Condition and Results of Operations, is shown in Exhibit 13 and is incorporated by reference into this joint Annual Report on Form 10-K.

Item 7A. Quantitative and Qualitative Disclosures About Market Risk.

The information required by Item 7A, Quantitative and Qualitative Disclosures About Market Risk, is shown in Exhibit 13 and is incorporated by reference into this joint Annual Report on Form 10-K.

Item 8. Financial Statements and Supplementary Data.

The financial statements, together with the report thereon of PricewaterhouseCoopers LLP dated February 11, 2005, and the Selected Quarterly Financial Data (Unaudited), are shown in Exhibit 13 and are incorporated by reference into this joint Annual Report on Form 10-K.

Item 9. Changes in and Disagreements with Accountants on Accounting and Financial Disclosure.

Not applicable.

Item 9A. Controls and Procedures.

Evaluation of Disclosure Controls and Procedures

Disclosure controls and procedures are designed to provide reasonable assurance that information required to be disclosed by us in the reports that we file or submit, is recorded, processed, summarized and reported, within the time periods specified in the U.S. Securities and Exchange Commission's rules and forms.

Our Chief Executive Officer, Chief Operating Officer and Chief Financial and Accounting Officer have evaluated our disclosure controls and procedures and have concluded, as of November 30, 2004, that they are effective as described above.

Management's Report on Internal Control over Financial Reporting

Our management is responsible for establishing and maintaining adequate internal control over financial reporting, as such term is defined in Exchange Act Rule 13a-15(f). Under the supervision and with the participation of our management, including our Chief Executive Officer, Chief Operating Officer and Chief Financial and Accounting Officer, we conducted an evaluation of the effectiveness of our internal control over financial reporting based on the framework in Internal Control - Integrated Framework, issued by the Committee of Sponsoring Organizations of the Treadway Commission ("COSO Framework"). Based on our evaluation under the COSO Framework, our management concluded that our internal control over financial reporting was effective as of November 30, 2004.

Our management's assessment of the effectiveness of our internal control over financial reporting as of November 30, 2004 has been audited by PricewaterhouseCoopers LLP, an independent registered certified public accounting firm, as stated in their report which is shown in Exhibit 13 and is incorporated by reference into this joint Annual Report on Form 10-K.

Changes in Internal Control over Financial Reporting

There have been no changes in our internal control over financial reporting during the quarter ended November 30, 2004 that have materially affected or are reasonably likely to materially affect our internal control over financial reporting.

It should be noted that any system of controls, however well designed and operated, can provide only reasonable, and not absolute, assurance that the objectives of the system will be met. In addition, the design of any control system is based in part upon certain assumptions about the likelihood of future events. Because of these and other inherent limitations of control systems, there is only reasonable assurance that our controls will succeed in achieving their goals under all potential future conditions.

Item 9B. Other Information.

None

#### PART III

Items 10, 11, 12, 13 and 14. Directors and Executive Officers of the Registrants, Executive Compensation, Security Ownership of Certain Beneficial Owners and Management, Certain Relationships and Related Transactions and Principal Accountant Fees and Services.

The information required by Items 10, 11, 12, 13 and 14 is incorporated herein by reference to the Carnival Corporation and Carnival plc joint definitive proxy statement to be filed with the U.S. Securities and Exchange Commission not later than 120 days after the close of the fiscal year, except that the information concerning the Carnival Corporation and Carnival plc executive officers called for by Item 401(b) of Regulation S-K is included in Part I of this joint Annual Report on Form 10-K.

We have adopted a code of ethics that applies to our chief executive officer, chief operating officer and senior financial officers, including the principal financial and accounting officer, controller and other persons performing similar functions. This code of ethics is posted on our website, which is located at [www.carnivalcorp.com](http://www.carnivalcorp.com) and [www.carnivalplc.com](http://www.carnivalplc.com). We intend to satisfy the disclosure requirement under Item 10 of Form 8-K regarding an amendment to, or waiver from, a provision of this code of ethics by posting such information on our website, at the addresses specified above. Information contained in our website, whether currently posted or posted in the future, is not part of this document or the documents incorporated by reference in this document.

#### PART IV

Item 15. Exhibits and Financial Statement Schedules.

(a) (1) Financial Statements

The financial statements shown in Exhibit 13 are incorporated herein by reference into this joint Annual Report on Form 10-K.

(2) Financial Statement Schedule

None

(3) Exhibits

The exhibits listed on the accompanying Index to Exhibits are filed or incorporated by reference as part of this joint Annual Report on Form 10-K and such Index to Exhibits is hereby incorporated herein by reference.

SIGNATURES

Pursuant to the requirements of Section 13 or 15(d) of the Securities Exchange Act of 1934, the registrants have duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

CARNIVAL CORPORATION

/s/ Micky Arison  
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Micky Arison  
Chairman of the Board of  
Directors and Chief Executive Officer  
February 14, 2005

CARNIVAL PLC

/s/ Micky Arison  
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Micky Arison  
Chairman of the Board of  
Directors and Chief Executive Officer  
February 14, 2005

Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by the following persons on behalf of the registrants and in the capacities and on the dates indicated.

CARNIVAL CORPORATION

/s/ Micky Arison  
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Micky Arison  
Chairman of the Board of  
Directors and Chief Executive Officer  
February 14, 2005

CARNIVAL PLC

/s/ Micky Arison  
-----

Micky Arison  
Chairman of the Board of  
Directors and Chief Executive Officer  
February 14, 2005

/s/ Howard S. Frank  
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Howard S. Frank  
Vice Chairman of the Board of  
Directors and Chief Operating Officer  
February 14, 2005

/s/ Howard S. Frank  
-----

Howard S. Frank  
Vice Chairman of the Board of  
Directors and Chief Operating Officer  
February 14, 2005

/s/ Gerald R. Cahill  
-----

Gerald R. Cahill  
Executive Vice President  
and Chief Financial and  
Accounting Officer  
February 14, 2005

/s/ Gerald R. Cahill  
-----

Gerald R. Cahill  
Executive Vice President  
and Chief Financial and  
Accounting Officer  
February 14, 2005

/s/ Richard G. Capen, Jr.  
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Richard G. Capen, Jr.  
Director  
February 14, 2005

/s/ Richard G. Capen, Jr.  
-----

Richard G. Capen, Jr.  
Director  
February 14, 2005

/s/ Robert H. Dickinson  
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Robert H. Dickinson  
Director  
February 14, 2005

/s/ Robert H. Dickinson  
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Robert H. Dickinson  
Director  
February 14, 2005

/s/ Arnold W. Donald  
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Arnold W. Donald  
Director  
February 14, 2005

/s/ Arnold W. Donald  
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Arnold W. Donald  
Director  
February 14, 2005

/s/ Pier Luigi Foschi  
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Pier Luigi Foschi  
Director  
February 14, 2005

/s/ Pier Luigi Foschi  
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Pier Luigi Foschi  
Director  
February 14, 2005

/s/ Richard J. Glasier  
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Richard J. Glasier  
Director  
February 14, 2005

/s/ Richard J. Glasier  
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Richard J. Glasier  
Director  
February 14, 2005

/s/ Baroness Hogg  
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Baroness Hogg  
Director  
February 14, 2005

/s/ Baroness Hogg  
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Baroness Hogg  
Director  
February 14, 2005

/s/ A. Kirk Lanterman  
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A. Kirk Lanterman  
Director  
February 14, 2005

/s/ Modesto A. Maidique  
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Modesto A. Maidique  
Director  
February 14, 2005

/s/ John P. McNulty  
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John P. McNulty  
Director  
February 14, 2005

/s/ Sir John Parker  
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Sir John Parker  
Director  
February 14, 2005

/s/ Peter G. Ratcliffe  
-----  
Peter G. Ratcliffe  
Director  
February 14, 2005

/s/ Stuart Subotnick  
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Stuart Subotnick  
Director  
February 14, 2005

/s/ Uzi Zucker  
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Uzi Zucker  
Director  
February 14, 2005

/s/ A. Kirk Lanterman  
-----  
A. Kirk Lanterman  
Director  
February 14, 2005

/s/ Modesto A. Maidique  
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Modesto A. Maidique  
Director  
February 14, 2005

/s/ John P. McNulty  
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John P. McNulty  
Director  
February 14, 2005

/s/ Sir John Parker  
-----  
Sir John Parker  
Director  
February 14, 2005

/s/ Peter G. Ratcliffe  
-----  
Peter G. Ratcliffe  
Director  
February 14, 2005

/s/ Stuart Subotnick  
-----  
Stuart Subotnick  
Director  
February 14, 2005

/s/ Uzi Zucker  
-----  
Uzi Zucker  
Director  
February 14, 2005

INDEX TO EXHIBITS

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Exhibits  
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3.1-Third Amended and Restated Articles of Incorporation of Carnival Corporation, incorporated by reference to Exhibit No. 3.1 to the joint Current Report on Form 8-K of Carnival Corporation and Carnival plc filed on April 17, 2003.

3.2-Amended and Restated By-laws of Carnival Corporation, incorporated by reference to Exhibit No. 3.2 to the joint Current Report on Form 8-K of Carnival Corporation and Carnival plc filed on April 17, 2003.

3.3-Articles of Association of Carnival plc, incorporated by reference to Exhibit No. 3.3 to the joint Current Report on Form 8-K of Carnival Corporation and Carnival plc filed on April 17, 2003.

3.4-Memorandum of Association of Carnival plc, incorporated by reference to Exhibit No. 3.4 to the joint Current Report on Form 8-K of Carnival Corporation and Carnival plc filed on April 17, 2003.

4.1-Agreement of Carnival Corporation and Carnival plc, dated February 7, 2005, to furnish certain debt instruments to the Securities and Exchange Commission.

4.2-Carnival Corporation Deed, dated April 17, 2003, between Carnival Corporation and P&O Princess Cruises plc for the benefit of the P&O Princess Shareholders, incorporated by reference to Exhibit No. 4.1 to our joint Quarterly Report on Form 10-Q for the quarter ended August 31, 2003.

4.3-Equalization and Governance Agreement, dated April 17, 2003, between Carnival Corporation and P&O Princess Cruises plc, incorporated by reference to Exhibit No. 4.2 to our joint Quarterly Report on Form 10-Q of Carnival Corporation and Carnival plc for the quarter ended August 31, 2003.

4.4-Carnival Corporation Deed of Guarantee, dated as of April 17, 2003, between Carnival Corporation and Carnival plc, incorporated by reference to Exhibit 4.3 to the joint registration statement on Form S-4 of Carnival Corporation and Carnival plc.

4.5-Carnival plc (formerly P&O Princess Cruises plc) Deed of Guarantee, dated as of April 17, 2003, between Carnival Corporation and Carnival plc, incorporated by reference to Exhibit 4.10 to the joint registration statement on Form S-3 and F-3 of Carnival Corporation, Carnival plc and P&O Princess Cruises International Ltd. ("POPCIL").

4.6-Specimen Common Stock Certificate, incorporated by reference to Exhibit 4.16 to the joint registration statement on Form S-3 and F-3 of Carnival Corporation, Carnival plc and POPCIL.

4.7-Pairing Agreement, dated as of April 17, 2003, between Carnival Corporation, The Law Debenture Trust Corporation (Cayman) Limited, as trustee, and SunTrust Bank, as transfer agent, incorporated by reference to the joint Current Report on Form 8-K of Carnival Corporation and Carnival plc filed on April 17, 2003.

4.8-Voting Trust Deed, dated as of April 17, 2003, between Carnival Corporation and The Law Debenture Trust Corporation (Cayman) Limited, as trustee, incorporated by reference to the joint Current Report on Form 8-K of Carnival Corporation and Carnival plc filed on April 17, 2003.

4.9-SVE Special Voting Deed, dated as of April 17, 2003, between Carnival Corporation, DLS SVC Limited, P&O Princess Cruises plc, The Law Debenture Trust Corporation (Cayman) Limited, as trustee, and The Law Debenture Trust Corporation, P.L.C., incorporated by reference to the joint Current Report on Form 8-K of Carnival Corporation and Carnival plc filed on April 17, 2003.

4.10-Form of deposit agreement among P&O Princess Cruises plc, Morgan Guaranty Trust Company of New York, as depositary, and holders and beneficial owners from time to time of ADRs issued thereunder, incorporated by reference to P&O Princess' registration statement on Form 20-F.

4.11-Indenture, dated as of April 25, 2001, between Carnival Corporation and U.S. Bank Trust National Association, as trustee, relating to unsecured and unsubordinated debt securities, incorporated by reference to Exhibit No. 4.5 to Carnival Corporation registration statement on Form S-3.

4.12-Form of Indenture, dated March 1, 1993, between Carnival Cruise Lines, Inc. and First Trust National Association, as Trustee, relating to the Debt Securities, including form of Debt Security, incorporated by reference to Exhibit No. 4 to Carnival Corporation registration statement on Form S-3.

4.13-Second Supplemental Indenture, dated December 1, 2003, between Carnival plc and Carnival Corporation to The Bank of New York, as Trustee, relating to 7.30% Notes due 2007 and 7.875% debentures due 2027 incorporated by reference to Exhibit No. 4.14 to our joint Annual Report on Form 10-K for the year ended November 30, 2003.

10.1-Retirement and Consulting Agreement, dated November 28, 2003, between Alton Kirk Lanterman, Carnival Corporation, Holland America Line Inc., and others, incorporated by reference to Exhibit 10.1 to our joint Annual Report on Form 10-K for the year ended November 30, 2003.

10.2-Amendment to the Amended and Restated Carnival Corporation 1992 Stock Option Plan, incorporated by reference to Exhibit No. 10.2 to our joint Annual Report on Form 10-K for the year ended November 30, 2003.

10.3-Amendment and Restatement Agreement, dated November 17, 2003, by and among Carnival Corporation, Carnival plc, JPMorgan Chase Bank as successor to The Chase Manhattan Bank, and various other lenders, incorporated by reference to Exhibit No. 10.3 to our joint Annual Report on Form 10-K for the year ended November 30, 2003.

10.4-Amended and Restated Carnival Corporation 1992 Stock Option Plan, incorporated by reference to Exhibit No. 10.4 to our Annual Report on Form 10-K for the year ended November 30, 1997.

10.5-Carnival Cruise Lines, Inc. 1993 Restricted Stock Plan adopted on January 15, 1993 and as amended January 5, 1998 and December 21, 1998, incorporated by reference to Exhibit No. 10.5 to our Annual Report on Form 10-K for the year ended November 30, 1998.

10.6-Carnival Corporation "Fun Ship" Nonqualified Savings Plan, incorporated by reference to Exhibit No. 10.6 to our Annual Report on Form 10-K for the year ended November 30, 1997.

10.7-Amendments to The Carnival Corporation Nonqualified Retirement Plan for Highly Compensated Employees, incorporated by reference to Exhibit No. 10.7 to our Annual Report on Form 10-K for the year ended November 30, 1997.

10.8-Carnival Cruise Lines, Inc. Non-Qualified Retirement Plan, incorporated by reference to Exhibit No. 10.4 to our Annual Report on Form 10-K for the year ended November 30, 1990.

10.9-Executive Long-term Compensation Agreement, dated as of January 16, 1998, between Robert H. Dickinson and Carnival Corporation, incorporated by reference to Exhibit No. 10.2 to our Annual Report on Form 10-K for the year ended November 30, 1997.

10.10-Consulting Agreement/Registration Rights Agreement, dated June 14, 1991, between Carnival Corporation and Ted Arison, incorporated by reference to Exhibit No. 4.3 to post-effective amendment no. 1 on Form S-3 to Carnival Corporation's registration statement on Form S-1.

10.11-First Amendment to Consulting Agreement/Registration Rights Agreement, incorporated by reference to Exhibit No. 10.40 to Carnival Corporation's Annual Report on Form 10-K for the year ended November 30, 1992.

10.12-Director Appointment letter between Peter G. Ratcliffe and Carnival plc, incorporated by reference to Exhibit No. 10.23 to our joint Quarterly Report on Form 10-Q for the quarter ended May 31, 2003.

10.13-Director Appointment letter, dated August 19, 2004, between Baroness Sarah Hogg and each of Carnival Corporation and Carnival plc.

10.14-Director's Appointment letter, dated August 19, 2004, between Richard J. Glasier and

each of Carnival Corporation and Carnival plc.

10.15-Director's Appointment letter, dated August 19, 2004, between Sir John Parker and each of Carnival Corporation and Carnival plc.

10.16-Director Appointment letter, dated August 19, 2004, between John McNulty and each of Carnival Corporation and Carnival plc.

10.17-Executive Long-term Compensation Agreement, dated January 11, 1999, between Carnival Corporation and Micky Arison, incorporated by reference to Exhibit No. 10.36 to Carnival Corporation's Annual Report on Form 10-K for the year ended November 30, 1998.

10.18-Executive Long-term Compensation Agreement, dated January 11, 1999, between Carnival Corporation and Howard S. Frank, incorporated by reference to Exhibit No. 10.37 to Carnival Corporation's Annual Report on Form 10-K for the year ended November 30, 1998.

10.19-Carnival Corporation Supplemental Executive Retirement Plan, incorporated by reference to Exhibit No. 10.32 to Carnival Corporation's Annual Report on Form 10-K for the year ended November 30, 1999.

10.20-Amendment to the Carnival Corporation Supplemental Executive Retirement Plan, incorporated by reference to Exhibit No. 10.31 to Carnival Corporation's Annual Report on Form 10-K for the year ended November 30, 2000.

10.21-Amendment to the Carnival Corporation "Fun Ship" Nonqualified Savings Plan, incorporated by reference to Exhibit No. 10.33 to Carnival Corporation's Annual Report on Form 10-K for the year ended November 30, 1999.

10.22-Amendment to the Carnival Corporation Nonqualified Retirement Plan for Highly Compensated Employees, incorporated by reference to Exhibit No. 10.33 to Carnival Corporation's Annual Report on Form 10-K for the year ended November 30, 2000.

10.23-Amendment to the Carnival Corporation "Fun Ship" Nonqualified Savings Plan, incorporated by reference to Exhibit No. 10.34 to Carnival Corporation's Annual Report on Form 10-K for the year ended November 30, 2000.

10.24-Amendment to the Carnival Corporation "Fun Ship" Nonqualified Savings Plan, incorporated by reference to Exhibit No. 10.37 to Carnival Corporation's Annual Report on Form 10-K for the year ended November 30, 2001.

10.25-Amendment to the Carnival Corporation Nonqualified Retirement Plan for Highly Compensated Employees, incorporated by reference to Exhibit No. 10.38 to Carnival Corporation's Annual Report on Form 10-K for the year ended November 30, 2001.

10.26-2001 Outside Director Stock Option Plan, incorporated by reference to Exhibit No. 10.9 to Carnival Corporation's Annual Report on Form 10-K for the year ended November 30, 2001.

10.27-Amended and Restated Carnival Corporation 2002 Stock Plan, incorporated by reference to Exhibit 10.1 to the joint Quarterly Report on Form 10-Q for the quarter ended May 31, 2003.

10.28-Service Agreement letter, dated May 28, 2002, between Costa Crociere, S.p.A. and Pier Luigi Foschi, incorporated by reference to Exhibit No. 10.2 to Carnival Corporation's Quarterly Report on Form 10-Q for the quarter ended May 31, 2002.

10.29-Succession Agreement to Registration Rights Agreement, dated June 14, 1991, between Carnival Corporation and Ted Arison, incorporated by reference to Exhibit No. 10.3 to Carnival Corporation's Quarterly Report on Form 10-Q for the quarter ended May 31, 2002.

10.30-Employment Agreement, dated as of April 17, 2003, by and between P&O Princess Cruises International, Ltd. and Peter Ratcliffe, incorporated by reference to Exhibit 10.2 to the joint Quarterly Report on Form 10-Q for the quarter ended May 31, 2003.

10.31-Registration Rights Agreement, dated as of April 29, 2003, by and among Carnival Corporation, Carnival plc and Merrill Lynch & Co., Merrill Lynch, Pierce, Fenner & Smith Incorporated, incorporated by reference to Exhibit 4.14 to the joint registration statement on Form S-3 and F-3 of Carnival Corporation, Carnival plc and POPCIL.

10.32-Indemnification Agreement, dated April 17, 2003, between Micky M. Arison and Carnival Corporation, incorporated by reference to Exhibit 10.5 to the joint Quarterly Report on Form 10-Q for the quarter ended May 31, 2003.

10.33-Consulting Agreement, dated November 30, 2004, between A. Kirk Lanterman, Holland America Line Inc. and others, incorporated by reference to the joint Current Report on Form 8-K, dated December 6, 2004.

10.34-Indemnification Agreement, dated April 17, 2003, between Robert H. Dickinson and Carnival Corporation, incorporated by reference to Exhibit 10.9 to the joint Quarterly Report on Form 10-Q for the quarter ended May 31, 2003.

10.35-Employment Agreement, dated December 1, 2004, between A. Kirk Lanterman and Holland America Line Inc.

10.36-Indemnification Agreement, dated April 17, 2003, between Pier Luigi Foschi and Carnival Corporation, incorporated by reference to Exhibit 10.13 to the joint Quarterly Report on Form 10-Q for the quarter ended May 31, 2003.

10.37-Indemnification Agreement, dated April 17, 2003, between Howard S. Frank and Carnival Corporation, incorporated by reference to Exhibit 10.15 to the joint Quarterly Report on Form 10-Q for the quarter ended May 31, 2003.

10.38-Director Appointment letter, dated December 1, 2004, between A. Kirk Lanterman and each of Carnival Corporation and Carnival plc.

10.39-Indemnification Agreement, dated April 17, 2003, between Peter G. Ratcliffe and Carnival Corporation, incorporated by reference to Exhibit 10.24 to the joint Quarterly Report on Form 10-Q for the quarter ended May 31, 2003.

10.40-Director Appointment letter, dated April 14, 2003, between Micky M. Arison and Carnival plc, incorporated by reference to Exhibit 10.4 to the joint Quarterly Report on Form 10-Q for the quarter ended May 31, 2003.

10.41-Director Appointment letter, dated August 19, 2004, between Richard G. Capen and each of Carnival Corporation and Carnival plc.

10.42-Director Appointment letter, dated April 14, 2003, between Robert H. Dickinson and Carnival plc, incorporated by reference to Exhibit 10.8 to the joint Quarterly Report on Form 10-Q for the quarter ended May 31, 2003.

10.43-Director Appointment letter, dated August 19, 2004, between Arnold W. Donald and each of Carnival Corporation and Carnival plc.

10.44-Director Appointment letter between Pier Luigi Foschi and Carnival plc, incorporated by reference to Exhibit No. 10.12 to our joint Quarterly Report on Form 10-Q for the quarter ended May 31, 2003.

10.45-Director Appointment letter, dated April 14, 2003, between Howard S. Frank and Carnival plc, incorporated by reference to Exhibit 10.14 to the joint Quarterly Report on Form 10-Q for the quarter ended May 31, 2003.

10.46-Director Appointment letter, dated August 19, 2004, between Modesto A. Maidique and each of Carnival Corporation and Carnival plc.

10.47-Amendment No. 1 to the Employment Agreement, dated as of July 19, 2004, by and between P&O Princess International Ltd. and Peter Ratcliffe incorporated by reference to Exhibit No. 10.1 to our joint Quarterly Report on Form 10-Q for the quarter ended August 31, 2004.

10.48-Director Appointment letter, dated August 19, 2004, between Stuart Subotnick and each of Carnival Corporation and Carnival plc.

10.49-Director Appointment letter, dated August 19, 2004, between Uzi Zucker and each of Carnival Corporation and Carnival plc.

10.50-Amendment of the Carnival Corporation "Fun Ship" Nonqualified Savings Plan, incorporated by reference to Exhibit No. 10.1 to our Quarterly Report on Form 10-Q for the quarter ended February 28, 2003.

10.51-Amendment of the Carnival Corporation Nonqualified Retirement Plan For Highly Compensated Employees, incorporated by reference to Exhibit No. 10.2 to our Quarterly Report on Form 10-Q for the quarter ended February 28, 2003.

10.52-The P&O Princess Cruises Executive Share Option Plan, incorporated by reference to Exhibit 4.9 to P&O Princess' Annual Report on Form 20-F for the year ended December 30, 2001.

10.53-The P&O Princess Cruises Deferred Bonus and Co-Investment Matching Plan, incorporated by reference to Exhibit 4.10 to P&O Princess' Annual Report on Form 20-F for the year ended December 30, 2001.

10.54-1994 Carnival Cruise Lines Key Management Incentive Plan as amended on July 17, 2000, incorporated by reference to Exhibit No. 10.1 to our Quarterly Report on Form 10-Q for the quarter ended August 31, 2000.

10.55-Amendment to the Carnival Corporation Executive Retirement Plan, incorporated by reference to Exhibit 10.1 to our joint Quarterly Report on Form 10-Q for the quarter ended February 29, 2004.

10.56-Amendment to the Carnival Corporation Nonqualified Retirement Plan for Highly Compensated Employees, incorporated by reference to our joint Quarterly Report on Form 10-Q for the quarter ended February 29, 2004.

10.57-Amendment to the Carnival Corporation "Fun Ship" Nonqualified Savings Plan, incorporated by reference to our joint Quarterly Report on Form 10-Q for the quarter ended February 29, 2004.

12-Ratio of Earnings to Fixed Charges.

13-Portions of 2004 Annual Report incorporated by reference into 2004 joint Annual Report on Form 10-K.

21-Significant Subsidiaries of Carnival Corporation and Carnival plc.

23-Consent of PricewaterhouseCoopers LLP.

31.1-Certification of Chief Executive Officer of Carnival Corporation pursuant to Rule 13a-14(a), as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.

31.2-Certification of Chief Operating Officer of Carnival Corporation pursuant to Rule 13a-14(a), as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.

31.3-Certification of Executive Vice President and Chief Financial and Accounting Officer of Carnival Corporation pursuant to Rule 13a-14(a), as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.

31.4-Certification of Chief Executive Officer of Carnival plc pursuant to Rule 13a-14(a), as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.

31.5-Certification of Chief Operating Officer of Carnival plc pursuant to Rule 13a-14(a), as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.

31.6-Certification of Executive Vice President and Chief Financial and Accounting Officer of Carnival plc pursuant to Rule 13a-14(a), as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.

32.1-Certification of Chief Executive Officer of Carnival Corporation pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.

32.2-Certification of Chief Operating Officer of Carnival Corporation pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.

32.3-Certification of Executive Vice President and Chief Financial and Accounting Officer of Carnival Corporation pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.

32.4-Certification of Chief Executive Officer of Carnival plc pursuant to 18 U.S.C. Section

1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.

32.5-Certification of Chief Operating Officer of Carnival plc pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.

32.6-Certification of Executive Vice President and Chief Financial and Accounting Officer of Carnival plc pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.

February 7, 2005

Securities and Exchange Commission  
450 Fifth Street, N.W.  
Judiciary Plaza  
Washington, DC 20549

RE: Carnival Corporation,  
Commission File No. 1-9610, and Carnival plc, Commission File No. 1-15136

Gentlemen:

Pursuant to Item 601(b)(4)(iii) of Regulation S-K promulgated under the Securities Exchange Act of 1934, as amended, Carnival Corporation and Carnival plc (the "Companies") hereby agree to furnish copies of certain long-term debt instruments to the Securities and Exchange Commission upon the request of the Commission, and, in accordance with such regulation, such instruments are not being filed as part of the joint Annual Report on Form 10-K of the Companies for their year ended November 30, 2004.

Very truly yours,

CARNIVAL CORPORATION AND CARNIVAL PLC

/s/ Arnaldo Perez

-----  
Senior Vice President, General Counsel  
and Secretary

CARNIVAL

CORPORATION & PLC

STRICTLY PRIVATE & CONFIDENTIAL  
ADDRESSEE ONLY

August 19, 2004

Baroness Sara Hogg  
91 Waterloo Road  
London  
SE1 8XP  
United Kingdom

Dear Baroness Hogg,

I am pleased to confirm your re-appointment (the "Appointment") as a director of each of Carnival Corporation and Carnival plc (collectively, the "Companies"). The terms of the Appointment are set forth below. The Appointment is subject to applicable law and the provisions of the Certificates of Incorporation/Articles of Association ("Articles") and bylaws ("Bylaws") of each of the Companies as in effect on the date hereof.

1. Term of Appointment

- 1.1 The Appointment shall terminate after your resignation, removal, disqualification or death as set forth in the Articles and/or Bylaws of each Company. It is understood that your Appointment will terminate immediately without any entitlement to further compensation if, among other things, you are not, re-elected at the annual general meetings of shareholders of the Companies; or are required to vacate office for any reason pursuant to any of the provisions of the Articles; or are removed as a director or otherwise required to vacate office under any applicable law.
- 1.2 Upon the termination of the Appointment, you shall (a) cease to be a director of each Company, (b) cease to have any entitlement to compensation other than compensation accrued and unpaid on the date of termination, and (c) deliver to an authorized representative of the Companies all correspondence, documents (including, without limitation, board minutes and board papers), copies thereof or other property of each Company, and of each of their subsidiaries and affiliates (collectively, the "Group") made or received by you in the course of your directorship (whether before or after the date of this letter).
- 1.3 You will at the request of either Company immediately resign (in writing) from the office of director of both Companies and any other office with a Group company and you irrevocably authorize the Companies as your attorney in your name and on your behalf to sign all documents and do all things necessary to give effect to this.

## 2. Duties and Fees

- 2.1 You shall carry out such duties as set forth in the Articles and Bylaws and as otherwise agreed to by the Boards (the "Duties"). You shall have all the usual Duties of a director under applicable law. In carrying out the Duties, you shall have particular regard to your role as a director in light of the Listing Rules, Combined Code from time to time in effect in England and to similar rules, regulations and laws in the United States.
- 2.2 You are expected to attend all meetings of the Boards of Directors and committees upon which you serve, as well as the annual general meetings of shareholders. In addition, you are expected to devote appropriate preparation time ahead of each meeting. You have been provided with the calendar of Board meetings for the remainder of 2004 and 2005, including the location of each meeting. By accepting this appointment, you have confirmed that you are able to allocate sufficient time to attend the meetings and otherwise meet the expectations of your role. The agreement of the Chairman and the Presiding Director should be sought (which will not be unreasonably withheld) before accepting additional directorships that might affect the time you are able to devote to your role as a non-executive director of the Companies.
- 2.3 You will be entitled to a fee for your services as a director of the Companies of \$40,000 per annum. You will receive an additional fee of \$2,500 per annum (\$5,000 for the audit committees) for service on a committee of the Boards of the Companies (it being understood that the parallel committees of the Companies will be deemed to be one committee for these purposes). If you act as chairperson of a committee of the Boards, you will be entitled to an additional fee of \$5,000 per annum (\$10,000 for the audit committees). In addition, attendance fees for meetings of the Boards and committees will also be paid ranging from \$1,000 to \$5,000 per meeting. For 2004, you will receive an additional \$5,000 for each Board meeting held outside the UK which you attend in person. A compensation table which sets forth all such fees is annexed to this letter for your reference. If you are resident primarily outside of the United States, payments to you shall be made in the equivalent amount of Pounds Sterling (as of the time of payment).
- 2.4 You will be reimbursed for reasonable expenses incurred in the performance of the Duties in accordance with the Non-Executive Board of Directors Travel Expense Reimbursement Policy, a copy of which is attached hereto. The Company may request receipts or other evidence of expenditure prior to any reimbursement pursuant to this clause 2.4.
- 2.5 The compensation and reimbursement arrangements set forth in clauses 2.3 and 2.4 hereof are subject to change as determined by the Boards from time to time.

## 3. Confidential Information

- 3.1 You agree that, during the continuance of the Appointment or afterwards (unless authorised to do so by the Boards or by a court of competent jurisdiction), you will not use for your own or another's benefit or disclose or permit the disclosure of any confidential information of any member of the Group which you have obtained by virtue of the Appointment or your employment by the Companies or in respect of which the Companies are bound by an obligation of confidence to a third party. Confidential information shall include, without limitation, lists or details of customers, information relating to the working of any product, process, invention, improvement or development carried on or used by any member of the Group,

information relating to research projects, know-how, prices, discounts, mark-ups, future business strategy, marketing, tenders, any price sensitive information and information concerning the intellectual property portfolio and strategy of the Companies.

- 3.2 The restrictions contained in this clause shall cease to apply to any confidential information which may (other than by reason of your breach of these terms) become available to the public generally, but any such use will be subject to any restrictive covenants to which you are a party.

4. Indemnity

In the event that you (or your heirs, executors or administrators) are made a party or are threatened to be made a party to or witness in any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that you are or were a director of either Company, Carnival Corporation shall (i) indemnify you against all expenses of any kind whatsoever (including attorneys' fees and expenses to enforce this indemnity), judgments, fines and amounts paid in settlement actually incurred by you in connection with such action, suit or proceeding and (ii) pay or advance to you in advance of final disposition of such action, suit or proceeding, within 20 days of the submission of an invoice therefore, all such expenses incurred in connection therewith, in each case of (i) and (ii) to the fullest extent and in the manner set forth in and permitted by the General Corporation Law of the Republic of Panama and any other applicable law, as from time to time in effect. Such right of indemnification and advancement of expenses shall not be deemed exclusive of any other rights to which you may be entitled apart from the foregoing provisions. The provisions of this Section 4, and Section 5 below, shall survive the termination of the letter and shall continue to be binding on Carnival Corporation until the later of (a) six years after the date that you cease to serve as a director of either Company and (b) the final termination of all proceedings pending or threatened on the sixth anniversary of your termination of service to which you are entitled to indemnification hereunder.

5. Insurance

To the extent possible, Carnival Corporation will maintain appropriate directors' and officers' liability insurance for your benefit in an amount which is not less than the current coverage as of the date of this letter for directors of each Company in respect of events occurring in respect of your service as a director of each Company or its subsidiaries, unless Carnival Corporation in good faith determines (and so notifies you reasonably in advance) that such insurance is not reasonably available or that the premiums therefore are disproportionate to the benefits. To the extent practicable, such insurance would name you separately as an insured (Side A Coverage).

6. Code of Business Conduct and Ethics

You agree to observe the provisions of the Company's code of business conduct and ethics.

7. Miscellaneous

- 7.1 Nothing in this letter shall create the relationship of employee and employer between you and the Companies.

7.2 The agreement contained in this letter shall be governed by, and construed in accordance with, to the extent it relates to your service as a director of Carnival Corporation to Florida law and, to the extent it relates to your service as a director of Carnival plc, to English law. Any legal action in connection herewith may be brought in the Federal or State Courts located in Miami-Dade County, Florida or, if you are not a resident of the United States, the courts sitting in London England, and the parties submit to the jurisdiction of such courts.

7.3 This appointment letter may be executed in one or more counterparts, each of which will be deemed to be an original copy of this appointment letter, and all of which, when taken together, shall be deemed to constitute one and the same agreement.

8. Entire Agreement

This appointment letter represents the entire understanding, and constitutes the whole agreement, in relation to the Appointment and supersedes any previous agreement between yourself and the Companies with respect thereto except for any additional separate indemnity agreement entered into between you and the Companies.

Kindly confirm your agreement to the terms set out above by signing the enclosed copy of this letter. Please return the copy to me at the above address.

CARNIVAL CORPORATION  
CARNIVAL PLC

By: /s/ Howard S. Frank

-----  
Name: Howard S. Frank  
Title: Vice-Chairman

AGREED AND ACCEPTED BY:

/s/ Baroness Sara Hogg

-----  
Baroness Sara Hogg

ANNEX

	Board Member	Audit Committee		Other Committees	
		Chair	Member	Chair	Member
Annual Retainer	\$40,000	\$10,000	\$ 5,000	\$ 5,000	\$ 2,500
Attendance Fee					
Meeting in Person	5,000	2,500	2,500	2,000	2,000
By Phone	2,000	1,000	1,000	1,000	1,000
Additional Fee for meeting outside UK (applicable for 2004 only)	5,000				

CORPORATION & PLC

CARNIVAL

Non-Executive Board of Directors

Travel Expense Reimbursement Policy

As of June 2003

Air Travel

As a non-executive Board member you are entitled to first class service travel for both domestic and international Air travel.

Hotel Accommodations

Deluxe hotel room accommodation should be used when traveling on Board related business.

Other Expenses

Other expenses include the following:

- o Meals
- o Ground Transportation (taxi, rental car).
- o Telephone

To qualify as a business deduction expenses should be ordinary and necessary and based on factors surrounding the business trip such as the urgency, length of trip, costs of available choices and business requirements. Reimbursements will be for actual costs incurred and must be submitted for reimbursement on an Expense Reimbursement Form.

Spousal Travel

In certain circumstances, the presence of a spouse may constitute a necessary expense of the Company (i.e., included as an invitee to a special company event/meeting). In these cases, the Company will reimburse you for travel expenses incurred by your spouse.

Administrative Requirements:

- o Expense Reimbursement Forms and Your Expense Reimbursement Coordinator

The Company will reimburse ordinary and necessary actual expenses incurred in the performance of assigned duties and approved according to these practices. To be reimbursed, the following form(s) are required to be completed:

- o Expense Reimbursement Form - Used for Air, Hotel, Meals and other. The Business Purpose of the Trip should be entered in the applicable section of the form entitled "Business Purpose of Trip..." along with the date the expense was incurred.

- o Wire Transfer (Sign-up) Form - (see Wire Transfer section below)

To assist you with the following expense related items, you have been provided with an "Expense Reimbursement Coordinator" (ERC) (Maria Leon, Legal Assistant and Board of Director's Coordinator) who can be contacted by tel. at (305) 599-2600 ext. 18035 or by e-mail at mleon@carnival.com.

- o Provide expense reimbursement forms
- o Collect, review and track your reimbursement forms and coordinate reimbursement
- o Provide any required travel assistance

- o Wire Transfers

Wire transfers are the preferred method of reimbursement for all cash outlays and mileage reimbursements. In order to be reimbursed in this manner you must submit your preferred banking information to the ERC using the Wire Transfer (Sign Up) Form. The form will be provided to you via e-mail/fax by the ERC upon request. If you change bank accounts, you must inform your ERC and fill out a new form with the new information and marking it "CHANGE". If you do not fill out this form, your expenses will be disbursed in the form of a Company check, which will be mailed to you.

- o Receipts (supporting documents)

Expense reports must be accompanied by receipts for expenditures of \$75 or more. For overseas travel, the company can reclaim the VAT (value added taxes) if original itemized receipts are provided with your expense report. If possible, meal receipts should be submitted in an itemized form showing the VAT broken out and the VAT registered number for the vendor. The VAT in the British Isles is 17.5%. This makes your effort to obtain an original hotel bill in the name of Carnival a worthwhile one.

- o Review and Approval

Expense reimbursement forms and the related supporting documentation should be submitted to the ERC within 60 days of the incurred date. Your account will be credited within 30 days from the date of submission.

CARNIVAL

CORPORATION & PLC

STRICTLY PRIVATE & CONFIDENTIAL  
ADDRESSEE ONLY

August 19, 2004

Richard J. Glasier  
39 Shady Valley Drive  
Chesterfield, MO 63017

Dear Dick,

I am pleased to confirm your appointment (the "Appointment") as a director of each of Carnival Corporation and Carnival plc (collectively, the "Companies"). The terms of the Appointment are set forth below. The Appointment is subject to applicable law and the provisions of the Certificates of Incorporation/Articles of Association ("Articles") and bylaws ("Bylaws") of each of the Companies as in effect on the date hereof.

1. Term of Appointment

- 1.1 The Appointment shall terminate after your resignation, removal, disqualification or death as set forth in the Articles and/or Bylaws of each Company. It is understood that your Appointment will terminate immediately without any entitlement to further compensation if, among other things, you are not, re-elected at the annual general meetings of shareholders of the Companies; or are required to vacate office for any reason pursuant to any of the provisions of the Articles; or are removed as a director or otherwise required to vacate office under any applicable law.
- 1.2 Upon the termination of the Appointment, you shall (a) cease to be a director of each Company, (b) cease to have any entitlement to compensation other than compensation accrued and unpaid on the date of termination, and (c) deliver to an authorized representative of the Companies all correspondence, documents (including, without limitation, board minutes and board papers), copies thereof or other property of each Company, and of each of their subsidiaries and affiliates (collectively, the "Group") made or received by you in the course of your directorship (whether before or after the date of this letter).
- 1.3 You will at the request of either Company immediately resign (in writing) from the office of director of both Companies and any other office with a Group company and you irrevocably authorize the Companies as your attorney in your name and on your behalf to sign all documents and do all things necessary to give effect to this.

2. Duties and Fees

- 2.1 You shall carry out such duties as set forth in the Articles and Bylaws and as otherwise agreed to by the Boards (the "Duties"). You shall have all the usual Duties of a director under applicable law. In carrying out the Duties, you shall have

particular regard to your role as a director in light of the Listing Rules, Combined Code from time to time in effect in England and to similar rules, regulations and laws in the United States.

- 2.2 You are expected to attend all meetings of the Boards of Directors and committees upon which you serve, as well as the annual general meetings of shareholders. In addition, you are expected to devote appropriate preparation time ahead of each meeting. You have been provided with the calendar of Board meetings for the remainder of 2004 and 2005, including the location of each meeting. By accepting this appointment, you have confirmed that you are able to allocate sufficient time to attend the meetings and otherwise meet the expectations of your role. The agreement of the Chairman and the Presiding Director should be sought (which will not be unreasonably withheld) before accepting additional directorships that might affect the time you are able to devote to your role as a non-executive director of the Companies.
- 2.3 You will be entitled to a fee for your services as a director of the Companies of \$40,000 per annum. You will receive an additional fee of \$2,500 per annum (\$5,000 for the audit committees) for service on a committee of the Boards of the Companies (it being understood that the parallel committees of the Companies will be deemed to be one committee for these purposes). If you act as chairperson of a committee of the Boards, you will be entitled to an additional fee of \$5,000 per annum (\$10,000 for the audit committees). In addition, attendance fees for meetings of the Boards and committees will also be paid ranging from \$1,000 to \$5,000 per meeting. A compensation table which sets forth all such fees is annexed to this letter for your reference
- 2.4 You will be reimbursed for reasonable expenses incurred in the performance of the Duties in accordance with the Non-Executive Board of Directors Travel Expense Reimbursement Policy, a copy of which is attached hereto. The Company may request receipts or other evidence of expenditure prior to any reimbursement pursuant to this clause 2.4.
- 2.5 The compensation and reimbursement arrangements set forth in clauses 2.3 and 2.4 hereof are subject to change as determined by the Boards from time to time.

### 3. Confidential Information

- 3.1 You agree that, during the continuance of the Appointment or afterwards (unless authorised to do so by the Boards or by a court of competent jurisdiction), you will not use for your own or another's benefit or disclose or permit the disclosure of any confidential information of any member of the Group which you have obtained by virtue of the Appointment or your employment by the Companies or in respect of which the Companies are bound by an obligation of confidence to a third party. Confidential information shall include, without limitation, lists or details of customers, information relating to the working of any product, process, invention, improvement or development carried on or used by any member of the Group, information relating to research projects, know-how, prices, discounts, mark-ups, future business strategy, marketing, tenders, any price sensitive information and information concerning the intellectual property portfolio and strategy of the Companies.
- 3.2 The restrictions contained in this clause shall cease to apply to any confidential information which may (other than by reason of your breach of these terms) become

available to the public generally, but any such use will be subject to any restrictive covenants to which you are a party.

4. Indemnity

In the event that you (or your heirs, executors or administrators) are made a party or are threatened to be made a party to or witness in any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that you are or were a director of either Company, Carnival Corporation shall (i) indemnify you against all expenses of any kind whatsoever (including attorneys' fees and expenses to enforce this indemnity), judgments, fines and amounts paid in settlement actually incurred by you in connection with such action, suit or proceeding and (ii) pay or advance to you in advance of final disposition of such action, suit or proceeding, within 20 days of the submission of an invoice therefore, all such expenses incurred in connection therewith, in each case of (i) and (ii) to the fullest extent and in the manner set forth in and permitted by the General Corporation Law of the Republic of Panama and any other applicable law, as from time to time in effect. Such right of indemnification and advancement of expenses shall not be deemed exclusive of any other rights to which you may be entitled apart from the foregoing provisions. The provisions of this Section 4, and Section 5 below, shall survive the termination of the letter and shall continue to be binding on Carnival Corporation until the later of (a) six years after the date that you cease to serve as a director of either Company and (b) the final termination of all proceedings pending or threatened on the sixth anniversary of your termination of service to which you are entitled to indemnification hereunder.

5. Insurance

To the extent possible, Carnival Corporation will maintain appropriate directors' and officers' liability insurance for your benefit in an amount which is not less than the current coverage as of the date of this letter for directors of each Company in respect of events occurring in respect of your service as a director of each Company or its subsidiaries, unless Carnival Corporation in good faith determines (and so notifies you reasonably in advance) that such insurance is not reasonably available or that the premiums therefore are disproportionate to the benefits. To the extent practicable, such insurance would name you separately as an insured (Side A Coverage).

6. Code of Business Conduct and Ethics

You agree to observe the provisions of the Company's code of business conduct and ethics.

7. Miscellaneous

7.1 Nothing in this letter shall create the relationship of employee and employer between you and the Companies.

7.2 The agreement contained in this letter shall be governed by, and construed in accordance with, to the extent it relates to your service as a director of Carnival Corporation to Florida law and, to the extent it relates to your service as a director of Carnival plc, to English law. Any legal action in connection herewith may be brought in the Federal or State Courts located in Miami-Dade County, Florida or, if you are not a resident of the United States, the courts sitting in London England, and the parties submit to the jurisdiction of such courts.

7.3 This appointment letter may be executed in one or more counterparts, each of which will be deemed to be an original copy of this appointment letter, and all of which, when taken together, shall be deemed to constitute one and the same agreement.

8. Entire Agreement

This appointment letter represents the entire understanding, and constitutes the whole agreement, in relation to the Appointment and supersedes any previous agreement between yourself and the Companies with respect thereto except for any additional separate indemnity agreement entered into between you and the Companies.

Kindly confirm your agreement to the terms set out above by signing the enclosed copy of this letter. Please return the copy to me at the above address.

CARNIVAL CORPORATION  
CARNIVAL PLC

By: /s/ Howard S. Frank

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Name: Howard S. Frank  
Title: Vice-Chairman

AGREED AND ACCEPTED BY:

/s/ Richard J. Glasier

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Richard J. Glasier

ANNEX

	Board Member	Audit Committee		Other Committees	
		Chair	Member	Chair	Member
Annual Retainer	\$40,000	\$10,000	\$ 5,000	\$ 5,000	\$ 2,500
Attendance Fee					
Attendance Fee					
Meeting in Person	5,000	2,500	2,500	2,000	2,000
By Phone	2,000	1,000	1,000	1,000	1,000

CARNIVAL CORPORATION & PLC  
Non-Executive Board of Directors  
Travel Expense Reimbursement Policy  
As of June 2003

Air Travel

As a non-executive Board member you are entitled to first class service travel for both domestic and international Air travel.

Hotel Accommodations

Deluxe hotel room accommodation should be used when traveling on Board related business.

Other Expenses

Other expenses include the following:

- o Meals
- o Ground Transportation (taxi, rental car).
- o Telephone

To qualify as a business deduction expenses should be ordinary and necessary and based on factors surrounding the business trip such as the urgency, length of trip, costs of available choices and business requirements. Reimbursements will be for actual costs incurred and must be submitted for reimbursement on an Expense Reimbursement Form.

Spousal Travel

In certain circumstances, the presence of a spouse may constitute a necessary expense of the Company (i.e., included as an invitee to a special company event/meeting). In these cases, the Company will reimburse you for travel expenses incurred by your spouse.

Administrative Requirements:

- o Expense Reimbursement Forms and Your Expense Reimbursement Coordinator  
The Company will reimburse ordinary and necessary actual expenses incurred in the performance of assigned duties and approved according to these practices. To be reimbursed, the following form(s) are required to be completed:
  - o Expense Reimbursement Form - Used for Air, Hotel, Meals and other. The Business Purpose of the Trip should be entered in the applicable section of the form entitled "Business Purpose of Trip..." along with the date the expense was incurred.
  - o Wire Transfer (Sign-up) Form - (see Wire Transfer section below)

To assist you with the following expense related items, you have been provided with an "Expense Reimbursement Coordinator" (ERC) (Maria Leon, Legal Assistant and Board of Director's Coordinator) who can be contacted by tel. at (305) 599-2600 ext. 18035 or by e-mail at mleon@carnival.com.

- o Provide expense reimbursement forms
- o Collect, review and track your reimbursement forms and coordinate reimbursement
- o Provide any required travel assistance

o Wire Transfers

Wire transfers are the preferred method of reimbursement for all cash outlays and mileage reimbursements. In order to be reimbursed in this manner you must submit your preferred banking information to the ERC using the Wire Transfer (Sign Up) Form. The form will be provided to you via e-mail/fax by the ERC upon request. If you change bank accounts, you must inform your ERC and fill out a new form with the new information and marking it "CHANGE". If you do not fill out this form, your expenses will be disbursed in the form of a Company check, which will be mailed to you.

o Receipts (supporting documents)

Expense reports must be accompanied by receipts for expenditures of \$75 or more. For overseas travel, the company can reclaim the VAT (value added taxes) if original itemized receipts are provided with your expense report. If possible, meal receipts should be submitted in an itemized form showing the VAT broken out and the VAT registered number for the vendor. The VAT in the British Isles is 17.5%. This makes your effort to obtain an original hotel bill in the name of Carnival a worthwhile one.

o Review and Approval

Expense reimbursement forms and the related supporting documentation should be submitted to the ERC within 60 days of the incurred date. Your account will be credited within 30 days from the date of submission.

CARNIVAL

CORPORATION & PLC

STRICTLY PRIVATE & CONFIDENTIAL  
ADDRESSEE ONLY

August 19, 2004

Sir John Parker  
1-3 Strand  
London WC2N 5EH  
United Kingdom

Dear Sir John,

I am pleased to confirm your appointment (the "Appointment") as a director of each of Carnival Corporation and Carnival plc (collectively, the "Companies"). The terms of the Appointment are set forth below. The Appointment is subject to applicable law and the provisions of the Certificates of Incorporation/Articles of Association ("Articles") and bylaws ("Bylaws") of each of the Companies as in effect on the date hereof.

1. Term of Appointment

- 1.1 The Appointment shall terminate after your resignation, removal, disqualification or death as set forth in the Articles and/or Bylaws of each Company. It is understood that your Appointment will terminate immediately without any entitlement to further compensation if, among other things, you are not, re-elected at the annual general meetings of shareholders of the Companies; or are required to vacate office for any reason pursuant to any of the provisions of the Articles; or are removed as a director or otherwise required to vacate office under any applicable law.
- 1.2 Upon the termination of the Appointment, you shall (a) cease to be a director of each Company, (b) cease to have any entitlement to compensation other than compensation accrued and unpaid on the date of termination, and (c) deliver to an authorized representative of the Companies all correspondence, documents (including, without limitation, board minutes and board papers), copies thereof or other property of each Company, and of each of their subsidiaries and affiliates (collectively, the "Group") made or received by you in the course of your directorship (whether before or after the date of this letter).
- 1.3 You will at the request of either Company immediately resign (in writing) from the office of director of both Companies and any other office with a Group company and you irrevocably authorize the Companies as your attorney in your name and on your behalf to sign all documents and do all things necessary to give effect to this.

2. Duties and Fees

- 2.1 You shall carry out such duties as set forth in the Articles and Bylaws and as otherwise agreed to by the Boards (the "Duties"). You shall have all the usual Duties

of a director under applicable law. In carrying out the Duties, you shall have particular regard to your role as a director in light of the Listing Rules, Combined Code from time to time in effect in England and to similar rules, regulations and laws in the United States.

- 2.2 You are expected to attend all meetings of the Boards of Directors and committees upon which you serve, as well as the annual general meetings of shareholders. In addition, you are expected to devote appropriate preparation time ahead of each meeting. You have been provided with the calendar of Board meetings for the remainder of 2004 and 2005, including the location of each meeting. By accepting this appointment, you have confirmed that you are able to allocate sufficient time to attend the meetings and otherwise meet the expectations of your role. The agreement of the Chairman and the Presiding Director should be sought (which will not be unreasonably withheld) before accepting additional directorships that might affect the time you are able to devote to your role as a non-executive director of the Companies.
- 2.3 You will be entitled to a fee for your services as a director of the Companies of \$40,000 per annum. You will receive an additional fee of \$2,500 per annum (\$5,000 for the audit committees) for service on a committee of the Boards of the Companies (it being understood that the parallel committees of the Companies will be deemed to be one committee for these purposes). If you act as chairperson of a committee of the Boards, you will be entitled to an additional fee of \$5,000 per annum (\$10,000 for the audit committees). In addition, attendance fees for meetings of the Boards and committees will also be paid ranging from \$1,000 to \$5,000 per meeting. For 2004, you will receive an additional \$5,000 for each Board meeting held outside the UK which you attend in person. A compensation table which sets forth all such fees is annexed to this letter for your reference
- 2.4 You will be reimbursed for reasonable expenses incurred in the performance of the Duties in accordance with the Non-Executive Board of Directors Travel Expense Reimbursement Policy, a copy of which is attached hereto. The Company may request receipts or other evidence of expenditure prior to any reimbursement pursuant to this clause 2.4.
- 2.5 The compensation and reimbursement arrangements set forth in clauses 2.3 and 2.4 hereof are subject to change as determined by the Boards from time to time.

### 3. Confidential Information

- 3.1 You agree that, during the continuance of the Appointment or afterwards (unless authorised to do so by the Boards or by a court of competent jurisdiction), you will not use for your own or another's benefit or disclose or permit the disclosure of any confidential information of any member of the Group which you have obtained by virtue of the Appointment or your employment by the Companies or in respect of which the Companies are bound by an obligation of confidence to a third party. Confidential information shall include, without limitation, lists or details of customers, information relating to the working of any product, process, invention, improvement or development carried on or used by any member of the Group, information relating to research projects, know-how, prices, discounts, mark-ups, future business strategy, marketing, tenders, any price sensitive information and information concerning the intellectual property portfolio and strategy of the Companies.

3.2 The restrictions contained in this clause shall cease to apply to any confidential information which may (other than by reason of your breach of these terms) become available to the public generally, but any such use will be subject to any restrictive covenants to which you are a party.

4. Indemnity

In the event that you (or your heirs, executors or administrators) are made a party or are threatened to be made a party to or witness in any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that you are or were a director of either Company, Carnival Corporation shall (i) indemnify you against all expenses of any kind whatsoever (including attorneys' fees and expenses to enforce this indemnity), judgments, fines and amounts paid in settlement actually incurred by you in connection with such action, suit or proceeding and (ii) pay or advance to you in advance of final disposition of such action, suit or proceeding, within 20 days of the submission of an invoice therefore, all such expenses incurred in connection therewith, in each case of (i) and (ii) to the fullest extent and in the manner set forth in and permitted by the General Corporation Law of the Republic of Panama and any other applicable law, as from time to time in effect. Such right of indemnification and advancement of expenses shall not be deemed exclusive of any other rights to which you may be entitled apart from the foregoing provisions. The provisions of this Section 4, and Section 5 below, shall survive the termination of the letter and shall continue to be binding on Carnival Corporation until the later of (a) six years after the date that you cease to serve as a director of either Company and (b) the final termination of all proceedings pending or threatened on the sixth anniversary of your termination of service to which you are entitled to indemnification hereunder.

5. Insurance

To the extent possible, Carnival Corporation will maintain appropriate directors' and officers' liability insurance for your benefit in an amount which is not less than the current coverage as of the date of this letter for directors of each Company in respect of events occurring in respect of your service as a director of each Company or its subsidiaries, unless Carnival Corporation in good faith determines (and so notifies you reasonably in advance) that such insurance is not reasonably available or that the premiums therefore are disproportionate to the benefits. To the extent practicable, such insurance would name you separately as an insured (Side A Coverage).

6. Code of Business Conduct and Ethics

You agree to observe the provisions of the Company's code of business conduct and ethics.

7. Miscellaneous

7.1 Nothing in this letter shall create the relationship of employee and employer between you and the Companies.

7.2 The agreement contained in this letter shall be governed by, and construed in accordance with, to the extent it relates to your service as a director of Carnival Corporation to Florida law and, to the extent it relates to your service as a director of Carnival plc, to English law. Any legal action in connection herewith may be brought in the Federal or State Courts located in Miami-Dade County, Florida or, if you are

not a resident of the United States, the courts sitting in London England, and the parties submit to the jurisdiction of such courts.

7.3 This appointment letter may be executed in one or more counterparts, each of which will be deemed to be an original copy of this appointment letter, and all of which, when taken together, shall be deemed to constitute one and the same agreement.

8. Entire Agreement

This appointment letter represents the entire understanding, and constitutes the whole agreement, in relation to the Appointment and supersedes any previous agreement between yourself and the Companies with respect thereto except for any additional separate indemnity agreement entered into between you and the Companies.

Kindly confirm your agreement to the terms set out above by signing the enclosed copy of this letter. Please return the copy to me at the above address.

CARNIVAL CORPORATION  
CARNIVAL PLC

By: /s/ Howard S. Frank

-----  
Name: Howard S. Frank  
Title: Vice-Chairman

AGREED AND ACCEPTED BY:

/s/ Sir John Parker

-----  
Sir John Parker

ANNEX

	Board Member	Audit Committee		Other Committees	
		Chair	Member	Chair	Member
Annual Retainer	\$40,000	\$10,000	\$ 5,000	\$ 5,000	\$ 2,500
Attendance Fee					
Meeting in Person	5,000	2,500	2,500	2,000	2,000
By Phone	2,000	1,000	1,000	1,000	1,000
Additional Fee for meeting outside UK (applicable for 2004 only)	5,000				

CARNIVAL CORPORATION & PLC  
Non-Executive Board of Directors  
Travel Expense Reimbursement Policy  
As of June 2003

Air Travel

As a non-executive Board member you are entitled to first class service travel for both domestic and international Air travel.

Hotel Accommodations

Deluxe hotel room accommodation should be used when traveling on Board related business.

Other Expenses

Other expenses include the following:

- o Meals
- o Ground Transportation (taxi, rental car).
- o Telephone

To qualify as a business deduction expenses should be ordinary and necessary and based on factors surrounding the business trip such as the urgency, length of trip, costs of available choices and business requirements. Reimbursements will be for actual costs incurred and must be submitted for reimbursement on an Expense Reimbursement Form.

Spousal Travel

In certain circumstances, the presence of a spouse may constitute a necessary expense of the Company (i.e., included as an invitee to a special company event/meeting). In these cases, the Company will reimburse you for travel expenses incurred by your spouse.

Administrative Requirements:

- o Expense Reimbursement Forms and Your Expense Reimbursement Coordinator  
The Company will reimburse ordinary and necessary actual expenses incurred in the performance of assigned duties and approved according to these practices. To be reimbursed, the following form(s) are required to be completed:
  - o Expense Reimbursement Form - Used for Air, Hotel, Meals and other. The Business Purpose of the Trip should be entered in the applicable section of the form entitled "Business Purpose of Trip..." along with the date the expense was incurred.
  - o Wire Transfer (Sign-up) Form - (see Wire Transfer section below)

To assist you with the following expense related items, you have been provided with an "Expense Reimbursement Coordinator" (ERC) (Maria Leon, Legal Assistant and Board of Director's Coordinator) who can be contacted by tel. at (305) 599-2600 ext. 18035 or by e-mail at mleon@carnival.com.

- o Provide expense reimbursement forms
- o Collect, review and track your reimbursement forms and coordinate reimbursement
- o Provide any required travel assistance

o Wire Transfers

Wire transfers are the preferred method of reimbursement for all cash outlays and mileage reimbursements. In order to be reimbursed in this manner you must submit your preferred banking information to the ERC using the Wire Transfer (Sign Up) Form. The form will be provided to you via e-mail/fax by the ERC upon request. If you change bank accounts, you must inform your ERC and fill out a new form with the new information and marking it "CHANGE". If you do not fill out this form, your expenses will be disbursed in the form of a Company check, which will be mailed to you.

o Receipts (supporting documents)

Expense reports must be accompanied by receipts for expenditures of \$75 or more. For overseas travel, the company can reclaim the VAT (value added taxes) if original itemized receipts are provided with your expense report. If possible, meal receipts should be submitted in an itemized form showing the VAT broken out and the VAT registered number for the vendor. The VAT in the British Isles is 17.5%. This makes your effort to obtain an original hotel bill in the name of Carnival a worthwhile one.

o Review and Approval

Expense reimbursement forms and the related supporting documentation should be submitted to the ERC within 60 days of the incurred date. Your account will be credited within 30 days from the date of submission.

CARNIVAL

CORPORATION & PLC

STRICTLY PRIVATE & CONFIDENTIAL  
ADDRESSEE ONLY

August 19, 2004

John Patrick McNulty  
One North Pond Drive  
Short Hills, NJ 07078

Dear John,

I am pleased to confirm your re-appointment (the "Appointment") as a director of each of Carnival Corporation and Carnival plc (collectively, the "Companies"). The terms of the Appointment are set forth below. The Appointment is subject to applicable law and the provisions of the Certificates of Incorporation/Articles of Association ("Articles") and bylaws ("Bylaws") of each of the Companies as in effect on the date hereof.

1. Term of Appointment

- 1.1 The Appointment shall terminate after your resignation, removal, disqualification or death as set forth in the Articles and/or Bylaws of each Company. It is understood that your Appointment will terminate immediately without any entitlement to further compensation if, among other things, you are not, re-elected at the annual general meetings of shareholders of the Companies; or are required to vacate office for any reason pursuant to any of the provisions of the Articles; or are removed as a director or otherwise required to vacate office under any applicable law.
- 1.2 Upon the termination of the Appointment, you shall (a) cease to be a director of each Company, (b) cease to have any entitlement to compensation other than compensation accrued and unpaid on the date of termination, and (c) deliver to an authorized representative of the Companies all correspondence, documents (including, without limitation, board minutes and board papers), copies thereof or other property of each Company, and of each of their subsidiaries and affiliates (collectively, the "Group") made or received by you in the course of your directorship (whether before or after the date of this letter).
- 1.3 You will at the request of either Company immediately resign (in writing) from the office of director of both Companies and any other office with a Group company and you irrevocably authorize the Companies as your attorney in your name and on your behalf to sign all documents and do all things necessary to give effect to this.

2. Duties and Fees

- 2.1 You shall carry out such duties as set forth in the Articles and Bylaws and as otherwise agreed to by the Boards (the "Duties"). You shall have all the usual Duties

of a director under applicable law. In carrying out the Duties, you shall have particular regard to your role as a director in light of the Listing Rules, Combined Code from time to time in effect in England and to similar rules, regulations and laws in the United States.

- 2.2 You are expected to attend all meetings of the Boards of Directors and committees upon which you serve, as well as the annual general meetings of shareholders. In addition, you are expected to devote appropriate preparation time ahead of each meeting. You have been provided with the calendar of Board meetings for the remainder of 2004 and 2005, including the location of each meeting. By accepting this appointment, you have confirmed that you are able to allocate sufficient time to attend the meetings and otherwise meet the expectations of your role. The agreement of the Chairman and the Presiding Director should be sought (which will not be unreasonably withheld) before accepting additional directorships that might affect the time you are able to devote to your role as a non-executive director of the Companies.
- 2.3 You will be entitled to a fee for your services as a director of the Companies of \$40,000 per annum. You will receive an additional fee of \$2,500 per annum (\$5,000 for the audit committees) for service on a committee of the Boards of the Companies (it being understood that the parallel committees of the Companies will be deemed to be one committee for these purposes). If you act as chairperson of a committee of the Boards, you will be entitled to an additional fee of \$5,000 per annum (\$10,000 for the audit committees). In addition, attendance fees for meetings of the Boards and committees will also be paid ranging from \$1,000 to \$5,000 per meeting. A compensation table which sets forth all such fees is annexed to this letter for your reference
- 2.4 You will be reimbursed for reasonable expenses incurred in the performance of the Duties in accordance with the Non-Executive Board of Directors Travel Expense Reimbursement Policy, a copy of which is attached hereto. The Company may request receipts or other evidence of expenditure prior to any reimbursement pursuant to this clause 2.4.
- 2.5 The compensation and reimbursement arrangements set forth in clauses 2.3 and 2.4 hereof are subject to change as determined by the Boards from time to time.

### 3. Confidential Information

- 3.1 You agree that, during the continuance of the Appointment or afterwards (unless authorised to do so by the Boards or by a court of competent jurisdiction), you will not use for your own or another's benefit or disclose or permit the disclosure of any confidential information of any member of the Group which you have obtained by virtue of the Appointment or your employment by the Companies or in respect of which the Companies are bound by an obligation of confidence to a third party. Confidential information shall include, without limitation, lists or details of customers, information relating to the working of any product, process, invention, improvement or development carried on or used by any member of the Group, information relating to research projects, know-how, prices, discounts, mark-ups, future business strategy, marketing, tenders, any price sensitive information and information concerning the intellectual property portfolio and strategy of the Companies.
- 3.2 The restrictions contained in this clause shall cease to apply to any confidential information which may (other than by reason of your breach of these terms) become

available to the public generally, but any such use will be subject to any restrictive covenants to which you are a party.

4. Indemnity

In the event that you (or your heirs, executors or administrators) are made a party or are threatened to be made a party to or witness in any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that you are or were a director of either Company, Carnival Corporation shall (i) indemnify you against all expenses of any kind whatsoever (including attorneys' fees and expenses to enforce this indemnity), judgments, fines and amounts paid in settlement actually incurred by you in connection with such action, suit or proceeding and (ii) pay or advance to you in advance of final disposition of such action, suit or proceeding, within 20 days of the submission of an invoice therefore, all such expenses incurred in connection therewith, in each case of (i) and (ii) to the fullest extent and in the manner set forth in and permitted by the General Corporation Law of the Republic of Panama and any other applicable law, as from time to time in effect. Such right of indemnification and advancement of expenses shall not be deemed exclusive of any other rights to which you may be entitled apart from the foregoing provisions. The provisions of this Section 4, and Section 5 below, shall survive the termination of the letter and shall continue to be binding on Carnival Corporation until the later of (a) six years after the date that you cease to serve as a director of either Company and (b) the final termination of all proceedings pending or threatened on the sixth anniversary of your termination of service to which you are entitled to indemnification hereunder.

5. Insurance

To the extent possible, Carnival Corporation will maintain appropriate directors' and officers' liability insurance for your benefit in an amount which is not less than the current coverage as of the date of this letter for directors of each Company in respect of events occurring in respect of your service as a director of each Company or its subsidiaries, unless Carnival Corporation in good faith determines (and so notifies you reasonably in advance) that such insurance is not reasonably available or that the premiums therefore are disproportionate to the benefits. To the extent practicable, such insurance would name you separately as an insured (Side A Coverage).

6. Code of Business Conduct and Ethics

You agree to observe the provisions of the Company's code of business conduct and ethics.

7. Miscellaneous

7.1 Nothing in this letter shall create the relationship of employee and employer between you and the Companies.

7.2 The agreement contained in this letter shall be governed by, and construed in accordance with, to the extent it relates to your service as a director of Carnival Corporation to Florida law and, to the extent it relates to your service as a director of Carnival plc, to English law. Any legal action in connection herewith may be brought in the Federal or State Courts located in Miami-Dade County, Florida or, if you are not a resident of the United States, the courts sitting in London England, and the parties submit to the jurisdiction of such courts.

7.3 This appointment letter may be executed in one or more counterparts, each of which will be deemed to be an original copy of this appointment letter, and all of which, when taken together, shall be deemed to constitute one and the same agreement.

8. Entire Agreement

This appointment letter represents the entire understanding, and constitutes the whole agreement, in relation to the Appointment and supersedes any previous agreement between yourself and the Companies with respect thereto except for any additional separate indemnity agreement entered into between you and the Companies.

Kindly confirm your agreement to the terms set out above by signing the enclosed copy of this letter. Please return the copy to me at the above address.

CARNIVAL CORPORATION  
CARNIVAL PLC

By: /s/ Howard S. Frank

-----  
Name: Howard S. Frank  
Title: Vice-Chairman

AGREED AND ACCEPTED BY:

/s/ John Patrick McNulty

-----  
John Patrick McNulty

ANNEX

	Board Member	Audit Committee		Other Committees	
		Chair	Member	Chair	Member
Annual Retainer	\$40,000	\$10,000	\$ 5,000	\$ 5,000	\$ 2,500
Attendance Fee					
Attendance Fee					
Meeting in Person	5,000	2,500	2,500	2,000	2,000
By Phone	2,000	1,000	1,000	1,000	1,000

CARNIVAL CORPORATION & PLC  
Non-Executive Board of Directors  
Travel Expense Reimbursement Policy  
As of June 2003

Air Travel

As a non-executive Board member you are entitled to first class service travel for both domestic and international Air travel.

Hotel Accommodations

Deluxe hotel room accommodation should be used when traveling on Board related business.

Other Expenses

Other expenses include the following:

- o Meals
- o Ground Transportation (taxi, rental car).
- o Telephone

To qualify as a business deduction expenses should be ordinary and necessary and based on factors surrounding the business trip such as the urgency, length of trip, costs of available choices and business requirements. Reimbursements will be for actual costs incurred and must be submitted for reimbursement on an Expense Reimbursement Form.

Spousal Travel

In certain circumstances, the presence of a spouse may constitute a necessary expense of the Company (i.e., included as an invitee to a special company event/meeting). In these cases, the Company will reimburse you for travel expenses incurred by your spouse.

Administrative Requirements:

- o Expense Reimbursement Forms and Your Expense Reimbursement Coordinator  
The Company will reimburse ordinary and necessary actual expenses incurred in the performance of assigned duties and approved according to these practices. To be reimbursed, the following form(s) are required to be completed:
  - o Expense Reimbursement Form - Used for Air, Hotel, Meals and other. The Business Purpose of the Trip should be entered in the applicable section of the form entitled "Business Purpose of Trip..." along with the date the expense was incurred.
  - o Wire Transfer (Sign-up) Form - (see Wire Transfer section below)

To assist you with the following expense related items, you have been provided with an "Expense Reimbursement Coordinator" (ERC) (Maria Leon, Legal Assistant and Board of Director's Coordinator) who can be contacted by tel. at (305) 599-2600 ext. 18035 or by e-mail at mleon@carnival.com.

- o Provide expense reimbursement forms
- o Collect, review and track your reimbursement forms and coordinate reimbursement
- o Provide any required travel assistance

o Wire Transfers

Wire transfers are the preferred method of reimbursement for all cash outlays and mileage reimbursements. In order to be reimbursed in this manner you must submit your preferred banking information to the ERC using the Wire Transfer (Sign Up) Form. The form will be provided to you via e-mail/fax by the ERC upon request. If you change bank accounts, you must inform your ERC and fill out a new form with the new information and marking it "CHANGE". If you do not fill out this form, your expenses will be disbursed in the form of a Company check, which will be mailed to you.

o Receipts (supporting documents)

Expense reports must be accompanied by receipts for expenditures of \$75 or more. For overseas travel, the company can reclaim the VAT (value added taxes) if original itemized receipts are provided with your expense report. If possible, meal receipts should be submitted in an itemized form showing the VAT broken out and the VAT registered number for the vendor. The VAT in the British Isles is 17.5%. This makes your effort to obtain an original hotel bill in the name of Carnival a worthwhile one.

o Review and Approval

Expense reimbursement forms and the related supporting documentation should be submitted to the ERC within 60 days of the incurred date. Your account will be credited within 30 days from the date of submission.

CONSULTING AGREEMENT

AGREEMENT made this 30th day of November, 2004 between HOLLAND AMERICA LINE INC., Holland America Line N.V., HAL Cruises Limited, Windstar Sail Cruises Limited, Wind Star Limited, Wind Spirit Limited, Westmark Hotels, Inc., Westmark Hotels of Canada, Ltd., Horizon Coach Lines Ltd., Westours Motor Coaches, Inc., Evergreen Trails, Inc., Trailways Tours, Inc., Worldwide Shore Services, Inc., and HAL Properties Limited, and any other entity that is part of the Holland America Line group of entities (collectively, "HAL" or the "Companies") having their principal places of business at 300 Elliott Avenue West, Seattle, Washington 98119 and Alton Kirk Lanterman ("Lanterman"), residing at 714 West Galer Street, Seattle, Washington 98119.

WHEREAS, Lanterman is employed by HAL with Lanterman's present position being Chairman and Chief Executive Officer; and

WHEREAS, HAL and Lanterman desire to terminate Lanterman's employment effective December 31, 2004; and

WHEREAS, following Lanterman's termination, HAL desires to retain Lanterman as a consultant to HAL.

NOW THEREFORE, in consideration of the premises and the mutual agreements of the parties set forth below, it is hereby agreed as follows:

1. Consulting Services.

(a) Lanterman agrees to perform, and Companies agree to purchase, certain personal services subject to and in accordance with this Agreement.

(b) The term of Agreement shall be for eleven (11) months commencing on January 1, 2005 (the "Term"). The Term shall automatically renew for an additional one (1) year period unless earlier terminated pursuant to Paragraphs 3 or 4 below or unless written notice shall have been given by either party of the desire not to extend the Term. Such written notice must be given by HAL on or before June 1, 2005 or by Lanterman on or before September 1, 2005. In no case shall this Agreement extend beyond November 30, 2006. At the end of the Term, no further severance or other payments shall be provided to Lanterman, except as set forth in the Retirement and Consulting Agreement, between Lanterman, Carnival Corporation and HAL, dated November 28, 2003 ("Retirement Agreement").

(c) Effective the close of business on November 30, 2004 and except with respect to his position as a director of Carnival Corporation and Carnival plc, Lanterman shall resign his position as an officer and/or director of any entity, company, division or corporation that is or ever was directly or indirectly controlled by, controlling, under common control with or otherwise affiliated or

related to, HAL, including, without limitation, corporations, unincorporated associations, trusts, joint ventures and partnerships ("Affiliates"). Lanterman shall thereafter, both through the date of termination and during the Term, have the title of "Chairman," which shall be a non-executive title.

(d) During the Term, Lanterman shall perform the duties set out on the attached Exhibit A, as those duties are updated from time to time, and provide such other services as the President and Chief Executive Officer of HAL and/or the Chairman and CEO of Carnival Corporation and Carnival plc may, from time to time, request (the "Services"). Lanterman shall devote such time as may be required in order to fully perform the Services to the satisfaction of the Companies, except that all parties agree that Lanterman shall not be required to spend more than 1,000 hours annually in the performance of the Services. Lanterman shall be free to engage in any other business activities on behalf of any other business entities (other than other cruise lines or tour companies) so long as such does not interfere with his performance of the Services.

(e) During the Term, HAL shall pay to Lanterman, in monthly installments of \$65,667, an annual compensation of \$788,000. Lanterman shall not be eligible to participate in any incentive compensation plans offered by HAL or any Affiliate, including, without limitation, the Carnival Corporation 1992 Stock Option Plan, the Carnival Corporation 2002 Stock Plan, and the Key Management Incentive Plan - HAL Antillen, N.V. and Subsidiaries, and he shall likewise cease to be eligible to receive any other employee benefits that he received as of the date of this Agreement except (i) medical coverage, as set forth in Paragraph 2 below; and (ii) cruise benefits, which shall be provided on the same terms and conditions to which Lanterman was entitled during his employment. During the Term, the compensation enumerated herein together with payments, if any, made pursuant to the Retirement Agreement, is the only compensation to which Lanterman is entitled from HAL or its Affiliates, including Carnival Corporation and Carnival plc. Lanterman shall not be entitled to receive any additional compensation for his services as a member of the Board of Directors of Carnival Corporation and Carnival plc.

(f) HAL further agrees to reimburse Lanterman for reasonable and customary business expenses incurred in connection with his provision of the Services. Air transportation and hotels shall be booked directly by Company.

2. Medical Coverage Continuation. During the Term of Agreement, Contractor shall also be eligible to participate in Holland America Line Inc.'s medical and dental insurance programs (excluding life insurance and disability) on the same terms as such may be offered from time to time to that company's regular employees. Following the completion of the Term Lanterman will be entitled to COBRA benefits in accordance with applicable law; COBRA premiums are the responsibility of Lanterman should he elect COBRA coverage.
3. Termination. The Term shall terminate immediately upon the occurrence of any of the following:

- (a) Lanterman's death;
- (b) Good Cause, which is defined as commission of any of the following acts:
  - (i) fraud, embezzlement or misappropriation;
  - (ii) commission of a felony;
  - (iii) Lanterman's material breach, willful or knowing failure or refusal to perform any or all of the covenants, agreement and obligations set forth in this Agreement, other than as the result of death or disability;
  - (iv) gross negligence by Lanterman in the performance of any or all of his material duties and responsibilities hereunder.

On termination of the Term for whatever reason (and whether in breach of contract or otherwise) Lanterman will immediately return all HAL property in his possession.

- 4. Disability. If during the Term, Lanterman shall, as confirmed by competent medical evidence, become physically or mentally incapacitated to perform his duties for HAL hereunder for a period totaling six (6) months or less in any continuous 12-month period, Lanterman shall receive his full compensation as set forth in Paragraph 1 and medical coverage in Paragraph 2 for that period of disability. In the event such illness or other incapacity shall endure for a period of more than six (6) months in any continuous 12-month period, Lanterman's compensation for that period shall be reduced by an amount to be determined by HAL in its sole discretion. However, where such illness or other incapacity shall endure for a period of more than six (6) months HAL shall have the right, by written notice, to terminate the Term. Lanterman agrees to submit himself for appropriate medical examination to a physician of HAL's designation and at HAL's expense as necessary for the purposes of this Paragraph. The obligations of HAL under this paragraph may be satisfied in whole or in part, by payments to Lanterman under disability insurance provided thereby.
- 5. Entire Agreement. This Agreement sets forth the entire agreement between the parties hereto and, except for the Retirement Agreement, fully supersedes and replaces any and all prior agreements or understandings, whether written or oral, between the parties relating to the subject matter hereof.
- 6. Assignability. Lanterman has been retained based upon his special qualifications. Lanterman may not assign or delegate any of his rights or obligations under this Agreement except as expressly set forth herein or by mutual agreement in writing.
- 7. Admissions. The entering into of this Agreement by any party shall not be construed as an admission by that party of any liability or wrongdoing whatsoever.
- 8. Confidentiality; No Disparaging Comments.
  - (a) Lanterman will keep in strictest confidence, both during and after the Term and will not during the term of this Agreement or thereafter disclose or divulge to any person, firm or corporation, or use directly or indirectly, for his own benefit or the benefit of others, any confidential information of HAL or the

Affiliates including, without limitation, any trade secrets respecting the business or affairs of HAL or its Affiliates which he may have acquired during the Term of this Agreement or his previous employment with them. In the event of an actual or threatened breach by Lanterman of the provisions of this paragraph, HAL and the Affiliates shall be entitled to injunctive relief restraining Lanterman from the breach or threatened breach as its sole remedy. The parties hereby waive their rights for damages, whether consequential or otherwise.

(b) Each party covenants and agrees not to publicize, disseminate or otherwise make statements, or encourage or suggest to others to publicize, disseminate or otherwise make statements, that are in any way negative, disparaging or derogatory regarding the other party and, in the case of Lanterman, regarding any Affiliate or any former or present officer or director of HAL or any Affiliate.

9. Title to Work Product. Companies shall have sole and exclusive title to, and all rights of ownership with respect to, the work product of Lanterman resulting from the performance of the Services, Lanterman acknowledging that he has no right, title or interest in or to such work product (including, without limitation, any right to utilize or disclose the work product for any purpose whatsoever). Such work product shall be considered as "work made for hire" and all copyrights, trade secrets and patent rights shall belong to the Companies.
10. Status of Contractor. Lanterman acknowledges that during the Term he will be an independent contractor and that he will not be an employee, agent partner or joint venturer of Companies. As an independent contractor, Lanterman: (a) except as otherwise set forth herein, shall not be entitled to any benefits normally granted to Companies' employees; and (b) shall not have any authority to enter into any contracts or agreements on behalf of Companies or otherwise obligate Companies for any purpose whatsoever. Companies will make no deductions from any of the payments due to Lanterman hereunder for state or federal tax purposes, including, but not limited to, social security, income tax withholding, disability and other payroll tax requirements. Lanterman agrees that he shall be responsible for any and all taxes and other payments due on payments received by him from Companies hereunder and for all filings with respect thereto, and that he will indemnify and hold Companies harmless from and against any cost, damage or expense, including attorneys' fees, which Companies may incur as a result of Lanterman's failure to pay taxes due or to make such filings in a timely manner.
11. Governing Law. This Agreement shall be governed by and construed in accordance with the laws of the State of Washington. Any action regarding this Agreement shall be brought in the courts serving Seattle, Washington, to the exclusion of all others.
12. Specific Performance. In addition to any other remedies to which any party may be entitled, each party shall have the right and remedy to have the covenants made by any other party in this Agreement specifically enforced by any court of competent jurisdiction, it being agreed that any breach or threatened breach of any

of said covenants would cause irreparable injury to the other parties and that money damages would not provide an adequate remedy to the other parties.

13. Prevailing Party; Legal Fees. In the event that it shall be necessary for any party to institute legal action to enforce this Agreement or for any breach of this Agreement, the prevailing party in such action shall be entitled to recover its costs and reasonable attorneys' fees.
14. Review. Lanterman affirmatively represents and warrants that he has consulted, or been afforded the opportunity to consult, with legal counsel of his own choosing with respect to all matters relating to this Agreement; that he has read this Agreement; that he is fully aware of its contents and of its legal effect; and that he has freely and voluntarily entered into it.

15. Indemnification: HAL agrees to indemnify Lanterman, and hold him harmless from and against any and all claims, losses, lawsuits, damages and expenses arising from Lanterman's provision of the Services, other than as a consequence of Lanterman's negligence, recklessness or willful fault. Lanterman agrees to indemnify HAL and its affiliates, together with the officers, directors and employees of HAL and its affiliates, and hold them harmless from and against any and all claims, losses, lawsuits, damages and expenses arising from, incurred as a consequence of, or otherwise attributable to the negligence, recklessness or willful fault of Lanterman in the provision of the Services. A party's indemnification obligations shall only apply if: (i) the Indemnified Party has given the Indemnifying Party prompt written notice of the claim or cause of action and authorized the Indemnifying Party to assume the defense thereof through legal counsel selected by the Indemnifying Party and consented to by the Indemnified Party, which consent shall not be unreasonably withheld; (ii) the Indemnified Party provides the Indemnifying Party with such assistance and cooperation in responding to and defending against the claim or cause of action as the Indemnifying Party reasonably requests; and (iii) the Indemnified Party does not engage in any settlement negotiations or agree to any settlement of the claim or cause of action without the prior written consent of the Indemnifying Party.

IN WITNESS WHEREOF, the Companies and Lanterman have duly executed this agreement as of the day and year first above written.

HOLLAND AMERICA LINE INC.

/s/ Alton Kirk Lanterman

By: /s/ Stein Kruse

-----  
Alton Kirk Lanterman

-----  
Stein Kruse

Its: President & Chief Operating Officer

ACKNOWLEDGED AND AGREED BY  
CARNIVAL CORPORATION

By: /s/ Gerald R. Cahill

-----  
Its: Executive Vice President and Chief Financial and Accounting Officer

HOLLAND AMERICA LINE N.V.

By: /s/ Larry D. Calkins

Its: Authorized Signatory

HAL PROPERTIES LIMITED

By: /s/ Larry D. Calkins

Its: Authorized Signatory

HAL CRUISES LIMITED

By: /s/ Larry D. Calkins

Its: Authorized Signatory

WINDSTAR SAIL CRUISES LIMITED

By: /s/ Larry D. Calkins

Its: Authorized Signatory

WIND STAR LIMITED

By: /s/ Larry D. Calkins

Its: Authorized Signatory

WIND SPIRIT LIMITED

By: /s/ Larry D. Calkins

Its: Authorized Signatory

WESTMARK HOTELS, INC.

By: /s/ Larry D. Calkins

Its: Authorized Signatory

WESTMARK HOTELS OF CANADA LTD.

By: /s/ Larry D. Calkins

Its: Authorized Signatory

WESTOURS MOTOR COACHES INC.

By: /s/ Larry D. Calkins

Its: Authorized Signatory

EVERGREEN TRAILS, INC.

By: /s/ Larry D. Calkins

Its: Authorized Signatory

TRAILWAYS TOURS INC.

By: /s/ Larry D. Calkins

Its: Authorized Signatory

WORLDWIDE SHORE SERVICES INC.

By: /s/ Larry D. Calkins

Its: Authorized Signatory

HORIZON COACH LINES LTD.

By: /s/ Larry D. Calkins

Its: Authorized Signatory

EXHIBIT A  
DESCRIPTION OF SERVICES

PRIMARY FUNCTION

Provide such assistance as may be requested by HAL's President on strategic, financial, budgetary and historical analyses. Assist HAL's President with long-term strategic planning and provide feedback on proposed deployment and itineraries. Assist HAL's President in maintaining and developing relations with those key individuals in the travel industry that the Chairman has previously worked with. Effectively represent the interests of Holland America Line with key government, industry and educational organizations, with particular focus on the states of Washington and Alaska. Assist HAL's President in all manners possible through efforts in the aforementioned activities.

ESSENTIAL ACTIVITIES

1. Review financial information and reports as requested by HAL's President for the purpose of identifying issues or concerns.
2. Evaluate deployment strategies and make suggestions on proposed itineraries.
3. Assist HAL's President in establishing and maintaining relationships with key industry entities.
4. Participate in an overall corporate strategy to promote and improve relations with legislators and other government officials including recommendations regarding political contributions.
5. Identify strategic initiatives and make recommendations to improve Holland America Line's public perception and implement plans to realize positive outcomes.
6. Represent Holland America Line with key audiences to insure outcomes that support the Companies' overall business strategies and enhances HAL's role as a leader in travel and community relations. Included but not limited to this are groups such as; Chambers of Commerce, the University of Washington, the Washington Trade Council, the Northwest Cruiseship Association and the National Academy Foundation.
7. Work proactively with Holland America Line's lobbyists and HAL's Vice President, External Affairs to promote Holland America Line's interests in the states of Washington and Alaska and elsewhere as may be required from time to time.
8. Render assistance on special projects as requested by HAL's President and the Carnival Corporation's Chairman & CEO.
9. Provide such information and other cooperation (including, if required, as a witness in litigation) as the Companies may, from time to time, reasonably request in order to pursue a claim or defend itself on issues arising out of matters on which he worked on behalf of the Companies, provided, however, Lanterman may, as a condition of providing such

cooperation, require the Companies to pay his reasonable expenses.

10. Render additional assistance in such ways as is needed and requested by HAL's President and the Carnival Corporation's Chairman & CEO.

PERFORMANCE

Subject to the limitations of Paragraph 1(d) above, Lanterman is expected to spend the amount of time that is necessary to effectively carry out the above responsibilities. The actual amount of time is expected to vary from month to month.

December 1, 2004

Mr. A. Kirk Lanterman  
c/o Holland America Line Inc.  
300 Elliott Avenue West  
Seattle, Washington 98119

Re: Employment Compensation: December 2004

Dear Kirk:

This letter will confirm our understanding that, effective December 1, 2004, your base wages will increase to \$62,500 per month, less applicable taxes and other standard deductions, including but not limited to medical insurance premiums and 401(k) contributions, if any, that you have previously authorized us to withhold.

I further confirm our understanding that you are resigning as a Holland America Line employee effective December 31, 2004. Assuming you remain an employee in good standing as of that date, you will also be eligible to participate in the Holland America Line Inc. Profit Sharing Plan for 2004.

This letter is not intended to alter the terms and conditions of either the separate Consulting Agreement, dated November 30, 2004, between you and Holland America Line Inc. and others, or the Retirement and Consulting Agreement, dated November 28, 2003, between you, Carnival Corporation, Holland America Line Inc. and others.

Your signature below will acknowledge your understanding of and agreement with the above terms.

Very truly yours,

/s/ Wayne Byers  
-----  
Wayne Byers  
Vice President, Human Resources

Acknowledged by:

/s/ A. Kirk Lanterman  
-----  
A. Kirk Lanterman  
President and Chief Operating Officer  
Holland America Line Inc.

/s/ Stein Kruse  
-----  
Stein Kruse

Cc: Arnie Perez  
Larry Calkins  
Kelly Clark

CARNIVAL

CORPORATION & PLC

STRICTLY PRIVATE & CONFIDENTIAL  
ADDRESSEE ONLY

December 1, 2004

A. Kirk Lanterman  
C/o Holland America Line Inc.  
300 Elliott Avenue West  
Seattle, WA 98118

Dear Kirk,

I am pleased to confirm your continuing appointment (the "Appointment") as a director of each of Carnival Corporation and Carnival plc (collectively, the "Companies"). The terms of the Appointment as a non-executive director commencing January 1, 2005 are set forth below. The Appointment is subject to applicable law and the provisions of the Certificates of Incorporation/Articles of Association ("Articles") and bylaws ("Bylaws") of each of the Companies as in effect on the date hereof.

1. Term of Appointment

- 1.1 The Appointment shall terminate after your resignation, removal, disqualification or death as set forth in the Articles and/or Bylaws of each Company. It is understood that your Appointment will terminate immediately if, among other things, you are not, re-elected at the annual general meetings of shareholders of the Companies; or are required to vacate office for any reason pursuant to any of the provisions of the Articles; or are removed as a director or otherwise required to vacate office under any applicable law.
- 1.2 Upon the termination of the Appointment, you shall (a) cease to be a director of each Company and (b) deliver to an authorized representative of the Companies all correspondence, documents (including, without limitation, board minutes and board papers), copies thereof or other property of each Company, and of each of their subsidiaries and affiliates (collectively, the "Group") made or received by you in the course of your directorship (whether before or after the date of this letter).
- 1.3 You will at the request of either Company immediately resign (in writing) from the office of director of both Companies and any other office with a Group company and you irrevocably authorize the Companies as your attorney in your name and on your behalf to sign all documents and do all things necessary to give effect to this.

2. Duties and Fees

- 2.1 You shall carry out such duties as set forth in the Articles and Bylaws and as otherwise agreed to by the Boards (the "Duties"). You shall have all the usual Duties of a director under applicable law. In carrying out the Duties, you shall have particular regard to your role as a director in light of the Listing Rules, Combined Code from time to time in effect in England and to similar rules, regulations and laws in the United States.

- 2.2 You are expected to attend all meetings of the Boards of Directors and committees upon which you serve, as well as the annual general meetings of shareholders. In addition, you are expected to devote appropriate preparation time ahead of each meeting. You have been provided with the calendar of Board meetings for 2005, including the location of each meeting. By accepting this appointment, you have confirmed that you are able to allocate sufficient time to attend the meetings and otherwise meet the expectations of your role. The agreement of the Chairman and the Presiding Director should be sought (which will not be unreasonably withheld) before accepting additional directorships that might affect the time you are able to devote to your role as a non-executive director of the Companies.
- 2.3 You will not be entitled to a fee for your services as a director of the Companies.
- 2.4 You will be reimbursed for reasonable expenses incurred in the performance of the Duties in accordance with the Non-Executive Board of Directors Travel Expense Reimbursement Policy, a copy of which is attached hereto. The Company may request receipts or other evidence of expenditure prior to any reimbursement pursuant to this clause 2.4.
- 2.5 The reimbursement arrangements set forth in clause 2.4 hereof are subject to change as determined by the Boards from time to time.

### 3. Confidential Information

- 3.1 You agree that, during the continuance of the Appointment or afterwards (unless authorised to do so by the Boards or by a court of competent jurisdiction), you will not use for your own or another's benefit or disclose or permit the disclosure of any confidential information of any member of the Group which you have obtained by virtue of the Appointment or your employment by the Companies or in respect of which the Companies are bound by an obligation of confidence to a third party. Confidential information shall include, without limitation, lists or details of customers, information relating to the working of any product, process, invention, improvement or development carried on or used by any member of the Group, information relating to research projects, know-how, prices, discounts, mark-ups, future business strategy, marketing, tenders, any price sensitive information and information concerning the intellectual property portfolio and strategy of the Companies.
- 3.2 The restrictions contained in this clause shall cease to apply to any confidential information which may (other than by reason of your breach of these terms) become available to the public generally, but any such use will be subject to any restrictive covenants to which you are a party.

### 4. Indemnity

In the event that you (or your heirs, executors or administrators) are made a party or are threatened to be made a party to or witness in any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that you are or were a director of either Company, Carnival Corporation shall (i) indemnify you against all expenses of any kind whatsoever (including attorneys' fees and expenses to enforce this indemnity), judgments, fines and amounts paid in settlement actually incurred by you in connection with such action, suit or proceeding and (ii) pay or advance to you in advance of final disposition of such action, suit or proceeding, within 20 days of the

submission of an invoice therefore, all such expenses incurred in connection therewith, in each case of (i) and (ii) to the fullest extent and in the manner set forth in and permitted by the General Corporation Law of the Republic of Panama and any other applicable law, as from time to time in effect. Such right of indemnification and advancement of expenses shall not be deemed exclusive of any other rights to which you may be entitled apart from the foregoing provisions. The provisions of this Section 4, and Section 5 below, shall survive the termination of the letter and shall continue to be binding on Carnival Corporation until the later of (a) six years after the date that you cease to serve as a director of either Company and (b) the final termination of all proceedings pending or threatened on the sixth anniversary of your termination of service to which you are entitled to indemnification hereunder.

5. Insurance

To the extent possible, Carnival Corporation will maintain appropriate directors' and officers' liability insurance for your benefit in an amount which is not less than the current coverage as of the date of this letter for directors of each Company in respect of events occurring in respect of your service as a director of each Company or its subsidiaries, unless Carnival Corporation in good faith determines (and so notifies you reasonably in advance) that such insurance is not reasonably available or that the premiums therefore are disproportionate to the benefits. To the extent practicable, such insurance would name you separately as an insured (Side A Coverage).

6. Code of Business Conduct and Ethics

You agree to observe the provisions of the Companies' code of business conduct and ethics.

7. Miscellaneous

7.1 Nothing in this letter shall create the relationship of employee and employer between you and the Companies.

7.2 The agreement contained in this letter shall be governed by, and construed in accordance with, to the extent it relates to your service as a director of Carnival Corporation to Florida law and, to the extent it relates to your service as a director of Carnival plc, to English law. Any legal action in connection herewith may be brought in the Federal or State Courts located in Miami-Dade County, Florida or, if you are not a resident of the United States, the courts sitting in London England, and the parties submit to the jurisdiction of such courts.

7.3 This appointment letter may be executed in one or more counterparts, each of which will be deemed to be an original copy of this appointment letter, and all of which, when taken together, shall be deemed to constitute one and the same agreement.

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This appointment letter represents the entire understanding, and constitutes the whole agreement, in relation to the Appointment and supersedes any previous agreement between yourself and the Companies with respect thereto except for any additional separate indemnity agreement entered into between you and the Companies.

Kindly confirm your agreement to the terms set out above by signing the enclosed copy of this letter. Please return the copy to me at the above address.

CARNIVAL CORPORATION  
CARNIVAL PLC

By: /s/ Howard S. Frank

-----  
Name: Howard S. Frank  
Title: Vice-Chairman

AGREED AND ACCEPTED BY:

/s/ A. Kirk Lanterman

-----  
A. Kirk Lanterman

Non-Executive Board of Directors  
Travel Expense Reimbursement Policy

As of June 2003

Air Travel

As a non-executive Board member you are entitled to first class service travel for both domestic and international Air travel.

Hotel Accommodations

Deluxe hotel room accommodation should be used when traveling on Board related business.

Other Expenses

Other expenses include the following:

- o Meals
- o Ground Transportation (taxi, rental car).
- o Telephone

To qualify as a business deduction expenses should be ordinary and necessary and based on factors surrounding the business trip such as the urgency, length of trip, costs of available choices and business requirements. Reimbursements will be for actual costs incurred and must be submitted for reimbursement on an Expense Reimbursement Form.

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In certain circumstances, the presence of a spouse may constitute a necessary expense of the Company (i.e., included as an invitee to a special company event/meeting). In these cases, the Company will reimburse you for travel expenses incurred by your spouse.

Administrative Requirements:

- o Expense Reimbursement Forms and Your Expense Reimbursement Coordinator

The Company will reimburse ordinary and necessary actual expenses incurred in the performance of assigned duties and approved according to these practices. To be reimbursed, the following form(s) are required to be completed:

- o Expense Reimbursement Form - Used for Air, Hotel, Meals and other. The Business Purpose of the Trip should be entered in the applicable section of the form entitled "Business Purpose of Trip..." along with the date the expense was incurred.
- o Wire Transfer (Sign-up) Form - (see Wire Transfer section below)

To assist you with the following expense related items, you have been provided with an "Expense Reimbursement Coordinator" (ERC) (Maria Leon, Legal Assistant and Board of Director's

Coordinator) who can be contacted by tel. at (305) 599-2600 ext. 18035 or by e-mail at mleon@carnival.com.

- o Provide expense reimbursement forms
- o Collect, review and track your reimbursement forms and coordinate reimbursement
- o Provide any required travel assistance

o Wire Transfers

Wire transfers are the preferred method of reimbursement for all cash outlays and mileage reimbursements. In order to be reimbursed in this manner you must submit your preferred banking information to the ERC using the Wire Transfer (Sign Up) Form. The form will be provided to you via e-mail/fax by the ERC upon request. If you change bank accounts, you must inform your ERC and fill out a new form with the new information and marking it "CHANGE". If you do not fill out this form, your expenses will be disbursed in the form of a Company check, which will be mailed to you.

o Receipts (supporting documents)

Expense reports must be accompanied by receipts for expenditures of \$75 or more. For overseas travel, the company can reclaim the VAT (value added taxes) if original itemized receipts are provided with your expense report. If possible, meal receipts should be submitted in an itemized form showing the VAT broken out and the VAT registered number for the vendor. The VAT in the British Isles is 17.5%. This makes your effort to obtain an original hotel bill in the name of Carnival a worthwhile one.

o Review and Approval

Expense reimbursement forms and the related supporting documentation should be submitted to the ERC within 60 days of the incurred date. Your account will be credited within 30 days from the date of submission.

CARNIVAL

CORPORATION & PLC

STRICTLY PRIVATE & CONFIDENTIAL  
ADDRESSEE ONLY

August 19, 2004

Ambassador Richard G. Capen, Jr.  
6077 San Elijo  
P.O. Box 2494 Rancho Santa Fe, CA 92067

Dear Dick,

I am pleased to confirm your re-appointment (the "Appointment") as a director of each of Carnival Corporation and Carnival plc (collectively, the "Companies"). The terms of the Appointment are set forth below. The Appointment is subject to applicable law and the provisions of the Certificates of Incorporation/Articles of Association ("Articles") and bylaws ("Bylaws") of each of the Companies as in effect on the date hereof.

1. Term of Appointment

- 1.1 The Appointment shall terminate after your resignation, removal, disqualification or death as set forth in the Articles and/or Bylaws of each Company. It is understood that your Appointment will terminate immediately without any entitlement to further compensation if, among other things, you are not, re-elected at the annual general meetings of shareholders of the Companies; or are required to vacate office for any reason pursuant to any of the provisions of the Articles; or are removed as a director or otherwise required to vacate office under any applicable law.
- 1.2 Upon the termination of the Appointment, you shall (a) cease to be a director of each Company, (b) cease to have any entitlement to compensation other than compensation accrued and unpaid on the date of termination, and (c) deliver to an authorized representative of the Companies all correspondence, documents (including, without limitation, board minutes and board papers), copies thereof or other property of each Company, and of each of their subsidiaries and affiliates (collectively, the "Group") made or received by you in the course of your directorship (whether before or after the date of this letter).
- 1.3 You will at the request of either Company immediately resign (in writing) from the office of director of both Companies and any other office with a Group company and you irrevocably authorize the Companies as your attorney in your name and on your behalf to sign all documents and do all things necessary to give effect to this.

2. Duties and Fees

- 2.1 You shall carry out such duties as set forth in the Articles and Bylaws and as otherwise agreed to by the Boards (the "Duties"). You shall have all the usual Duties

of a director under applicable law. In carrying out the Duties, you shall have particular regard to your role as a director in light of the Listing Rules, Combined Code from time to time in effect in England and to similar rules, regulations and laws in the United States.

- 2.2 You are expected to attend all meetings of the Boards of Directors and committees upon which you serve, as well as the annual general meetings of shareholders. In addition, you are expected to devote appropriate preparation time ahead of each meeting. You have been provided with the calendar of Board meetings for the remainder of 2004 and 2005, including the location of each meeting. By accepting this appointment, you have confirmed that you are able to allocate sufficient time to attend the meetings and otherwise meet the expectations of your role. The agreement of the Chairman and the Presiding Director should be sought (which will not be unreasonably withheld) before accepting additional directorships that might affect the time you are able to devote to your role as a non-executive director of the Companies.
- 2.3 You will be entitled to a fee for your services as a director of the Companies of \$40,000 per annum. You will receive an additional fee of \$2,500 per annum (\$5,000 for the audit committees) for service on a committee of the Boards of the Companies (it being understood that the parallel committees of the Companies will be deemed to be one committee for these purposes). If you act as chairperson of a committee of the Boards, you will be entitled to an additional fee of \$5,000 per annum (\$10,000 for the audit committees). In addition, attendance fees for meetings of the Boards and committees will also be paid ranging from \$1,000 to \$5,000 per meeting. A compensation table which sets forth all such fees is annexed to this letter for your reference
- 2.4 You will be reimbursed for reasonable expenses incurred in the performance of the Duties in accordance with the Non-Executive Board of Directors Travel Expense Reimbursement Policy, a copy of which is attached hereto. The Company may request receipts or other evidence of expenditure prior to any reimbursement pursuant to this clause 2.4.
- 2.5 The compensation and reimbursement arrangements set forth in clauses 2.3 and 2.4 hereof are subject to change as determined by the Boards from time to time.

### 3. Confidential Information

- 3.1 You agree that, during the continuance of the Appointment or afterwards (unless authorised to do so by the Boards or by a court of competent jurisdiction), you will not use for your own or another's benefit or disclose or permit the disclosure of any confidential information of any member of the Group which you have obtained by virtue of the Appointment or your employment by the Companies or in respect of which the Companies are bound by an obligation of confidence to a third party. Confidential information shall include, without limitation, lists or details of customers, information relating to the working of any product, process, invention, improvement or development carried on or used by any member of the Group, information relating to research projects, know-how, prices, discounts, mark-ups, future business strategy, marketing, tenders, any price sensitive information and information concerning the intellectual property portfolio and strategy of the Companies.
- 3.2 The restrictions contained in this clause shall cease to apply to any confidential information which may (other than by reason of your breach of these terms) become

available to the public generally, but any such use will be subject to any restrictive covenants to which you are a party.

4. Indemnity

In the event that you (or your heirs, executors or administrators) are made a party or are threatened to be made a party to or witness in any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that you are or were a director of either Company, Carnival Corporation shall (i) indemnify you against all expenses of any kind whatsoever (including attorneys' fees and expenses to enforce this indemnity), judgments, fines and amounts paid in settlement actually incurred by you in connection with such action, suit or proceeding and (ii) pay or advance to you in advance of final disposition of such action, suit or proceeding, within 20 days of the submission of an invoice therefore, all such expenses incurred in connection therewith, in each case of (i) and (ii) to the fullest extent and in the manner set forth in and permitted by the General Corporation Law of the Republic of Panama and any other applicable law, as from time to time in effect. Such right of indemnification and advancement of expenses shall not be deemed exclusive of any other rights to which you may be entitled apart from the foregoing provisions. The provisions of this Section 4, and Section 5 below, shall survive the termination of the letter and shall continue to be binding on Carnival Corporation until the later of (a) six years after the date that you cease to serve as a director of either Company and (b) the final termination of all proceedings pending or threatened on the sixth anniversary of your termination of service to which you are entitled to indemnification hereunder.

5. Insurance

To the extent possible, Carnival Corporation will maintain appropriate directors' and officers' liability insurance for your benefit in an amount which is not less than the current coverage as of the date of this letter for directors of each Company in respect of events occurring in respect of your service as a director of each Company or its subsidiaries, unless Carnival Corporation in good faith determines (and so notifies you reasonably in advance) that such insurance is not reasonably available or that the premiums therefore are disproportionate to the benefits. To the extent practicable, such insurance would name you separately as an insured (Side A Coverage).

6. Code of Business Conduct and Ethics

You agree to observe the provisions of the Company's code of business conduct and ethics.

7. Miscellaneous

7.1 Nothing in this letter shall create the relationship of employee and employer between you and the Companies.

7.2 The agreement contained in this letter shall be governed by, and construed in accordance with, to the extent it relates to your service as a director of Carnival Corporation to Florida law and, to the extent it relates to your service as a director of Carnival plc, to English law. Any legal action in connection herewith may be brought in the Federal or State Courts located in Miami-Dade County, Florida or, if you are not a resident of the United States, the courts sitting in London England, and the parties submit to the jurisdiction of such courts.

7.3 This appointment letter may be executed in one or more counterparts, each of which will be deemed to be an original copy of this appointment letter, and all of which, when taken together, shall be deemed to constitute one and the same agreement.

8. Entire Agreement

This appointment letter represents the entire understanding, and constitutes the whole agreement, in relation to the Appointment and supersedes any previous agreement between yourself and the Companies with respect thereto except for any additional separate indemnity agreement entered into between you and the Companies.

Kindly confirm your agreement to the terms set out above by signing the enclosed copy of this letter. Please return the copy to me at the above address.

CARNIVAL CORPORATION  
CARNIVAL PLC

By: /s/ Howard S. Frank

-----  
Name: Howard S. Frank  
Title: Vice-Chairman

AGREED AND ACCEPTED BY:

/s/Ambassador Richard G. Capen, Jr

-----  
Ambassador Richard G. Capen, Jr.

ANNEX

	Board Member	Audit Committee		Other Committees	
		Chair	Member	Chair	Member
Annual Retainer	\$40,000	\$10,000	\$ 5,000	\$ 5,000	\$ 2,500
Attendance Fee					
Attendance Fee					
Meeting in Person	5,000	2,500	2,500	2,000	2,000
By Phone	2,000	1,000	1,000	1,000	1,000

CORPORATION & PLC

CARNIVAL

Non-Executive Board of Directors  
Travel Expense Reimbursement Policy

As of June 2003

Air Travel

As a non-executive Board member you are entitled to first class service travel for both domestic and international Air travel.

Hotel Accommodations

Deluxe hotel room accommodation should be used when traveling on Board related business.

Other Expenses

Other expenses include the following:

- o Meals
- o Ground Transportation (taxi, rental car).
- o Telephone

To qualify as a business deduction expenses should be ordinary and necessary and based on factors surrounding the business trip such as the urgency, length of trip, costs of available choices and business requirements. Reimbursements will be for actual costs incurred and must be submitted for reimbursement on an Expense Reimbursement Form.

Spousal Travel

In certain circumstances, the presence of a spouse may constitute a necessary expense of the Company (i.e., included as an invitee to a special company event/meeting). In these cases, the Company will reimburse you for travel expenses incurred by your spouse.

Administrative Requirements:

- o Expense Reimbursement Forms and Your Expense Reimbursement Coordinator

The Company will reimburse ordinary and necessary actual expenses incurred in the performance of assigned duties and approved according to these practices. To be reimbursed, the following form(s) are required to be completed:

- o Expense Reimbursement Form - Used for Air, Hotel, Meals and other. The Business Purpose of the Trip should be entered in the applicable section of the form entitled "Business Purpose of Trip..." along with the date the expense was incurred.
- o Wire Transfer (Sign-up) Form - (see Wire Transfer section below)

To assist you with the following expense related items, you have been provided with an "Expense Reimbursement Coordinator" (ERC) (Maria Leon, Legal Assistant and Board of Director's Coordinator) who can be contacted by tel. at (305) 599-2600 ext. 18035 or by e-mail at mleon@carnival.com.

- o Provide expense reimbursement forms
- o Collect, review and track your reimbursement forms and coordinate reimbursement
- o Provide any required travel assistance
- o Wire Transfers

Wire transfers are the preferred method of reimbursement for all cash outlays and mileage reimbursements. In order to be reimbursed in this manner you must submit your preferred banking information to the ERC using the Wire Transfer (Sign Up) Form. The form will be provided to you via e-mail/fax by the ERC upon request. If you change bank accounts, you must inform your ERC and fill out a new form with the new information and marking it "CHANGE". If you do not fill out this form, your expenses will be disbursed in the form of a Company check, which will be mailed to you.

- o Receipts (supporting documents)

Expense reports must be accompanied by receipts for expenditures of \$75 or more. For overseas travel, the company can reclaim the VAT (value added taxes) if original itemized receipts are provided with your expense report. If possible, meal receipts should be submitted in an itemized form showing the VAT broken out and the VAT registered number for the vendor. The VAT in the British Isles is 17.5%. This makes your effort to obtain an original hotel bill in the name of Carnival a worthwhile one.

- o Review and Approval

Expense reimbursement forms and the related supporting documentation should be submitted to the ERC within 60 days of the incurred date. Your account will be credited within 30 days from the date of submission.

CARNIVAL

CORPORATION & PLC

STRICTLY PRIVATE & CONFIDENTIAL  
ADDRESSEE ONLY

August 19, 2004

Arnold Donald  
c/o Merisant Company  
1 North Brentwood Blvd., Suite 510  
Clayton, MO 63105

Dear Arnold,

I am pleased to confirm your re-appointment (the "Appointment") as a director of each of Carnival Corporation and Carnival plc (collectively, the "Companies"). The terms of the Appointment are set forth below. The Appointment is subject to applicable law and the provisions of the Certificates of Incorporation/Articles of Association ("Articles") and bylaws ("Bylaws") of each of the Companies as in effect on the date hereof.

1. Term of Appointment

- 1.1 The Appointment shall terminate after your resignation, removal, disqualification or death as set forth in the Articles and/or Bylaws of each Company. It is understood that your Appointment will terminate immediately without any entitlement to further compensation if, among other things, you are not, re-elected at the annual general meetings of shareholders of the Companies; or are required to vacate office for any reason pursuant to any of the provisions of the Articles; or are removed as a director or otherwise required to vacate office under any applicable law.
- 1.2 Upon the termination of the Appointment, you shall (a) cease to be a director of each Company, (b) cease to have any entitlement to compensation other than compensation accrued and unpaid on the date of termination, and (c) deliver to an authorized representative of the Companies all correspondence, documents (including, without limitation, board minutes and board papers), copies thereof or other property of each Company, and of each of their subsidiaries and affiliates (collectively, the "Group") made or received by you in the course of your directorship (whether before or after the date of this letter).
- 1.3 You will at the request of either Company immediately resign (in writing) from the office of director of both Companies and any other office with a Group company and you irrevocably authorize the Companies as your attorney in your name and on your behalf to sign all documents and do all things necessary to give effect to this.

2. Duties and Fees

- 2.1 You shall carry out such duties as set forth in the Articles and Bylaws and as otherwise agreed to by the Boards (the "Duties"). You shall have all the usual Duties of a director under applicable law. In carrying out the Duties, you shall have

particular regard to your role as a director in light of the Listing Rules, Combined Code from time to time in effect in England and to similar rules, regulations and laws in the United States.

- 2.2 You are expected to attend all meetings of the Boards of Directors and committees upon which you serve, as well as the annual general meetings of shareholders. In addition, you are expected to devote appropriate preparation time ahead of each meeting. You have been provided with the calendar of Board meetings for the remainder of 2004 and 2005, including the location of each meeting. By accepting this appointment, you have confirmed that you are able to allocate sufficient time to attend the meetings and otherwise meet the expectations of your role. The agreement of the Chairman and the Presiding Director should be sought (which will not be unreasonably withheld) before accepting additional directorships that might affect the time you are able to devote to your role as a non-executive director of the Companies.
- 2.3 You will be entitled to a fee for your services as a director of the Companies of \$40,000 per annum. You will receive an additional fee of \$2,500 per annum (\$5,000 for the audit committees) for service on a committee of the Boards of the Companies (it being understood that the parallel committees of the Companies will be deemed to be one committee for these purposes). If you act as chairperson of a committee of the Boards, you will be entitled to an additional fee of \$5,000 per annum (\$10,000 for the audit committees). In addition, attendance fees for meetings of the Boards and committees will also be paid ranging from \$1,000 to \$5,000 per meeting. A compensation table which sets forth all such fees is annexed to this letter for your reference
- 2.4 You will be reimbursed for reasonable expenses incurred in the performance of the Duties in accordance with the Non-Executive Board of Directors Travel Expense Reimbursement Policy, a copy of which is attached hereto. The Company may request receipts or other evidence of expenditure prior to any reimbursement pursuant to this clause 2.4.
- 2.5 The compensation and reimbursement arrangements set forth in clauses 2.3 and 2.4 hereof are subject to change as determined by the Boards from time to time.

### 3. Confidential Information

- 3.1 You agree that, during the continuance of the Appointment or afterwards (unless authorised to do so by the Boards or by a court of competent jurisdiction), you will not use for your own or another's benefit or disclose or permit the disclosure of any confidential information of any member of the Group which you have obtained by virtue of the Appointment or your employment by the Companies or in respect of which the Companies are bound by an obligation of confidence to a third party. Confidential information shall include, without limitation, lists or details of customers, information relating to the working of any product, process, invention, improvement or development carried on or used by any member of the Group, information relating to research projects, know-how, prices, discounts, mark-ups, future business strategy, marketing, tenders, any price sensitive information and information concerning the intellectual property portfolio and strategy of the Companies.
- 3.2 The restrictions contained in this clause shall cease to apply to any confidential information which may (other than by reason of your breach of these terms) become

available to the public generally, but any such use will be subject to any restrictive covenants to which you are a party.

4. Indemnity

In the event that you (or your heirs, executors or administrators) are made a party or are threatened to be made a party to or witness in any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that you are or were a director of either Company, Carnival Corporation shall (i) indemnify you against all expenses of any kind whatsoever (including attorneys' fees and expenses to enforce this indemnity), judgments, fines and amounts paid in settlement actually incurred by you in connection with such action, suit or proceeding and (ii) pay or advance to you in advance of final disposition of such action, suit or proceeding, within 20 days of the submission of an invoice therefore, all such expenses incurred in connection therewith, in each case of (i) and (ii) to the fullest extent and in the manner set forth in and permitted by the General Corporation Law of the Republic of Panama and any other applicable law, as from time to time in effect. Such right of indemnification and advancement of expenses shall not be deemed exclusive of any other rights to which you may be entitled apart from the foregoing provisions. The provisions of this Section 4, and Section 5 below, shall survive the termination of the letter and shall continue to be binding on Carnival Corporation until the later of (a) six years after the date that you cease to serve as a director of either Company and (b) the final termination of all proceedings pending or threatened on the sixth anniversary of your termination of service to which you are entitled to indemnification hereunder.

5. Insurance

To the extent possible, Carnival Corporation will maintain appropriate directors' and officers' liability insurance for your benefit in an amount which is not less than the current coverage as of the date of this letter for directors of each Company in respect of events occurring in respect of your service as a director of each Company or its subsidiaries, unless Carnival Corporation in good faith determines (and so notifies you reasonably in advance) that such insurance is not reasonably available or that the premiums therefore are disproportionate to the benefits. To the extent practicable, such insurance would name you separately as an insured (Side A Coverage).

6. Code of Business Conduct and Ethics

You agree to observe the provisions of the Company's code of business conduct and ethics.

7. Miscellaneous

7.1 Nothing in this letter shall create the relationship of employee and employer between you and the Companies.

7.2 The agreement contained in this letter shall be governed by, and construed in accordance with, to the extent it relates to your service as a director of Carnival Corporation to Florida law and, to the extent it relates to your service as a director of Carnival plc, to English law. Any legal action in connection herewith may be brought in the Federal or State Courts located in Miami-Dade County, Florida or, if you are not a resident of the United States, the courts sitting in London England, and the parties submit to the jurisdiction of such courts.

7.3 This appointment letter may be executed in one or more counterparts, each of which will be deemed to be an original copy of this appointment letter, and all of which, when taken together, shall be deemed to constitute one and the same agreement.

8. Entire Agreement

This appointment letter represents the entire understanding, and constitutes the whole agreement, in relation to the Appointment and supersedes any previous agreement between yourself and the Companies with respect thereto except for any additional separate indemnity agreement entered into between you and the Companies.

Kindly confirm your agreement to the terms set out above by signing the enclosed copy of this letter. Please return the copy to me at the above address.

CARNIVAL CORPORATION  
CARNIVAL PLC

By: /s/ Howard S. Frank

-----  
Name: Howard S. Frank  
Title: Vice-Chairman

AGREED AND ACCEPTED BY:

/s/ Arnold Donald  
-----  
Arnold Donald

ANNEX

	Board Member	Audit Committee		Other Committees	
		Chair	Member	Chair	Member
Annual Retainer	\$40,000	\$10,000	\$ 5,000	\$ 5,000	\$ 2,500
Attendance Fee					
Attendance Fee					
Meeting in Person	5,000	2,500	2,500	2,000	2,000
By Phone	2,000	1,000	1,000	1,000	1,000

CORPORATION & PLC

CARNIVAL

Non-Executive Board of Directors

Travel Expense Reimbursement Policy

As of June 2003

Air Travel

As a non-executive Board member you are entitled to first class service travel for both domestic and international Air travel.

Hotel Accommodations

Deluxe hotel room accommodation should be used when traveling on Board related business.

Other Expenses

Other expenses include the following:

- o Meals
- o Ground Transportation (taxi, rental car).
- o Telephone

To qualify as a business deduction expenses should be ordinary and necessary and based on factors surrounding the business trip such as the urgency, length of trip, costs of available choices and business requirements. Reimbursements will be for actual costs incurred and must be submitted for reimbursement on an Expense Reimbursement Form.

Spousal Travel

In certain circumstances, the presence of a spouse may constitute a necessary expense of the Company (i.e., included as an invitee to a special company event/meeting). In these cases, the Company will reimburse you for travel expenses incurred by your spouse.

Administrative Requirements:

- o Expense Reimbursement Forms and Your Expense Reimbursement Coordinator

The Company will reimburse ordinary and necessary actual expenses incurred in the performance of assigned duties and approved according to these practices. To be reimbursed, the following form(s) are required to be completed:

- o Expense Reimbursement Form - Used for Air, Hotel, Meals and other. The Business Purpose of the Trip should be entered in the applicable section of the form entitled "Business Purpose of Trip..." along with the date the expense was incurred.
- o Wire Transfer (Sign-up) Form - (see Wire Transfer section below)

To assist you with the following expense related items, you have been provided with an "Expense Reimbursement Coordinator" (ERC) (Maria Leon, Legal Assistant and Board of Director's Coordinator) who can be contacted by tel. at (305) 599-2600 ext. 18035 or by e-mail at mleon@carnival.com.

- o Provide expense reimbursement forms
- o Collect, review and track your reimbursement forms and coordinate reimbursement
- o Provide any required travel assistance
- o Wire Transfers

Wire transfers are the preferred method of reimbursement for all cash outlays and mileage reimbursements. In order to be reimbursed in this manner you must submit your preferred banking information to the ERC using the Wire Transfer (Sign Up) Form. The form will be provided to you via e-mail/fax by the ERC upon request. If you change bank accounts, you must inform your ERC and fill out a new form with the new information and marking it "CHANGE". If you do not fill out this form, your expenses will be disbursed in the form of a Company check, which will be mailed to you.

- o Receipts (supporting documents)

Expense reports must be accompanied by receipts for expenditures of \$75 or more. For overseas travel, the company can reclaim the VAT (value added taxes) if original itemized receipts are provided with your expense report. If possible, meal receipts should be submitted in an itemized form showing the VAT broken out and the VAT registered number for the vendor. The VAT in the British Isles is 17.5%. This makes your effort to obtain an original hotel bill in the name of Carnival a worthwhile one.

- o Review and Approval

Expense reimbursement forms and the related supporting documentation should be submitted to the ERC within 60 days of the incurred date. Your account will be credited within 30 days from the date of submission.

CARNIVAL

CORPORATION & PLC

STRICTLY PRIVATE & CONFIDENTIAL  
ADDRESSEE ONLY

August 19, 2004

Dr. Modesto Maidique  
107th Avenue & 8th Street  
Perry Building - PC 528  
Miami, Florida 33199

Dear Mitch,

I am pleased to confirm your re-appointment (the "Appointment") as a director of each of Carnival Corporation and Carnival plc (collectively, the "Companies"). The terms of the Appointment are set forth below. The Appointment is subject to applicable law and the provisions of the Certificates of Incorporation/Articles of Association ("Articles") and bylaws ("Bylaws") of each of the Companies as in effect on the date hereof.

1. Term of Appointment

- 1.1 The Appointment shall terminate after your resignation, removal, disqualification or death as set forth in the Articles and/or Bylaws of each Company. It is understood that your Appointment will terminate immediately without any entitlement to further compensation if, among other things, you are not, re-elected at the annual general meetings of shareholders of the Companies; or are required to vacate office for any reason pursuant to any of the provisions of the Articles; or are removed as a director or otherwise required to vacate office under any applicable law.
- 1.2 Upon the termination of the Appointment, you shall (a) cease to be a director of each Company, (b) cease to have any entitlement to compensation other than compensation accrued and unpaid on the date of termination, and (c) deliver to an authorized representative of the Companies all correspondence, documents (including, without limitation, board minutes and board papers), copies thereof or other property of each Company, and of each of their subsidiaries and affiliates (collectively, the "Group") made or received by you in the course of your directorship (whether before or after the date of this letter).
- 1.3 You will at the request of either Company immediately resign (in writing) from the office of director of both Companies and any other office with a Group company and you irrevocably authorize the Companies as your attorney in your name and on your behalf to sign all documents and do all things necessary to give effect to this.

2. Duties and Fees

- 2.1 You shall carry out such duties as set forth in the Articles and Bylaws and as otherwise agreed to by the Boards (the "Duties"). You shall have all the usual Duties

of a director under applicable law. In carrying out the Duties, you shall have particular regard to your role as a director in light of the Listing Rules, Combined Code from time to time in effect in England and to similar rules, regulations and laws in the United States.

- 2.2 You are expected to attend all meetings of the Boards of Directors and committees upon which you serve, as well as the annual general meetings of shareholders. In addition, you are expected to devote appropriate preparation time ahead of each meeting. You have been provided with the calendar of Board meetings for the remainder of 2004 and 2005, including the location of each meeting. By accepting this appointment, you have confirmed that you are able to allocate sufficient time to attend the meetings and otherwise meet the expectations of your role. The agreement of the Chairman and the Presiding Director should be sought (which will not be unreasonably withheld) before accepting additional directorships that might affect the time you are able to devote to your role as a non-executive director of the Companies.
- 2.3 You will be entitled to a fee for your services as a director of the Companies of \$40,000 per annum. You will receive an additional fee of \$2,500 per annum (\$5,000 for the audit committees) for service on a committee of the Boards of the Companies (it being understood that the parallel committees of the Companies will be deemed to be one committee for these purposes). If you act as chairperson of a committee of the Boards, you will be entitled to an additional fee of \$5,000 per annum (\$10,000 for the audit committees). In addition, attendance fees for meetings of the Boards and committees will also be paid ranging from \$1,000 to \$5,000 per meeting. A compensation table which sets forth all such fees is annexed to this letter for your reference
- 2.4 You will be reimbursed for reasonable expenses incurred in the performance of the Duties in accordance with the Non-Executive Board of Directors Travel Expense Reimbursement Policy, a copy of which is attached hereto. The Company may request receipts or other evidence of expenditure prior to any reimbursement pursuant to this clause 2.4.
- 2.5 The compensation and reimbursement arrangements set forth in clauses 2.3 and 2.4 hereof are subject to change as determined by the Boards from time to time.

### 3. Confidential Information

- 3.1 You agree that, during the continuance of the Appointment or afterwards (unless authorised to do so by the Boards or by a court of competent jurisdiction), you will not use for your own or another's benefit or disclose or permit the disclosure of any confidential information of any member of the Group which you have obtained by virtue of the Appointment or your employment by the Companies or in respect of which the Companies are bound by an obligation of confidence to a third party. Confidential information shall include, without limitation, lists or details of customers, information relating to the working of any product, process, invention, improvement or development carried on or used by any member of the Group, information relating to research projects, know-how, prices, discounts, mark-ups, future business strategy, marketing, tenders, any price sensitive information and information concerning the intellectual property portfolio and strategy of the Companies.
- 3.2 The restrictions contained in this clause shall cease to apply to any confidential information which may (other than by reason of your breach of these terms) become

available to the public generally, but any such use will be subject to any restrictive covenants to which you are a party.

4. Indemnity

In the event that you (or your heirs, executors or administrators) are made a party or are threatened to be made a party to or witness in any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that you are or were a director of either Company, Carnival Corporation shall (i) indemnify you against all expenses of any kind whatsoever (including attorneys' fees and expenses to enforce this indemnity), judgments, fines and amounts paid in settlement actually incurred by you in connection with such action, suit or proceeding and (ii) pay or advance to you in advance of final disposition of such action, suit or proceeding, within 20 days of the submission of an invoice therefore, all such expenses incurred in connection therewith, in each case of (i) and (ii) to the fullest extent and in the manner set forth in and permitted by the General Corporation Law of the Republic of Panama and any other applicable law, as from time to time in effect. Such right of indemnification and advancement of expenses shall not be deemed exclusive of any other rights to which you may be entitled apart from the foregoing provisions. The provisions of this Section 4, and Section 5 below, shall survive the termination of the letter and shall continue to be binding on Carnival Corporation until the later of (a) six years after the date that you cease to serve as a director of either Company and (b) the final termination of all proceedings pending or threatened on the sixth anniversary of your termination of service to which you are entitled to indemnification hereunder.

5. Insurance

To the extent possible, Carnival Corporation will maintain appropriate directors' and officers' liability insurance for your benefit in an amount which is not less than the current coverage as of the date of this letter for directors of each Company in respect of events occurring in respect of your service as a director of each Company or its subsidiaries, unless Carnival Corporation in good faith determines (and so notifies you reasonably in advance) that such insurance is not reasonably available or that the premiums therefore are disproportionate to the benefits. To the extent practicable, such insurance would name you separately as an insured (Side A Coverage).

6. Code of Business Conduct and Ethics

You agree to observe the provisions of the Company's code of business conduct and ethics.

7. Miscellaneous

7.1 Nothing in this letter shall create the relationship of employee and employer between you and the Companies.

7.2 The agreement contained in this letter shall be governed by, and construed in accordance with, to the extent it relates to your service as a director of Carnival Corporation to Florida law and, to the extent it relates to your service as a director of Carnival plc, to English law. Any legal action in connection herewith may be brought in the Federal or State Courts located in Miami-Dade County, Florida or, if you are not a resident of the United States, the courts sitting in London England, and the parties submit to the jurisdiction of such courts.

7.3 This appointment letter may be executed in one or more counterparts, each of which will be deemed to be an original copy of this appointment letter, and all of which, when taken together, shall be deemed to constitute one and the same agreement.

8. Entire Agreement

This appointment letter represents the entire understanding, and constitutes the whole agreement, in relation to the Appointment and supersedes any previous agreement between yourself and the Companies with respect thereto except for any additional separate indemnity agreement entered into between you and the Companies.

Kindly confirm your agreement to the terms set out above by signing the enclosed copy of this letter. Please return the copy to me at the above address.

CARNIVAL CORPORATION  
CARNIVAL PLC

By: /s/ Howard S. Frank

-----  
Name: Howard S. Frank  
Title: Vice-Chairman

AGREED AND ACCEPTED BY:

/s/ Modesto Maidique

-----  
Modesto Maidique

ANNEX

	Board Member	Audit Committee		Other Committees	
		Chair	Member	Chair	Member
Annual Retainer	\$40,000	\$10,000	\$ 5,000	\$ 5,000	\$ 2,500
Attendance Fee					
Attendance Fee					
Meeting in Person	5,000	2,500	2,500	2,000	2,000
By Phone	2,000	1,000	1,000	1,000	1,000

CARNIVAL CORPORATION & PLC  
Non-Executive Board of Directors  
Travel Expense Reimbursement Policy  
As of June 2003

Air Travel

As a non-executive Board member you are entitled to first class service travel for both domestic and international Air travel.

Hotel Accommodations

Deluxe hotel room accommodation should be used when traveling on Board related business.

Other Expenses

Other expenses include the following:

- o Meals
- o Ground Transportation (taxi, rental car).
- o Telephone

To qualify as a business deduction expenses should be ordinary and necessary and based on factors surrounding the business trip such as the urgency, length of trip, costs of available choices and business requirements. Reimbursements will be for actual costs incurred and must be submitted for reimbursement on an Expense Reimbursement Form.

Spousal Travel

In certain circumstances, the presence of a spouse may constitute a necessary expense of the Company (i.e., included as an invitee to a special company event/meeting). In these cases, the Company will reimburse you for travel expenses incurred by your spouse.

Administrative Requirements:

- o Expense Reimbursement Forms and Your Expense Reimbursement Coordinator

The Company will reimburse ordinary and necessary actual expenses incurred in the performance of assigned duties and approved according to these practices. To be reimbursed, the following form(s) are required to be completed:

- o Expense Reimbursement Form - Used for Air, Hotel, Meals and other. The Business Purpose of the Trip should be entered in the applicable section of the form entitled "Business Purpose of Trip..." along with the date the expense was incurred.
- o Wire Transfer (Sign-up) Form - (see Wire Transfer section below)

To assist you with the following expense related items, you have been provided with an "Expense Reimbursement Coordinator" (ERC) (Maria Leon, Legal Assistant and Board of Director's Coordinator) who can be contacted by tel. at (305) 599-2600 ext. 18035 or by e-mail at mleon@carnival.com.

- o Provide expense reimbursement forms
- o Collect, review and track your reimbursement forms and coordinate reimbursement
- o Provide any required travel assistance
- o Wire Transfers

Wire transfers are the preferred method of reimbursement for all cash outlays and mileage reimbursements. In order to be reimbursed in this manner you must submit your preferred banking information to the ERC using the Wire Transfer (Sign Up) Form. The form will be provided to you via e-mail/fax by the ERC upon request. If you change bank accounts, you must inform your ERC and fill out a new form with the new information and marking it "CHANGE". If you do not fill out this form, your expenses will be disbursed in the form of a Company check, which will be mailed to you.

- o Receipts (supporting documents)

Expense reports must be accompanied by receipts for expenditures of \$75 or more. For overseas travel, the company can reclaim the VAT (value added taxes) if original itemized receipts are provided with your expense report. If possible, meal receipts should be submitted in an itemized form showing the VAT broken out and the VAT registered number for the vendor. The VAT in the British Isles is 17.5%. This makes your effort to obtain an original hotel bill in the name of Carnival a worthwhile one.

- o Review and Approval

Expense reimbursement forms and the related supporting documentation should be submitted to the ERC within 60 days of the incurred date. Your account will be credited within 30 days from the date of submission.

CARNIVAL

CORPORATION & PLC

STRICTLY PRIVATE & CONFIDENTIAL  
ADDRESSEE ONLY

August 19, 2004

Stuart Subotnick  
810 7th Avenue  
29th Floor  
New York, NY 10019

Dear Stuart,

I am pleased to confirm your re-appointment (the "Appointment") as a director of each of Carnival Corporation and Carnival plc (collectively, the "Companies"). The terms of the Appointment are set forth below. The Appointment is subject to applicable law and the provisions of the Certificates of Incorporation/Articles of Association ("Articles") and bylaws ("Bylaws") of each of the Companies as in effect on the date hereof.

1. Term of Appointment

- 1.1 The Appointment shall terminate after your resignation, removal, disqualification or death as set forth in the Articles and/or Bylaws of each Company. It is understood that your Appointment will terminate immediately without any entitlement to further compensation if, among other things, you are not, re-elected at the annual general meetings of shareholders of the Companies; or are required to vacate office for any reason pursuant to any of the provisions of the Articles; or are removed as a director or otherwise required to vacate office under any applicable law.
- 1.2 Upon the termination of the Appointment, you shall (a) cease to be a director of each Company, (b) cease to have any entitlement to compensation other than compensation accrued and unpaid on the date of termination, and (c) deliver to an authorized representative of the Companies all correspondence, documents (including, without limitation, board minutes and board papers), copies thereof or other property of each Company, and of each of their subsidiaries and affiliates (collectively, the "Group") made or received by you in the course of your directorship (whether before or after the date of this letter).
- 1.3 You will at the request of either Company immediately resign (in writing) from the office of director of both Companies and any other office with a Group company and you irrevocably authorize the Companies as your attorney in your name and on your behalf to sign all documents and do all things necessary to give effect to this.

2. Duties and Fees

- 2.1 You shall carry out such duties as set forth in the Articles and Bylaws and as otherwise agreed to by the Boards (the "Duties"). You shall have all the usual Duties of a director under applicable law. In carrying out the Duties, you shall have

particular regard to your role as a director in light of the Listing Rules, Combined Code from time to time in effect in England and to similar rules, regulations and laws in the United States.

- 2.2 You are expected to attend all meetings of the Boards of Directors and committees upon which you serve, as well as the annual general meetings of shareholders. In addition, you are expected to devote appropriate preparation time ahead of each meeting. You have been provided with the calendar of Board meetings for the remainder of 2004 and 2005, including the location of each meeting. By accepting this appointment, you have confirmed that you are able to allocate sufficient time to attend the meetings and otherwise meet the expectations of your role. The agreement of the Chairman and the Presiding Director should be sought (which will not be unreasonably withheld) before accepting additional directorships that might affect the time you are able to devote to your role as a non-executive director of the Companies.
- 2.3 You will be entitled to a fee for your services as a director of the Companies of \$40,000 per annum. You will receive an additional fee of \$2,500 per annum (\$5,000 for the audit committees) for service on a committee of the Boards of the Companies (it being understood that the parallel committees of the Companies will be deemed to be one committee for these purposes). If you act as chairperson of a committee of the Boards, you will be entitled to an additional fee of \$5,000 per annum (\$10,000 for the audit committees). In addition, attendance fees for meetings of the Boards and committees will also be paid ranging from \$1,000 to \$5,000 per meeting. A compensation table which sets forth all such fees is annexed to this letter for your reference
- 2.4 You will be reimbursed for reasonable expenses incurred in the performance of the Duties in accordance with the Non-Executive Board of Directors Travel Expense Reimbursement Policy, a copy of which is attached hereto. The Company may request receipts or other evidence of expenditure prior to any reimbursement pursuant to this clause 2.4.
- 2.5 The compensation and reimbursement arrangements set forth in clauses 2.3 and 2.4 hereof are subject to change as determined by the Boards from time to time.

### 3. Confidential Information

- 3.1 You agree that, during the continuance of the Appointment or afterwards (unless authorised to do so by the Boards or by a court of competent jurisdiction), you will not use for your own or another's benefit or disclose or permit the disclosure of any confidential information of any member of the Group which you have obtained by virtue of the Appointment or your employment by the Companies or in respect of which the Companies are bound by an obligation of confidence to a third party. Confidential information shall include, without limitation, lists or details of customers, information relating to the working of any product, process, invention, improvement or development carried on or used by any member of the Group, information relating to research projects, know-how, prices, discounts, mark-ups, future business strategy, marketing, tenders, any price sensitive information and information concerning the intellectual property portfolio and strategy of the Companies.
- 3.2 The restrictions contained in this clause shall cease to apply to any confidential information which may (other than by reason of your breach of these terms) become

available to the public generally, but any such use will be subject to any restrictive covenants to which you are a party.

4. Indemnity

In the event that you (or your heirs, executors or administrators) are made a party or are threatened to be made a party to or witness in any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that you are or were a director of either Company, Carnival Corporation shall (i) indemnify you against all expenses of any kind whatsoever (including attorneys' fees and expenses to enforce this indemnity), judgments, fines and amounts paid in settlement actually incurred by you in connection with such action, suit or proceeding and (ii) pay or advance to you in advance of final disposition of such action, suit or proceeding, within 20 days of the submission of an invoice therefore, all such expenses incurred in connection therewith, in each case of (i) and (ii) to the fullest extent and in the manner set forth in and permitted by the General Corporation Law of the Republic of Panama and any other applicable law, as from time to time in effect. Such right of indemnification and advancement of expenses shall not be deemed exclusive of any other rights to which you may be entitled apart from the foregoing provisions. The provisions of this Section 4, and Section 5 below, shall survive the termination of the letter and shall continue to be binding on Carnival Corporation until the later of (a) six years after the date that you cease to serve as a director of either Company and (b) the final termination of all proceedings pending or threatened on the sixth anniversary of your termination of service to which you are entitled to indemnification hereunder.

5. Insurance

To the extent possible, Carnival Corporation will maintain appropriate directors' and officers' liability insurance for your benefit in an amount which is not less than the current coverage as of the date of this letter for directors of each Company in respect of events occurring in respect of your service as a director of each Company or its subsidiaries, unless Carnival Corporation in good faith determines (and so notifies you reasonably in advance) that such insurance is not reasonably available or that the premiums therefore are disproportionate to the benefits. To the extent practicable, such insurance would name you separately as an insured (Side A Coverage).

6. Code of Business Conduct and Ethics

You agree to observe the provisions of the Company's code of business conduct and ethics.

7. Miscellaneous

7.1 Nothing in this letter shall create the relationship of employee and employer between you and the Companies.

7.2 The agreement contained in this letter shall be governed by, and construed in accordance with, to the extent it relates to your service as a director of Carnival Corporation to Florida law and, to the extent it relates to your service as a director of Carnival plc, to English law. Any legal action in connection herewith may be brought in the Federal or State Courts located in Miami-Dade County, Florida or, if you are not a resident of the United States, the courts sitting in London England, and the parties submit to the jurisdiction of such courts.

7.3 This appointment letter may be executed in one or more counterparts, each of which will be deemed to be an original copy of this appointment letter, and all of which, when taken together, shall be deemed to constitute one and the same agreement.

8. Entire Agreement

This appointment letter represents the entire understanding, and constitutes the whole agreement, in relation to the Appointment and supersedes any previous agreement between yourself and the Companies with respect thereto except for any additional separate indemnity agreement entered into between you and the Companies.

Kindly confirm your agreement to the terms set out above by signing the enclosed copy of this letter. Please return the copy to me at the above address.

CARNIVAL CORPORATION  
CARNIVAL PLC

By: /s/ Howard S. Frank

-----  
Name: Howard S. Frank  
Title: Vice-Chairman

AGREED AND ACCEPTED BY:

/s/ Stuart Subotnick

-----  
Stuart Subotnick

ANNEX

	Board Member	Audit Committee		Other Committees	
		Chair	Member	Chair	Member
Annual Retainer	\$40,000	\$10,000	\$ 5,000	\$ 5,000	\$ 2,500
Attendance Fee					
Attendance Fee					
Meeting in Person	5,000	2,500	2,500	2,000	2,000
By Phone	2,000	1,000	1,000	1,000	1,000

Non-Executive Board of Directors  
Travel Expense Reimbursement Policy

As of June 2003

Air Travel

As a non-executive Board member you are entitled to first class service travel for both domestic and international Air travel.

Hotel Accommodations

Deluxe hotel room accommodation should be used when traveling on Board related business.

Other Expenses

Other expenses include the following:

- o Meals
- o Ground Transportation (taxi, rental car).
- o Telephone

To qualify as a business deduction expenses should be ordinary and necessary and based on factors surrounding the business trip such as the urgency, length of trip, costs of available choices and business requirements. Reimbursements will be for actual costs incurred and must be submitted for reimbursement on an Expense Reimbursement Form.

Spousal Travel

In certain circumstances, the presence of a spouse may constitute a necessary expense of the Company (i.e., included as an invitee to a special company event/meeting). In these cases, the Company will reimburse you for travel expenses incurred by your spouse.

Administrative Requirements:

- o Expense Reimbursement Forms and Your Expense Reimbursement Coordinator

The Company will reimburse ordinary and necessary actual expenses incurred in the performance of assigned duties and approved according to these practices. To be reimbursed, the following form(s) are required to be completed:

- o Expense Reimbursement Form - Used for Air, Hotel, Meals and other. The Business Purpose of the Trip should be entered in the applicable section of the form entitled "Business Purpose of Trip..." along with the date the expense was incurred.
- o Wire Transfer (Sign-up) Form - (see Wire Transfer section below)

To assist you with the following expense related items, you have been provided with an "Expense Reimbursement Coordinator" (ERC) (Maria Leon, Legal Assistant and Board of Director's Coordinator) who can be contacted by tel. at (305) 599-2600 ext. 18035 or by e-mail at mleon@carnival.com.

- o Provide expense reimbursement forms
- o Collect, review and track your reimbursement forms and coordinate reimbursement
- o Provide any required travel assistance

o Wire Transfers

Wire transfers are the preferred method of reimbursement for all cash outlays and mileage reimbursements. In order to be reimbursed in this manner you must submit your preferred banking information to the ERC using the Wire Transfer (Sign Up) Form. The form will be provided to you via e-mail/fax by the ERC upon request. If you change bank accounts, you must inform your ERC and fill out a new form with the new information and marking it "CHANGE". If you do not fill out this form, your expenses will be disbursed in the form of a Company check, which will be mailed to you.

o Receipts (supporting documents)

Expense reports must be accompanied by receipts for expenditures of \$75 or more. For overseas travel, the company can reclaim the VAT (value added taxes) if original itemized receipts are provided with your expense report. If possible, meal receipts should be submitted in an itemized form showing the VAT broken out and the VAT registered number for the vendor. The VAT in the British Isles is 17.5%. This makes your effort to obtain an original hotel bill in the name of Carnival a worthwhile one.

o Review and Approval

Expense reimbursement forms and the related supporting documentation should be submitted to the ERC within 60 days of the incurred date. Your account will be credited within 30 days from the date of submission.

CARNIVAL

CORPORATION & PLC

STRICTLY PRIVATE & CONFIDENTIAL  
ADDRESSEE ONLY

August 19, 2004

Uzi Zucker  
383 Madison Avenue  
40th Floor  
New York, NY

Dear Uzi,

I am pleased to confirm your re-appointment (the "Appointment") as a director of each of Carnival Corporation and Carnival plc (collectively, the "Companies"). The terms of the Appointment are set forth below. The Appointment is subject to applicable law and the provisions of the Certificates of Incorporation/Articles of Association ("Articles") and bylaws ("Bylaws") of each of the Companies as in effect on the date hereof.

1. Term of Appointment

- 1.1 The Appointment shall terminate after your resignation, removal, disqualification or death as set forth in the Articles and/or Bylaws of each Company. It is understood that your Appointment will terminate immediately without any entitlement to further compensation if, among other things, you are not, re-elected at the annual general meetings of shareholders of the Companies; or are required to vacate office for any reason pursuant to any of the provisions of the Articles; or are removed as a director or otherwise required to vacate office under any applicable law.
- 1.2 Upon the termination of the Appointment, you shall (a) cease to be a director of each Company, (b) cease to have any entitlement to compensation other than compensation accrued and unpaid on the date of termination, and (c) deliver to an authorized representative of the Companies all correspondence, documents (including, without limitation, board minutes and board papers), copies thereof or other property of each Company, and of each of their subsidiaries and affiliates (collectively, the "Group") made or received by you in the course of your directorship (whether before or after the date of this letter).
- 1.3 You will at the request of either Company immediately resign (in writing) from the office of director of both Companies and any other office with a Group company and you irrevocably authorize the Companies as your attorney in your name and on your behalf to sign all documents and do all things necessary to give effect to this.

2. Duties and Fees

- 2.1 You shall carry out such duties as set forth in the Articles and Bylaws and as otherwise agreed to by the Boards (the "Duties"). You shall have all the usual Duties

of a director under applicable law. In carrying out the Duties, you shall have particular regard to your role as a director in light of the Listing Rules, Combined Code from time to time in effect in England and to similar rules, regulations and laws in the United States.

- 2.2 You are expected to attend all meetings of the Boards of Directors and committees upon which you serve, as well as the annual general meetings of shareholders. In addition, you are expected to devote appropriate preparation time ahead of each meeting. You have been provided with the calendar of Board meetings for the remainder of 2004 and 2005, including the location of each meeting. By accepting this appointment, you have confirmed that you are able to allocate sufficient time to attend the meetings and otherwise meet the expectations of your role. The agreement of the Chairman and the Presiding Director should be sought (which will not be unreasonably withheld) before accepting additional directorships that might affect the time you are able to devote to your role as a non-executive director of the Companies.
- 2.3 You will be entitled to a fee for your services as a director of the Companies of \$40,000 per annum. You will receive an additional fee of \$2,500 per annum (\$5,000 for the audit committees) for service on a committee of the Boards of the Companies (it being understood that the parallel committees of the Companies will be deemed to be one committee for these purposes). If you act as chairperson of a committee of the Boards, you will be entitled to an additional fee of \$5,000 per annum (\$10,000 for the audit committees). In addition, attendance fees for meetings of the Boards and committees will also be paid ranging from \$1,000 to \$5,000 per meeting. A compensation table which sets forth all such fees is annexed to this letter for your reference
- 2.4 You will be reimbursed for reasonable expenses incurred in the performance of the Duties in accordance with the Non-Executive Board of Directors Travel Expense Reimbursement Policy, a copy of which is attached hereto. The Company may request receipts or other evidence of expenditure prior to any reimbursement pursuant to this clause 2.4.
- 2.5 The compensation and reimbursement arrangements set forth in clauses 2.3 and 2.4 hereof are subject to change as determined by the Boards from time to time.

### 3. Confidential Information

- 3.1 You agree that, during the continuance of the Appointment or afterwards (unless authorised to do so by the Boards or by a court of competent jurisdiction), you will not use for your own or another's benefit or disclose or permit the disclosure of any confidential information of any member of the Group which you have obtained by virtue of the Appointment or your employment by the Companies or in respect of which the Companies are bound by an obligation of confidence to a third party. Confidential information shall include, without limitation, lists or details of customers, information relating to the working of any product, process, invention, improvement or development carried on or used by any member of the Group, information relating to research projects, know-how, prices, discounts, mark-ups, future business strategy, marketing, tenders, any price sensitive information and information concerning the intellectual property portfolio and strategy of the Companies.
- 3.2 The restrictions contained in this clause shall cease to apply to any confidential information which may (other than by reason of your breach of these terms) become

available to the public generally, but any such use will be subject to any restrictive covenants to which you are a party.

4. Indemnity

In the event that you (or your heirs, executors or administrators) are made a party or are threatened to be made a party to or witness in any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that you are or were a director of either Company, Carnival Corporation shall (i) indemnify you against all expenses of any kind whatsoever (including attorneys' fees and expenses to enforce this indemnity), judgments, fines and amounts paid in settlement actually incurred by you in connection with such action, suit or proceeding and (ii) pay or advance to you in advance of final disposition of such action, suit or proceeding, within 20 days of the submission of an invoice therefore, all such expenses incurred in connection therewith, in each case of (i) and (ii) to the fullest extent and in the manner set forth in and permitted by the General Corporation Law of the Republic of Panama and any other applicable law, as from time to time in effect. Such right of indemnification and advancement of expenses shall not be deemed exclusive of any other rights to which you may be entitled apart from the foregoing provisions. The provisions of this Section 4, and Section 5 below, shall survive the termination of the letter and shall continue to be binding on Carnival Corporation until the later of (a) six years after the date that you cease to serve as a director of either Company and (b) the final termination of all proceedings pending or threatened on the sixth anniversary of your termination of service to which you are entitled to indemnification hereunder.

5. Insurance

To the extent possible, Carnival Corporation will maintain appropriate directors' and officers' liability insurance for your benefit in an amount which is not less than the current coverage as of the date of this letter for directors of each Company in respect of events occurring in respect of your service as a director of each Company or its subsidiaries, unless Carnival Corporation in good faith determines (and so notifies you reasonably in advance) that such insurance is not reasonably available or that the premiums therefore are disproportionate to the benefits. To the extent practicable, such insurance would name you separately as an insured (Side A Coverage).

6. Code of Business Conduct and Ethics

You agree to observe the provisions of the Company's code of business conduct and ethics.

7. Miscellaneous

7.1 Nothing in this letter shall create the relationship of employee and employer between you and the Companies.

7.2 The agreement contained in this letter shall be governed by, and construed in accordance with, to the extent it relates to your service as a director of Carnival Corporation to Florida law and, to the extent it relates to your service as a director of Carnival plc, to English law. Any legal action in connection herewith may be brought in the Federal or State Courts located in Miami-Dade County, Florida or, if you are not a resident of the United States, the courts sitting in London England, and the parties submit to the jurisdiction of such courts.

7.3 This appointment letter may be executed in one or more counterparts, each of which will be deemed to be an original copy of this appointment letter, and all of which, when taken together, shall be deemed to constitute one and the same agreement.

8. Entire Agreement

This appointment letter represents the entire understanding, and constitutes the whole agreement, in relation to the Appointment and supersedes any previous agreement between yourself and the Companies with respect thereto except for any additional separate indemnity agreement entered into between you and the Companies.

Kindly confirm your agreement to the terms set out above by signing the enclosed copy of this letter. Please return the copy to me at the above address.

CARNIVAL CORPORATION  
CARNIVAL PLC

By: /s/ Howard S. Frank

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Name: Howard S. Frank  
Title: Vice-Chairman

AGREED AND ACCEPTED BY:

/s/ Uzi Zucker

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Uzi Zucker

ANNEX

	Board	Audit Committee		Other Committees	
	Member	Chair	Member	Chair	Member
Annual Retainer	\$40,000	\$10,000	\$ 5,000	\$ 5,000	\$ 2,500
Attendance Fee					
Attendance Fee					
Meeting in Person	5,000	2,500	2,500	2,000	2,000
By Phone	2,000	1,000	1,000	1,000	1,000

CARNIVAL CORPORATION & PLC  
Non-Executive Board of Directors  
Travel Expense Reimbursement Policy

As of June 2003

Air Travel

As a non-executive Board member you are entitled to first class service travel for both domestic and international Air travel.

Hotel Accommodations

Deluxe hotel room accommodation should be used when traveling on Board related business.

Other Expenses

Other expenses include the following:

- o Meals
- o Ground Transportation (taxi, rental car).
- o Telephone

To qualify as a business deduction expenses should be ordinary and necessary and based on factors surrounding the business trip such as the urgency, length of trip, costs of available choices and business requirements. Reimbursements will be for actual costs incurred and must be submitted for reimbursement on an Expense Reimbursement Form.

Spousal Travel

In certain circumstances, the presence of a spouse may constitute a necessary expense of the Company (i.e., included as an invitee to a special company event/meeting). In these cases, the Company will reimburse you for travel expenses incurred by your spouse.

Administrative Requirements:

- o Expense Reimbursement Forms and Your Expense Reimbursement Coordinator

The Company will reimburse ordinary and necessary actual expenses incurred in the performance of assigned duties and approved according to these practices. To be reimbursed, the following form(s) are required to be completed:

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- o Provide expense reimbursement forms
- o Collect, review and track your reimbursement forms and coordinate reimbursement
- o Provide any required travel assistance

o Wire Transfers

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o Receipts (supporting documents)

Expense reports must be accompanied by receipts for expenditures of \$75 or more. For overseas travel, the company can reclaim the VAT (value added taxes) if original itemized receipts are provided with your expense report. If possible, meal receipts should be submitted in an itemized form showing the VAT broken out and the VAT registered number for the vendor. The VAT in the British Isles is 17.5%. This makes your effort to obtain an original hotel bill in the name of Carnival a worthwhile one.

o Review and Approval

Expense reimbursement forms and the related supporting documentation should be submitted to the ERC within 60 days of the incurred date. Your account will be credited within 30 days from the date of submission.

CARNIVAL CORPORATION & PLC  
 Ratio of Earnings to Fixed Charges  
 (In millions, except ratios)

	Years Ended November 30,				
	2004	2003	2002	2001	2000
Net income	\$1,854	\$1,194	\$1,016	\$ 926	\$ 965
Income tax expense (benefit), net	47	29	(57)	(12)	1
Income before income taxes	1,901	1,223	959	914	966
Adjustment to earnings: Loss (income) from affiliated operations and dividends received	3	1	2	57	(21)
Earnings as adjusted	1,904	1,224	961	971	945
Fixed charges					
Interest expense, net	284	195	111	121	41
Interest portion of rent expense (a)	17	16	5	4	4
Capitalized interest	26	49	39	29	41
Total fixed charges	327	260	155	154	86
Fixed charges not affecting earnings:					
Capitalized interest	(26)	(49)	(39)	(29)	(41)
Earnings before fixed charges	\$2,205	\$1,435	\$1,077	\$1,096	\$ 990
Ratio of earnings to fixed charges	6.7x	5.5x	6.9x	7.1x	11.5x

(a) Represents one-third of rent expense, which we believe to be representative of the interest portion of rent expense.

CARNIVAL CORPORATION & PLC  
CONSOLIDATED STATEMENTS OF OPERATIONS  
(in millions, except per share data)

	Years Ended November 30,		
	2004	2003	2002
Revenues			
Cruise			
Passenger tickets	\$ 7,357	\$ 5,039	\$ 3,346
Onboard and other	2,070	1,420	898
Other	300	259	139
	-----	-----	-----
	9,727	6,718	4,383
	-----	-----	-----
Costs and Expenses			
Operating			
Cruise			
Commissions, transportation and other	1,572	1,021	658
Onboard and other	359	229	116
Payroll and related	1,003	744	458
Food	550	393	256
Other ship operating	1,763	1,237	734
Other	210	190	108
	-----	-----	-----
Total	5,457	3,814	2,330
Selling and administrative	1,285	936	609
Depreciation and amortization	812	585	382
Impairment charge			20
	-----	-----	-----
	7,554	5,335	3,341
	-----	-----	-----
Operating Income	2,173	1,383	1,042
	-----	-----	-----
Nonoperating (Expense) Income			
Interest income	17	27	32
Interest expense, net of capitalized interest	(284)	(195)	(111)
Other (expense) income, net	(5)	8	(4)
	-----	-----	-----
	(272)	(160)	(83)
	-----	-----	-----
Income Before Income Taxes	1,901	1,223	959
Income Tax (Expense) Benefit, Net	(47)	(29)	57
	-----	-----	-----
Net Income	\$ 1,854	\$ 1,194	\$ 1,016
	=====	=====	=====
Earnings Per Share			
Basic	\$ 2.31	\$ 1.66	\$ 1.73
	=====	=====	=====
Diluted	\$ 2.24	\$ 1.63	\$ 1.69
	=====	=====	=====
Dividends Per Share	\$ 0.525	\$ 0.440	\$ 0.420
	=====	=====	=====

The accompanying notes are an integral part of these consolidated financial statements.

## CARNIVAL CORPORATION &amp; PLC

CONSOLIDATED BALANCE SHEETS  
(in millions, except par/stated values)

ASSETS	November 30,	
	2004	2003
Current Assets		
Cash and cash equivalents	\$ 643	\$ 610
Short-term investments	17	461
Accounts receivable, net	409	403
Inventories	240	171
Prepaid expenses and other	266	212
Fair value of derivative contracts	153	275
Total current assets	1,728	2,132
Property and Equipment, Net	20,823	17,522
Goodwill	3,321	3,031
Trademarks	1,306	1,324
Other Assets	458	482
	\$ 27,636	\$ 24,491
LIABILITIES AND SHAREHOLDERS' EQUITY		
Current Liabilities		
Short-term borrowings	\$ 381	\$ 94
Current portion of long-term debt	681	392
Convertible debt subject to current put option	600	--
Accounts payable	631	634
Accrued liabilities and other	721	568
Customer deposits	1,873	1,358
Fair value of hedged firm commitments	147	264
Total current liabilities	5,034	3,310
Long-Term Debt	6,291	6,918
Other Long-Term Liabilities and Deferred Income	551	470
Commitments and Contingencies (Notes 7, 8 and 13)		
Shareholders' Equity		
Common stock of Carnival Corporation; \$.01 par value; 1,960 shares authorized; 634 shares at 2004 and 630 shares at 2003 issued and outstanding	6	6
Ordinary shares of Carnival plc; \$1.66 stated value; 226 shares authorized; 212 shares at 2004 and 210 at 2003 issued	353	349
Additional paid-in capital	7,311	7,163
Retained earnings	8,623	7,191
Unearned stock compensation	(16)	(18)
Accumulated other comprehensive income	541	160
Treasury stock; 42 shares of Carnival plc at cost	(1,058)	(1,058)
Total shareholders' equity	15,760	13,793
	\$ 27,636	\$ 24,491

The accompanying notes are an integral part of these consolidated financial statements.

CARNIVAL CORPORATION & PLC  
CONSOLIDATED STATEMENTS OF CASH FLOWS  
(in millions)

	Years Ended November 30,		
	2004	2003	2002
<b>OPERATING ACTIVITIES</b>			
Net income	\$ 1,854	\$ 1,194	\$ 1,016
Adjustments to reconcile net income to net cash provided by operating activities			
Depreciation and amortization	812	585	382
Impairment charge			20
Accretion of original issue discount	21	20	19
Other	16	8	14
Changes in operating assets and liabilities, excluding business acquired			
Decrease (increase) in			
Receivables	11	(91)	(5)
Inventories	(73)	(17)	2
Prepaid expenses and other	(54)	82	(81)
(Decrease) increase in			
Accounts payable	(28)	43	(12)
Accrued and other liabilities	178	(16)	(28)
Customer deposits	479	125	142
Net cash provided by operating activities	3,216	1,933	1,469
<b>INVESTING ACTIVITIES</b>			
Additions to property and equipment	(3,586)	(2,516)	(1,986)
Sales of short-term investments	1,216	3,745	4,598
Purchases of short-term investments	(772)	(3,803)	(4,637)
Cash acquired from (expended for) the acquisition of P&O Princess, net		140	(30)
Proceeds from retirement of property and equipment	77	51	4
Other, net	(24)	(50)	(10)
Net cash used in investing activities	(3,089)	(2,433)	(2,061)
<b>FINANCING ACTIVITIES</b>			
Proceeds from issuance of long-term debt	843	2,123	232
Principal repayments of long-term debt	(932)	(1,137)	(190)
Dividends paid	(400)	(292)	(246)
Proceeds from short-term borrowings, net	272	94	
Proceeds from exercise of stock options	142	53	7
Other	(4)	(15)	(1)
Net cash (used in) provided by financing activities	(79)	826	(198)
Effect of exchange rate changes on cash and cash equivalents	(15)	(23)	(5)
Net increase (decrease) in cash and cash equivalents	33	303	(795)
Cash and cash equivalents at beginning of year	610	307	1,102
Cash and cash equivalents at end of year	\$ 643	\$ 610	\$ 307

The accompanying notes are an integral part of these consolidated financial statements.

CARNIVAL CORPORATION & PLC  
CONSOLIDATED STATEMENTS OF SHAREHOLDERS' EQUITY  
(in millions)

	Compre- hensive income	Common stock	Ordinary shares	Additional paid-in capital	Retained earnings	Unearned stock compen- sation	Accumulated other comprehensive income (loss)	Treasury stock	Total share- holders' equity
	-----	-----	-----	-----	-----	-----	-----	-----	-----
Balances at November 30, 2001		\$ 6		\$1,805	\$5,556	\$(12)	\$ (37)	\$ (727)	\$ 6,591
Comprehensive income									
Net income	\$1,016				1,016				1,016
Foreign currency translation adjustment	51						51		51
Minimum pension liability adjustment	(9)						(9)		(9)
Unrealized gains on marketable securities, net	3						3		3
	-----								
Total comprehensive income	\$1,061								
	=====								
Cash dividends declared					(246)				(246)
Issuance of stock under stock plans				11		(4)			7
Retirement of treasury stock				(727)				727	
Amortization of unearned stock compensation						5			5
		---	----	-----	-----	-----	-----	-----	-----
Balances at November 30, 2002		6		1,089	6,326	(11)	8		7,418
Comprehensive income									
Net income	\$1,194				1,194				1,194
Foreign currency translation adjustment	162						162		162
Unrealized losses on marketable securities, net	(1)						(1)		(1)
Changes related to cash flow derivative hedges, net	(9)						(9)		(9)
	-----								
Total comprehensive income	\$1,346								
	=====								
Cash dividends declared					(329)				(329)
Acquisition of Carnival plc			\$346	6,010				(1,058)	5,298
Issuance of stock under stock plans			3	64		(14)			53
Amortization of unearned stock compensation						7			7
		---	----	-----	-----	-----	-----	-----	-----
Balances at November 30, 2003		6	349	7,163	7,191	(18)	160	(1,058)	13,793
Comprehensive income									
Net income	\$1,854				1,854				1,854
Foreign currency translation adjustment	398						398		398
Unrealized loss on marketable securities	(1)						(1)		(1)
Minimum pension liability adjustments	(3)						(3)		(3)
Changes related to cash flow derivative hedges, net	(13)						(13)		(13)
	-----								
Total comprehensive income	\$2,235								
	=====								
Cash dividends declared					(422)				(422)
Issuance of stock under stock plans			4	148		(7)			145
Amortization of unearned stock compensation						9			9
		---	----	-----	-----	-----	-----	-----	-----
Balances at November 30, 2004		\$ 6	\$353	\$7,311	\$8,623	\$(16)	\$ 541	\$(1,058)	\$15,760
		---	-----	-----	-----	-----	-----	-----	-----

The accompanying notes are an integral part of these consolidated financial statements.

CARNIVAL CORPORATION & PLC  
 NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

NOTE 1 - General

Description of Business

Carnival Corporation is incorporated in Panama, and Carnival plc is incorporated in England and Wales. Together with their consolidated subsidiaries they are referred to collectively in these consolidated financial statements and elsewhere in this 2004 Annual Report as "Carnival Corporation & plc," "our," "us," and "we." Our consolidated financial statements only include the results of operations of the former P&O Princess Cruises plc since April 17, 2003.

On April 17, 2003, Carnival Corporation and Carnival plc (formerly known as P&O Princess Cruises plc or "P&O Princess") completed a dual listed company ("DLC") transaction (the "DLC transaction"), which implemented Carnival Corporation & plc's DLC structure. The DLC transaction combined the businesses of Carnival Corporation and Carnival plc through a number of contracts and through amendments to Carnival Corporation's articles of incorporation and by-laws and to Carnival plc's memorandum of association and articles of association. The two companies have retained their separate legal identities, however, they operate as if they were a single economic enterprise. Each company's shares continue to be publicly traded on the New York Stock Exchange ("NYSE") for Carnival Corporation and the London Stock Exchange for Carnival plc. In addition, Carnival plc American Depository Shares ("ADSs") are traded on the NYSE. See Note 3.

We are the largest cruise company and one of the largest vacation companies in the world. As of February 7, 2005, a summary of the number of cruise ships we operate, by brand, their passenger capacity and the primary areas in which they are marketed is as follows:

Cruise Brands	Number of Cruise Ships	Passenger Capacity (a)	Primary Market
Carnival Cruise Lines	20	44,866	North America
Princess Cruises ("Princess")	14	28,332	North America
Costa Cruises ("Costa")	11	18,272	Europe
Holland America Line	12	16,930	North America
P&O Cruises	4	7,724	United Kingdom
AIDA Cruises ("AIDA")	4	5,378	Germany
Cunard Line ("Cunard")	2	4,410	North America and United Kingdom
P&O Cruises Australia	2	2,686	Australia and New Zealand
Ocean Village	1	1,578	United Kingdom
Swan Hellenic	1	678	United Kingdom
Seabourn Cruise Line ("Seabourn")	3	624	North America
Windstar Cruises	3	604	North America
--	77	132,082	
==		=====	

(a) In accordance with cruise industry practice, passenger capacity is calculated based on two passengers per cabin even though some cabins can accommodate three or more passengers.

Preparation of Financial Statements

The preparation of our consolidated financial statements in accordance with accounting principles generally accepted in the United States of America requires us to make estimates and assumptions that affect the amounts reported and disclosed in our financial statements. Actual results could differ from these estimates. Intercompany balances and transactions are eliminated in consolidation.

## NOTE 2 - Summary of Significant Accounting Policies

### Basis of Presentation

We consolidate entities over which we have control (see Note 3), as typically evidenced by a direct ownership interest of greater than 50%. For affiliates where significant influence over financial and operating policies exists, as typically evidenced by a direct ownership interest from 20% to 50%, the investment is accounted for using the equity method.

### Cash and Cash Equivalents and Short-Term Investments

Cash and cash equivalents include investments with original maturities of three months or less, which are stated at cost. At November 30, 2004 and 2003, cash and cash equivalents included \$495 million and \$477 million of investments, respectively, primarily comprised of investment grade asset-backed debt obligations, commercial paper and money market funds.

Substantially all our short-term investments are comprised of investment grade variable rate debt obligations, which are asset-backed and categorized as available-for-sale. Accordingly, our investments in these securities are recorded at cost, which approximates fair value due to their variable interest rates, which typically reset every 28 days. Despite the long-term nature of their stated contractual maturities, we have the ability to quickly liquidate these securities. As a result of the resetting variable rates, we had no cumulative gross unrealized or realized holding gains or losses from these investments. All income generated from these investments was recorded as interest income.

### Inventories

Inventories consist primarily of provisions, gift shop and art merchandise held for resale, fuel and supplies carried at the lower of cost or market. Cost is determined using the weighted-average or first-in, first-out methods.

### Property and Equipment

Property and equipment are stated at cost. Depreciation and amortization were computed using the straight-line method over our estimates of average useful lives and residual values, as a percentage of original cost, as follows:

	Residual Values	Years
	-----	-----
Ships	15%	30
Ship improvements	0% or 15%	2 to remaining life of ship
Buildings and improvements	0-10%	5-40
Transportation equipment and other	0-25%	2-20
Leasehold improvements, including port facilities		Shorter of lease term or related asset life

We review our long-lived assets for impairment whenever events or changes in circumstances indicate that the carrying amount of these assets may not be fully recoverable. The assessment of possible impairment is based on our ability to recover the carrying value of our asset based on our estimate of its undiscounted future cash flows. If these estimated undiscounted future cash flows are less than the carrying value of the asset, an impairment charge is recognized for the excess, if any, of the asset's carrying value over its estimated fair value (see Note 4).

Dry-dock costs primarily represent planned major maintenance activities that are incurred when a ship is taken out of service for scheduled maintenance. These costs are included in prepaid expenses and are amortized to other ship operating expenses using the straight-line method generally over one year.

Ship improvement costs that we believe add value to our ships are capitalized to the ships, and depreciated over the improvements' estimated useful lives, while costs of repairs and maintenance are charged to expense as incurred. Upon replacement or refurbishment of previously capitalized ship components, these assets' estimated cost and accumulated depreciation are written off.

We capitalize interest on ships and other capital projects during their construction period.

### Goodwill

We review our goodwill for impairment annually, or, when events or circumstances dictate, more frequently. All of our goodwill has been allocated to our cruise reporting

units. In April 2003, we recorded \$2.25 billion of goodwill as a result of our acquisition of Carnival plc (see Note 3). There were no other significant changes to our goodwill carrying amounts since November 30, 2002, other than the changes resulting from using different foreign currency translation rates at each balance sheet date, except as noted below.

During 2004, we increased the fair values of the P&O Princess publicly traded debt, and correspondingly, goodwill, by \$61 million to take into account the extension of Carnival Corporation's guarantee to cover this debt as of the acquisition date. In addition, we reduced the fair value of P&O Princess' trademarks and, correspondingly increased goodwill by \$54 million to properly value our acquired trademarks as of the acquisition date. The impact of these changes on our current and prior period financial statements was immaterial.

Our goodwill impairment reviews consist of a two-step process of first determining the fair value of the reporting unit and comparing it to the carrying value of the net assets allocated to the reporting unit. Fair values of our reporting units were determined based on our estimates of comparable market price or discounted future cash flows. If this fair value exceeds the carrying value, which was the case for our reporting units, no further analysis or goodwill write-down is required. If the fair value of the reporting unit is less than the carrying value of the net assets, the implied fair value of the reporting unit is allocated to all the underlying assets and liabilities, including both recognized and unrecognized tangible and intangible assets, based on their fair value. If necessary, goodwill is then written-down to its implied fair value.

#### Trademarks

The cost of developing and maintaining our trademarks have been expensed as incurred. However, pursuant to Statement of Financial Accounting Standards ("SFAS") No. 141, "Business Combinations," commencing for acquisitions made after June 2001, we have allocated a portion of the purchase price to the acquiree's identified trademarks. The trademarks that Carnival Corporation recorded as part of the DLC transaction, which are estimated to have an indefinite useful life and, therefore, are not amortizable, are reviewed for impairment annually, or more frequently when events or circumstances indicate that the trademark may be impaired. Our trademarks would be considered impaired if their carrying value exceeds their fair value. See Note 3.

#### Derivative Instruments and Hedging Activities

We utilize derivative and nonderivative financial instruments, such as foreign currency swaps and foreign currency obligations to limit our exposure to fluctuations in foreign currency exchange rates and interest rate swaps to manage our interest rate exposure and to achieve a desired proportion of variable and fixed rate debt (see Notes 6 and 11).

All derivatives are recorded at fair value, and the changes in fair value must be immediately included in earnings if the derivatives do not qualify as effective hedges. If a derivative is a fair value hedge, then changes in the fair value of the derivative are offset against the changes in the fair value of the underlying hedged firm commitment. If a derivative is a cash flow hedge, then changes in the fair value of the derivative are recognized as a component of accumulated other comprehensive income ("AOCI") until the underlying hedged item is recognized in earnings. If a derivative or a nonderivative financial instrument is designated as a hedge of a net investment in a foreign operation, then changes in the fair value of the financial instrument are recognized as a component of AOCI to offset the change in the translated value of the net investment being hedged, until the investment is liquidated. We formally document all relationships between hedging instruments and hedged items, as well as our risk management objectives and strategies for undertaking our hedge transactions.

We classify the fair value of our derivative contracts and the fair value of our offsetting hedged firm commitments as either current or long-term assets and liabilities depending on whether the maturity date of the derivative contract is within or beyond one year from our balance sheet dates. The cash flows from derivatives treated as hedges are classified in our statements of cash flows in the same category as the item being hedged.

During fiscal 2004, 2003 and 2002, all net changes in the fair value of both our fair

value hedges and the offsetting hedged firm commitments and our cash flow hedges were immaterial, as were any ineffective portions of these hedges. No fair value hedges or cash flow hedges were derecognized or discontinued in fiscal 2004, 2003 or 2002, and the amount of estimated cash flow hedges unrealized net losses which are expected to be reclassified to earnings in the next twelve months is approximately \$24 million.

Finally, if any shipyard with which we have contracts to build our ships is unable to perform, we would be required to perform under our foreign currency swaps related to these shipbuilding contracts. Accordingly, based upon the circumstances, we may have to discontinue the accounting for those currency swaps as hedges, if the shipyard cannot perform. However, we believe that the risk of shipyard nonperformance is remote.

#### Revenue and Expense Recognition

Guest cruise deposits represent unearned revenues and are initially recorded as customer deposit liabilities when received. Customer deposits are subsequently recognized as cruise revenues, together with revenues from onboard and other activities and all associated direct costs of a voyage, generally upon completion of voyages with durations of ten nights or less and on a pro rata basis for voyages in excess of ten nights. Future travel discount vouchers issued to guests are typically recorded as a reduction of revenues when such vouchers are utilized. Revenues and expenses from our tour and travel services are recognized at the time the services are performed or expenses are incurred.

#### Insurance/Self-Insurance

We use a combination of insurance and self-insurance for a number of risks including claims related to crew and passengers, hull and machinery, workers' compensation and general liability. Liabilities associated with these risks, including estimates for crew and passenger claims, are estimated based on, among other things, historical claims experience, severity factors and other actuarial assumptions. Our expected loss accruals are based on estimates, and while we believe the amounts accrued are adequate, the ultimate loss may differ from the amounts provided.

#### Advertising Costs

Substantially all our advertising costs are charged to expense as incurred except costs which result in tangible assets, such as brochures, which are recorded as prepaid expenses and charged to expense as consumed. Media production costs are also recorded as prepaid expenses and charged to expense upon the first airing of the advertisement. Advertising expenses totaled \$425 million, \$334 million and \$208 million in fiscal 2004, 2003 and 2002, respectively. At November 30, 2004 and 2003, the amount of advertising costs included in prepaid expenses was not material.

#### Foreign Currency Translations and Transactions

For our foreign subsidiaries and affiliates using the local currency as their functional currency, assets and liabilities are translated at exchange rates in effect at the balance sheet dates. Revenues and expenses of these foreign subsidiaries and affiliates are translated at weighted-average exchange rates for the period. Equity is translated at historical rates and the resulting cumulative foreign currency translation adjustments resulting from this process are included as a component of AOCI. Therefore, the U.S. dollar value of these items in our financial statements fluctuates from period to period, depending on the value of the dollar against these functional currencies.

Exchange gains and losses arising from the remeasurement of transactions and monetary assets and liabilities denominated in a currency other than the functional currency of the entity involved are immediately included in our earnings, unless such liabilities have been designated to act as a hedge of a net investment in a foreign operation.

#### Earnings Per Share

Basic earnings per share is computed by dividing net income by the weighted-average number of shares of common stock and ordinary shares outstanding during each period. Diluted earnings per share is computed by dividing adjusted net income by the weighted-average number

of shares of common stock and ordinary shares, common stock equivalents and other potentially dilutive securities outstanding during each period.

During the fourth quarter of 2004, we elected to early adopt Emerging Issues Task Force ("EITF") No. 04-08, "Accounting Issues Related to Certain Features of Contingently Convertible Debt and the Effect on Diluted Earnings Per Share." This statement requires all shares that are issuable under our outstanding convertible notes that have contingent share conversion features to be considered outstanding for our diluted earnings per share computations, if dilutive, using the "if converted" method of accounting from the date of issuance. In prior periods, these shares were only included in our diluted earnings per share computations if Carnival Corporation's common stock price had reached certain conversion trigger prices. As required by EITF No. 04-08, we have retroactively restated our 2003 and 2002 diluted earnings per share amounts. Our previously reported diluted earnings per share for 2003 and 2002 were \$1.66 and \$1.73, respectively.

#### Stock-Based Compensation

Pursuant to SFAS No. 123, "Accounting for Stock-Based Compensation," as amended, we elected to use the intrinsic value method of accounting for our employee and director stock-based compensation awards instead of the fair value method. Accordingly, we have not recognized compensation expense for our noncompensatory employee and director stock option awards. Our adjusted net income and adjusted earnings per share, had we elected to adopt the fair value approach of SFAS No. 123, which charges earnings for the estimated fair value of stock options, would have been as follows (in millions, except per share amounts):

	Years ended November 30,		
	2004	2003	2002
	----	----	----
Net income, as reported	\$1,854	\$1,194	1,016
Stock-based compensation expense included in net income, as reported	11	7	5
Total stock-based compensation expense determined under the fair value-based method for all awards	(66)(a)	(36)	(30)
	-----	-----	-----
Adjusted net income for basic earnings per share	1,799	1,165	991
Interest on dilutive convertible notes	49	43	35
	-----	-----	-----
Adjusted net income for diluted earnings per share	\$1,848	\$1,208	\$1,026
	=====	=====	=====
<b>Earnings per share</b>			
<b>Basic</b>			
As reported	\$ 2.31	\$ 1.66	\$ 1.73
	=====	=====	=====
Adjusted	\$ 2.24	\$ 1.62	\$ 1.69
	=====	=====	=====
<b>Diluted(b)</b>			
As reported	\$ 2.24	\$ 1.63	\$ 1.69
	=====	=====	=====
Adjusted	\$ 2.18	\$ 1.60	\$ 1.66
	=====	=====	=====

(a) During fiscal 2004, we completed a corporate reorganization. As a result of that reorganization, 1.6 million unvested options held by employees vested immediately and their termination dates were accelerated to 2004. This vesting occurred either in accordance with the terms of the option plan or to avoid having these employees and Carnival Corporation incur unduly burdensome taxes upon the exercise of such options at a later date. As a result of this accelerated vesting, we included an additional \$19 million of stock-based compensation expense determined under the fair value based method in the adjusted 2004 net income.

(b) The 2003 and 2002 diluted earnings per share amounts have been restated as a result of early adoption of EITF No. 04-08 and we have reduced previously reported diluted earnings per share amounts by \$0.03 and \$0.04, respectively.

As recommended by SFAS No. 123, the fair value of options were estimated using the

Black-Scholes option-pricing model. The Black-Scholes weighted-average assumptions were as follows:

	Years ended November 30,		
	2004	2003	2002
Fair value of options at the dates of grant	\$15.87	\$13.33	\$12.16
Risk free interest rates	3.4%	3.5%	4.3%
Dividend yields	1.36%	1.30%	1.23%
Expected volatility	35.0%	48.7%	48.0%
Expected option life (in years)	5.75	6	6

The Black-Scholes option-pricing model was developed for use in estimating the fair value of traded options that have no vesting or trading restrictions and are fully transferable. In addition, option-pricing models require the input of subjective assumptions, including expected stock price volatility. Because our options have characteristics different from those of traded options, the existing models do not necessarily provide a reliable single measure of the fair value of our options.

In December 2004, the Financial Accounting Standards Board issued SFAS No. 123 (revised 2004), "Share-Based Payment Statement 123(R)," which will require us to recognize compensation costs in our financial statements in an amount equal to the fair value of share-based payments granted to employees and directors. This statement is effective for us in the fourth quarter of fiscal 2005. We have not yet determined which of the alternative transition methods we will use upon adoption of this new statement. However, based on preliminary estimates, if we were to elect to adopt this statement with retroactive effect to December 1, 2004, our additional 2005 share-based compensation expense would be approximately \$60 million.

#### Concentrations of Credit Risk

As part of our ongoing control procedures, we monitor concentrations of credit risk associated with financial and other institutions with which we conduct significant business. Credit risk, including counterparty nonperformance under derivative instruments, contingent obligations and new ship progress payment guarantees, is considered minimal, as we primarily conduct business with large, well-established financial institutions who have long-term credit ratings of A or above and we seek to diversify our counterparties. In addition, we have established guidelines regarding credit ratings and investment maturities that we follow to maintain safety and liquidity. We do not anticipate nonperformance by any of our significant counterparties.

We also monitor the creditworthiness of our customers to which we grant credit terms in the normal course of our business. Concentrations of credit risk associated with these receivables are considered minimal primarily due to their short maturities and large number of accounts within our customer base. We have experienced only minimal credit losses on our trade receivables. We do not normally require collateral or other security to support normal credit sales. However, we do normally require collateral and/or guarantees to support notes receivable on significant asset sales and new ship progress payments to shipyards.

#### Reclassifications

Reclassifications have been made to prior year amounts to conform to the current year presentation, including reclassifying \$460 million of variable rate debt obligations from their previously reported classification as cash equivalents to short-term investments at November 30, 2003. We have also made corresponding adjustments to our Consolidated Statements of Cash Flows for fiscal 2003 and 2002, to reflect the gross purchases and sales of these variable rate securities as investing activities rather than as a component of cash and cash equivalents. We reclassified our previously reported cash and cash equivalents at November 30, 2002 and 2001 by \$360 million and \$319 million, respectively. These changes in classification do not affect previously reported cash flows from operations or financing activities in our Consolidated Statements of Cash Flows.

#### NOTE 3 - DLC Transaction

The contracts governing the DLC structure provide that Carnival Corporation and Carnival plc each continue to have separate boards of directors, but the boards and senior executive management of both companies are identical. The amendments to the constituent documents of each of the companies also

provide that, on most matters, the holders of the common equity of both companies effectively vote as a single body. On specified matters where the interests of Carnival Corporation's shareholders may differ from the interests of Carnival plc's shareholders (a "class rights action"), each shareholder body will vote separately as a

class, such as transactions primarily designed to amend or unwind the DLC structure. Generally, no class rights action will be implemented unless approved by both shareholder bodies.

Upon the closing of the DLC transaction, Carnival Corporation and Carnival plc also executed the Equalization and Governance Agreement, which provides for the equalization of dividends and liquidation distributions based on an equalization ratio and contains provisions relating to the governance of the DLC structure. Because the current equalization ratio is 1 to 1, one Carnival plc ordinary share is entitled to the same distributions, subject to the terms of the Equalization and Governance Agreement, as one share of Carnival Corporation common stock. In a liquidation of either company or both companies, if the hypothetical potential per share liquidation distributions to each company's shareholders are not equivalent, taking into account the relative value of the two companies' assets and the indebtedness of each company, to the extent that one company has greater net assets so that any liquidation distribution to its shareholders would not be equivalent on a per share basis, the company with the ability to make a higher net distribution is required to make a payment to the other company to equalize the possible net distribution to shareholders, subject to certain exceptions.

At the closing of the DLC transaction, Carnival Corporation and Carnival plc also executed deeds of guarantee. Under the terms of Carnival Corporation's deed of guarantee, Carnival Corporation has agreed to guarantee all indebtedness and certain other monetary obligations of Carnival plc that are incurred under agreements entered into on or after the closing date of the DLC transaction. The terms of Carnival plc's deed of guarantee are identical to those of Carnival Corporation's. In addition, Carnival Corporation and Carnival plc have each extended their respective deeds of guarantee to the other's pre-DLC indebtedness and other monetary obligations, thus effectively cross guaranteeing all Carnival Corporation and Carnival plc indebtedness and other monetary obligations. Each deed of guarantee provides that the creditors to whom the obligations are owed are intended third party beneficiaries of such deed of guarantee.

The deeds of guarantee are governed and construed in accordance with the laws of the Isle of Man. Subject to the terms of the guarantees, the holders of indebtedness and other obligations that are subject to the guarantees will have recourse to both Carnival plc and Carnival Corporation though a Carnival plc creditor must first make written demand on Carnival plc and a Carnival Corporation creditor on Carnival Corporation. Once the written demand is made by letter or other form of notice, the holders of indebtedness or other obligations may immediately commence an action against the relevant guarantor. There is no requirement under the deeds of guarantee to obtain a judgment, take other enforcement actions or wait any period of time prior to taking steps against the relevant guarantor. All actions or proceedings arising out of or in connection with the deeds of guarantee must be exclusively brought in courts in England.

Under the terms of the DLC transaction documents, Carnival Corporation and Carnival plc are permitted to transfer assets between the companies, make loans or investments in each other and otherwise enter into intercompany transactions. The companies have entered into some of these types of transactions and expect to enter into additional transactions in the future to take advantage of the flexibility provided by the DLC structure and to operate both companies as a single unified economic enterprise in the most effective manner. In addition, under the terms of the Equalization and Governance Agreement and the deeds of guarantee, the cash flow and assets of one company are required to be used to pay the obligations of the other company, if necessary.

Given the DLC structure as described above, we believe that providing separate financial statements for each of Carnival Corporation and Carnival plc would not present a true and fair view of the economic realities of their operations. Accordingly, separate financial statements for both Carnival Corporation and Carnival plc have not been presented.

Simultaneously with the completion of the DLC transaction, a partial share offer ("PSO") for 20% of Carnival plc's shares was made and accepted, which enabled 20% of Carnival plc shares to be exchanged for 41.7 million Carnival Corporation shares. The 41.7 million shares of Carnival plc held by Carnival Corporation as a result of the PSO, which cost \$1.05 billion, are being accounted for as treasury stock in the accompanying balance sheets. The holders of Carnival Corporation shares, including the new shareholders who exchanged their

Carnival plc shares for Carnival Corporation shares under the PSO, now own an economic interest equal to approximately 79%, and holders of Carnival plc shares now own an economic interest equal to approximately 21%, of Carnival Corporation & plc.

The management of Carnival Corporation and Carnival plc ultimately agreed to enter into the DLC transaction because, among other things, the creation of Carnival Corporation & plc would result in a company with complementary well-known brands operating globally with enhanced growth opportunities, benefits of sharing best practices and generating cost savings, increased financial flexibility and access to capital markets and a DLC structure, which allows for continued participation in an investment in the global cruise industry by Carnival plc's shareholders who wish to continue to hold shares in a UK-listed company.

Carnival plc was the third largest cruise company in the world and operated many well-known global brands with leading positions in the U.S., UK, Germany and Australia. The combination of Carnival Corporation with Carnival plc under the DLC structure has been accounted for under U.S. generally accepted accounting principles ("GAAP") as an acquisition of Carnival plc by Carnival Corporation pursuant to SFAS No. 141. The purchase price of \$25.31 per share was based upon the average of the quoted closing market price of Carnival Corporation's shares beginning two days before and ending two days after January 8, 2003, the date the Carnival plc board agreed to enter into the DLC transaction. The number of additional shares effectively issued in the combined entity for purchase accounting purposes was 209.6 million. In addition, Carnival Corporation incurred \$60 million of direct acquisition costs, which have been included in the purchase price. The aggregate purchase price of \$5.36 billion, computed as described above, was allocated to the assets and liabilities of Carnival plc as follows (in millions):

Ships	\$4,669
Ships under construction	233
Other tangible assets	866
Goodwill	2,387
Trademarks(a)	1,237
Debt	(2,939)
Other liabilities	(1,095)
	-----
	\$5,358
	=====

(a) Trademarks are non-amortizable and represent the Princess, P&O Cruises, P&O Cruises Australia and AIDA trademarks' estimated fair values.

The information presented below gives pro forma effect to the DLC transaction between Carnival Corporation and Carnival plc. Management has prepared the pro forma information based upon the companies' reported financial information and, accordingly, the pro forma information should be read in conjunction with the companies' financial statements.

As noted above, the DLC transaction has been accounted for as an acquisition of Carnival plc by Carnival Corporation, using the purchase method of accounting. Carnival plc's accounting policies have been conformed to Carnival Corporation's policies. Carnival plc's reporting period has been changed to Carnival Corporation's reporting period, and the pro forma information presented below covers the same periods of time for both companies.

The following pro forma information has been prepared assuming the DLC transaction had occurred on December 1, 2002 and 2001, respectively, rather than April 17, 2003, and has not been adjusted to reflect any net transaction benefits. In addition, the pro forma information does not purport to represent what the results of operations actually could have been if the DLC transaction had occurred on December 1, 2002 and 2001 or what those results will be for any future periods (in millions, except earnings per share).

	Years ended November 30,	
	-----	-----
	2003	2002
	----	----
Pro forma revenues	\$7,596	\$6,768
	=====	=====
Pro forma net income (a)-(d)	\$1,159	\$1,271
	=====	=====

Pro forma earnings per share		
Basic	\$1.46	\$1.60
	=====	=====
Diluted(e)	\$1.43	\$1.57
	=====	=====
Pro forma weighted-average shares outstanding		
Basic	797	795
	=====	=====
Diluted(e)	840	833
	=====	=====

- (a) In accordance with SFAS No. 141, pro forma net income was reduced by \$51 million in 2003 and \$103 million in 2002 for Carnival plc's nonrecurring costs related to its terminated Royal Caribbean International Ltd. transaction and the completion of the DLC transaction with Carnival Corporation, which were expensed by Carnival plc prior to April 17, 2003.
- (b) As a result of the reduction in depreciation expense due to the revaluation of Carnival plc's ships carrying values, pro forma net income has been increased by \$16 million in 2003 and \$14 million in 2002.
- (c) The 2003 pro forma net income included a \$13 million nonrecurring expense related to a DLC litigation matter and \$19 million of income related to the receipt of nonrecurring net insurance proceeds.
- (d) The 2002 pro forma net income included a \$51 million nonrecurring income tax benefit related to an Italian incentive tax law, which allowed Costa to receive an income tax benefit for contractual expenditures during 2002 incurred on the construction of a new ship.
- (e) The 2003 and 2002 diluted earnings per share and outstanding diluted shares have been restated, and we have reduced previously reported diluted earnings per share amounts by \$0.02 each year as a result of the early adoption of EITF No. 04-08.

#### NOTE 4 - Property and Equipment

Property and equipment consisted of the following (in millions):

	November 30,	
	2004	2003
	-----	-----
Ships	\$22,572	\$18,134
Ships under construction	429	886
	-----	-----
	23,001	19,020
Land, buildings and improvements, and port facilities	555	504
Transportation equipment and other	628	549
	-----	-----
Total property and equipment	24,184	20,073
Less accumulated depreciation and amortization	(3,361)	(2,551)
	-----	-----
	\$20,823	\$17,522
	=====	=====

Capitalized interest, primarily on our ships under construction, amounted to \$26 million, \$49 million and \$39 million in fiscal 2004, 2003 and 2002, respectively. Amounts related to ships under construction include progress payments for the construction of the ship, as well as design and engineering fees, capitalized interest, construction oversight costs and various owner supplied items. At November 30, 2004, nine ships with an aggregate net book value of \$2.92 billion were pledged as collateral pursuant to mortgages related to \$1.68 billion of debt and a \$476 million contingent obligation (see Notes 6 and 7).

Maintenance and repair expenses and dry-dock amortization were \$353 million, \$256 million and \$178 million in fiscal 2004, 2003 and 2002, respectively.

In fiscal 2002 we reduced the carrying value of one of our ships by recording an impairment charge of \$20 million based on negotiations with unrelated third parties and other available evidence.

#### NOTE 5 - Variable Interest Entity

In accordance with Financial Accounting Standards Board Interpretation ("FIN") No. 46, "Consolidation of Variable Interest Entities," we have determined that we are carrying a loan, initially made in April 2001, to a ship

repair facility that is a variable interest

entity ("VIE"). Although we use this facility for some of our ship repair work, we are not a "primary beneficiary" and, accordingly, this entity is not consolidated in our financial statements. At November 30, 2004 and 2003, our loan to this VIE, which is also our maximum exposure to loss, was \$41 million.

NOTE 6 - Debt

Short-Term Borrowings

Short-term borrowings consisted of U.S. dollar and euro variable rate, unsecured notes due to banks, bearing a weighted-average interest rate of 2.4% and 1.3% at November 30, 2004 and 2003, respectively.

Long-Term Debt

Long-term debt consisted of the following (in millions):

	November 30,	
	2004(a)	2003(a)
	----	----
<b>Secured</b>		
Floating rate notes, collateralized by four ships, bearing interest from libor plus 1.13% to libor plus 1.29% (3.0% to 3.6% at November 30, 2004) and libor plus 1.25% to libor plus 1.29% (2.24% and 2.33% at November 30, 2003), due through 2015 (b)	\$ 904	\$ 631
Euro floating rate note, collateralized by one ship, bearing interest at euribor plus 0.5% (2.75% at November 30, 2004 and 2003), due through 2008	101	115
Fixed rate notes, collateralized by two ships, bearing interest at 5.4% and 5.5%, due through 2016 (b)	381	
Euro fixed rate note, collateralized by one ship, bearing interest at 4.74%, due through 2012	183	182
Capitalized lease obligations, collateralized by two ships, implicit interest at 3.66%, due through 2005	110	115
Other	3	3
	----	----
Total Secured	1,682	1,046
	----	----
<b>Unsecured</b>		
Fixed rate notes, bearing interest at 3.75% to 7.2% and 3.75% to 7.7% at November 30, 2004 and 2003, respectively, due through 2028	2,039	2,123
Euro floating rate notes, bearing interest at euribor plus 0.25% to euribor plus 1.29% (2.4% to 3.5% and 2.4% to 3.9% at November 30, 2004 and 2003, respectively), due through 2008	1,265	1,129
Euro revolving credit facilities, bearing interest at euribor plus 0.50% and eurolibor plus 0.98% (2.6% and 3.2% at November 30, 2003)(c)		300
Sterling fixed rate notes, bearing interest at 5.63%, due in 2012	415	355
Euro fixed rate notes, bearing interest at 5.57%, due in 2006	399	353
Floating rate note, bearing interest at libor plus 1.33% (2.45% at November 30, 2003)(d)		244
Other	36	44
Convertible notes, bearing interest at 2%, due in 2021, with first put option in 2005	600	600
Zero-coupon convertible notes, net of discount, with a face value of \$1.05 billion, due in 2021, with first put option in 2006	561	541
Convertible notes, bearing interest at 1.75%, net of discount, with a face value of \$889 million, due in 2033, with first put option in 2008	575	575
	-----	-----

Total Unsecured	5,890	6,264
	-----	-----
	7,572	7,310
Less portion due within one year	(1,281)	(392)
	-----	-----
	\$6,291	\$6,918
	=====	=====

- (a) All borrowings are in U.S. dollars unless otherwise noted. Euro and sterling denominated notes have been translated to U.S. dollars at the period-end exchange rates. At November 30, 2004 and 2003, 59%, 31% and 10% of our debt was U.S. dollar, euro and sterling denominated, respectively, including the effect of foreign currency swaps. In addition, at November 30, 2004, 68% of the interest cost on our long-term debt was fixed (60% at November 30, 2003) and 32% was variable (40% at November 30, 2003), including the effect of our interest rate swaps. The deeds of guarantee between Carnival Corporation and Carnival plc, or alternatively standalone guarantees in lieu of utilization of these deeds of guarantee, effectively provide for the cross guaranteeing of all Carnival Corporation and Carnival plc indebtedness and other monetary obligations (see Note 3).
- (b) In February and May 2004, we borrowed an aggregate of \$739 million to finance a portion of the Diamond Princess and Sapphire Princess purchase prices, pursuant to committed financing arrangements. These loans have both a fixed and variable interest rate component, mature through May 2016, and had a weighted-average interest rate of 4.4% at November 30, 2004.
- (c) In March 2004, Carnival plc repaid, prior to its maturity date, the outstanding amounts under one of its subsidiary's \$710 million revolving credit facilities, which facilities were then terminated prior to their September 2005 maturity dates.
- (d) In March 2004, we extinguished \$237 million of unsecured debt before its July 2008 maturity date.

#### Convertible Notes

Carnival Corporation's 2% convertible notes ("2% Notes"), its zero-coupon convertible notes ("Zero-Coupon Notes") and its 1.75% convertible notes ("1.75% Notes") are convertible into 15.3 million shares, 17.4 million shares and a maximum of 20.9 million shares (10.8 million shares during fiscal 2004), respectively, of Carnival Corporation common stock.

The 2% Notes are convertible at a conversion price of \$39.14 per share, subject to adjustment, during any fiscal quarter for which the closing price of the Carnival Corporation common stock is greater than \$43.05 per share for a defined duration of time in the preceding fiscal quarter. The conditions for conversion of the 2% Notes were satisfied throughout fiscal 2004 and, accordingly, the 2% Notes were convertible into Carnival Corporation common stock commencing with the second quarter of fiscal 2004. A nominal amount of 2% Notes were converted in fiscal 2004.

At November 30, 2004, the 2% Notes were classified as a current liability, since we may be required to redeem the notes at the option of the holders on April 15, 2005 at their face value plus any unpaid accrued interest. If the noteholders do not exercise this option, then we will change the classification of the 2% Notes to long-term debt, as the next optional redemption date does not occur until April 15, 2008. We do not currently expect these noteholders to exercise their put options, as the current market value of the 2% Notes is greater than the redemption price.

The Zero-Coupon Notes have a 3.75% yield to maturity and are convertible during any fiscal quarter for which the closing price of the Carnival Corporation common stock is greater than a specified trigger price for a defined duration of time in the preceding fiscal quarter. The trigger price commenced at a low of \$31.94 per share for the first quarter of fiscal 2002 and increases at an annual rate of 3.75% thereafter, until maturity. Since the third quarter of 2003, the Zero-Coupon Notes have been convertible into Carnival Corporation common stock for the quarter following that quarter in which it was convertible as a result of Carnival Corporation's common stock achieving its target conversion trigger price per share, which ranged from \$33.77 for the 2003 third quarter to \$35.38 for the 2004 fourth quarter, for the requisite periods of time. No Zero Coupon Notes were converted in fiscal 2003 or 2004.

The 1.75% Notes, which were issued in April 2003, are convertible at a conversion price of \$53.11 per share, subject to adjustment, during any fiscal quarter for which the closing

price of the Carnival Corporation common stock is greater than a specified trigger price for a defined duration of time in the preceding fiscal quarter. During the fiscal quarters ending from August 31, 2003 through April 29, 2008, the trigger price will be \$63.73 per share. Thereafter, this conversion trigger price increases each quarter based on an annual rate of 1.75%, until maturity. In addition, holders may also surrender the 1.75% Notes for conversion if they have been called for redemption or for other specified occurrences, including the credit rating assigned to the 1.75% Notes being Baa3 or lower by Moody's Investors Service and BBB- or lower by Standard & Poor's Rating Services, as well as certain corporate transactions. The conditions for conversion of the 1.75% Notes have not been met since their issuance. The 1.75% Notes interest is payable in cash semi-annually in arrears, commencing October 29, 2003 through April 29, 2008. Effective April 30, 2008, the 1.75% Notes no longer require a cash interest payment, but interest will accrete at a 1.75% yield to maturity.

Subsequent to April 29, 2008 and October 23, 2008, we may redeem all or a portion of the 1.75% Notes and Zero-Coupon Notes, respectively, at their accreted values and subsequent to April 14, 2008, we may redeem all or a portion of our 2% Notes at their face value plus any unpaid accrued interest, subject to the noteholders' right to convert.

In addition, on April 29 of 2008, 2013, 2018, 2023 and 2028 the 1.75% noteholders, on April 15 of 2005, 2008 and 2011 the 2% noteholders and on October 24 of 2006, 2008, 2011 and 2016 the Zero-Coupon noteholders may require us to repurchase all or a portion of the outstanding 1.75% Notes and Zero-Coupon Notes at their accreted values and the 2% Notes at their face value plus any unpaid accrued interest.

Upon conversion, redemption or repurchase of the 1.75% Notes, the 2% Notes and the Zero-Coupon Notes, we may choose to deliver Carnival Corporation common stock, cash or a combination of cash and common stock with a total value equal to the value of the consideration otherwise deliverable.

#### Revolving Credit Facilities

Costa has a 257.5 million euro (\$342 million U.S. dollars at the November 30, 2004 exchange rate) unsecured euro revolving credit facility, which expires in May 2006. At November 30, 2004, this entire facility was available.

In March 2004, Carnival plc entered into a 600 million euro (\$798 million U.S. dollar at the November 30, 2004 exchange rate) unsecured 364-day multi-currency revolving credit facility, which currently bears interest at eurolibor plus 30 basis points ("BPS"). This interest rate spread over the base rate will vary based on changes to Carnival plc's senior unsecured credit rating. This facility also has a nine BPS commitment fee on the undrawn portion and expires in March 2005, but provides Carnival plc with the option to extend the repayment date of the then existing outstanding borrowings to June 2006. At November 30, 2004, this entire facility was available. In 2004, Carnival plc established U.S. dollar and multi-currency commercial paper programs, which are supported by this 600 million euro revolving credit facility and, accordingly, any amounts outstanding under these commercial paper programs, none at November 30, 2004, will reduce the aggregate amount available under the facility.

Carnival Corporation's \$1.4 billion unsecured multi-currency revolving credit facility matures in June 2006. This facility currently bears interest at USD Libor plus 20 BPS, which interest rate spread over the base rate will vary based on changes to Carnival Corporation's senior unsecured debt ratings, and provides for an undrawn facility fee of ten BPS. Carnival Corporation's U.S. dollar commercial paper program is supported by this revolving credit facility and, accordingly, any amounts outstanding under its commercial paper program, none at November 30, 2004 and 2003, effectively reduce the aggregate amount available under this facility. At November 30, 2004, the entire facility was available.

These \$1.4 billion and 600 million euro facilities and other of our loan and derivative agreements, contain covenants that require us, among other things, to maintain a minimum debt service coverage, minimum shareholders' equity and limits our debt to capital and debt to equity ratios, and the amounts of our secured assets and secured indebtedness. In addition, if our business suffers a material adverse change or if other events of default under our loan agreements are triggered, then pursuant to cross default acceleration clauses,

substantially all of our outstanding debt and derivative contract payables could become due and the underlying facilities could be terminated. At November 30, 2004, we were in compliance with all of our debt covenants.

At November 30, 2004, the scheduled annual maturities of our long-term debt was as follows (in millions):

Fiscal	
-----	
2005	\$1,281 (a)
2006	1,686 (a)
2007	1,058
2008	1,435 (a)
2009	141
Thereafter	1,971
	-----
	\$7,572
	=====

(a) Includes \$600 million of Carnival Corporation's 2% Notes in 2005, \$561 million of its Zero-Coupon Notes in 2006, and \$575 million of its 1.75% Notes in 2008, based in each case on the date of the noteholders' first put option.

Debt issuance costs are generally amortized to interest expense using the straight-line method, which approximates the effective interest method, over the term of the notes or the noteholders first put option date, whichever is earlier. In addition, all loan issue discounts are amortized to interest expense using the effective interest rate method over the term of the notes.

#### NOTE 7 - Commitments

##### Ship Commitments

A description of our ships under contract for construction at November 30, 2004 was as follows (in millions, except passenger capacity):

Brand and Ship	Expected Service Date(a)	Passenger Capacity	Estimated Total Cost(b)		
			Euros	Sterling	USD
-----	----	-----	-----	-----	-----
USD Commitments					
Carnival Cruise Lines					
Carnival Valor(c)	12/04	2,974			\$ 520
Carnival Liberty	7/05	2,974			460
Carnival Freedom	3/07	2,974			500
		-----			-----
Total Carnival Cruise Lines		8,922			1,480
		-----			-----
Princess					
Crown Princess	6/06	3,110			500
Newbuild	4/07	3,100			525
		-----			-----
Total Princess		6,210			1,025
		-----			-----
Holland America Line					
Noordam(c)	2/06	1,848			405
		-----			-----
Total USD Commitments		16,980			2,910
		-----			-----
Euro Commitments					
AIDA					
Newbuild(d)	5/07	2,030	(euro)315		
Newbuild(d)	5/09	2,030	315		
		-----	-----		
Total AIDA		4,060	630		
		-----	-----		

Costa				
Costa Concordia(d)	7/06	3,004	450	
		-----	-----	
Cunard				
Queen Victoria(c)	12/07	1,982	340	95
		-----	-----	-----
Unassigned Contracts				
Newbuild(e)	4/08	3,100	490	
Newbuild(e)	6/08	3,000	485	
		-----	-----	
Total Unassigned Contracts		6,100	975	
		-----	-----	
Total Euro Commitments		15,146	(euro)2,395	
		-----	=====	
Total Euro Commitments converted to USD(f)				3,190
Sterling Commitment				
P&O Cruises				
Arcadia(c)	4/05	1,968	(pound)238	
		-----	-----	
Total Sterling Commitment		1,968	(pound)238	
		-----	=====	
Total Sterling Commitment converted to USD(f)				455
				-----
Grand Total		34,094		
		=====		
Grand Total in USD				\$6,650
				=====

- (a) The expected service date is the month in which the ship is currently expected to begin its first revenue generating cruise.
- (b) Estimated total cost of the completed ship includes the contract price with the shipyard, design and engineering fees, capitalized interest, construction oversight costs and various owner supplied items. All of our ship construction contracts are with the Fincantieri shipyards in Italy, except for AIDA's which are with the Meyer Werft shipyard in Germany.
- (c) These construction contracts are denominated in euros, except for \$95 million of the Queen Victoria costs, which are denominated in USD. The euro denominated amounts, except for the Queen Victoria, have been fixed into U.S. dollars or sterling by utilizing foreign currency swaps.
- (d) These construction contracts are denominated in euros, which is the functional currency of the cruise line which will operate the ship and, therefore, we have not entered into foreign currency swaps to hedge these commitments.
- (e) We have not yet determined which of our North American or European brands will be assigned these contracts. The brand assignments are expected to be made by September 30, 2005.
- (f) The estimated total costs of all contracts denominated in euros and sterling have been translated into U.S. dollars using the November 30, 2004 exchange rate.

In connection with our cruise ships under contract for construction, we have paid \$429 million through November 30, 2004 and anticipate paying the remaining estimated total costs as follows: \$1.54 billion, \$1.40 billion, \$1.33 billion, \$1.60 billion and \$357 million in fiscal 2005 through 2009, respectively.

Subsequent to November 30, 2004, Costa entered into a ship construction contract with Fincantieri for a 3,000 passenger ship, which has an estimated all-in cost of 475 million euros, and is expected to enter service in June 2007.

#### Operating Leases

Rent expense under our operating leases, primarily for office and warehouse space, was \$50 million, \$48 million and \$15 million in fiscal 2004, 2003 and 2002, respectively. At November 30, 2004, minimum annual rentals for our operating leases, with initial or remaining terms in excess of one year, were as follows (in millions): \$51, \$37, \$25, \$21, \$18 and \$79 in fiscal 2005

through 2009 and thereafter, respectively.

## Port Facilities and Other

At November 30, 2004, we had commitments through 2052, with initial or remaining terms in excess of one year, to pay minimum amounts for our annual usage of port facilities and other contractual commitments as follows (in millions): \$135, \$92, \$73, \$72, \$66 and \$368 in fiscal 2005 through 2009 and thereafter, respectively.

## NOTE 8 - Contingencies

### Litigation

In 2002, two actions (collectively, the "Facsimile Complaints") were filed against Carnival Corporation on behalf of purported classes of persons who received unsolicited advertisements via facsimile, alleging that Carnival Corporation and other defendants distributed unsolicited advertisements via facsimile in contravention of the U.S. Telephone Consumer Protection Act. The plaintiffs seek to enjoin the sending of unsolicited facsimile advertisements and statutory damages. The advertisements referred to in the Facsimile Complaints that reference a Carnival Cruise Line product were not sent by Carnival Corporation, but rather were distributed by a professional faxing company at the behest of travel agencies. We do not advertise directly to the traveling public through the use of facsimile transmission. The ultimate outcomes of the Facsimile Complaints cannot be determined at this time. We believe that we have meritorious defenses to these claims and, accordingly, we intend to vigorously defend against these actions.

In February 2001, Holland America Line-USA, Inc. ("HAL-USA"), our wholly-owned subsidiary, received a grand jury subpoena requesting that it produce documents and records relating to the air emissions from Holland America Line ships in Alaska. HAL-USA responded to the subpoena. The ultimate outcome of this matter cannot be determined at this time.

In August 2002, Holland America Line's Ryndam discharged wastewater from the ship while in Juneau, Alaska. In December 2004, a plea agreement between HAL Maritime Ltd. ("HAL Maritime"), a wholly-owned subsidiary, and the U.S. government was entered in which HAL Maritime pled guilty to a single misdemeanor. Pursuant to the plea agreement, HAL Maritime paid a \$0.2 million criminal fine, a \$0.5 million community service payment, and agreed to expend \$1.3 million toward the implementation of a Focused Environmental Compliance Plan. The agreement also provides for a three-year probationary term, with the ability to request early termination of probation after two years. HAL Maritime also paid a civil fine of \$65,000 to the State of Alaska as a result of the same event.

In March 2004, Holland America Line notified the United States and Netherlands governmental authorities that one of its chief engineers had admitted to improperly processing bilge water on the Noordam. A subsequent internal investigation has determined that the improper operation may have begun in January 2004 and may have continued sporadically through March 4, 2004. Holland America Line and three shipboard engineers have received grand jury subpoenas from the Office of the U.S. Attorney in Tampa, Florida. If the government investigations result in charges being filed, a judgment could include, among other forms of relief, fines and debarment from federal contracting, which would prohibit operations in Glacier Bay National Park and Preserve ("Glacier Bay") during the period of debarment. The ultimate outcome of this matter cannot be determined at this time.

In August 2004, Holland America Line was notified by the National Park Service ("NPS") that the Volendam and Statendam may have violated opacity standards while operating in Glacier Bay. In November 2004, NPS notified Holland America Line in separate letters that a Violation of Record would be entered in the permanent park files for each ship. Holland America Line intends to vigorously oppose the decision in each case. The ultimate outcome of these matters cannot be determined at this time. However, if the Violations of Record are not reversed and either ship receives a second such violation within three years, that ship may be barred from entry into Glacier Bay.

If Holland America Line were to lose its Glacier Bay permits as a result of the Ryndam plea or the Noordam investigations, or if the Statendam or Volendam were prohibited from entering Glacier Bay, we would not expect the impact on our financial statements to be

material to us since we believe there are additional attractive alternative destinations in Alaska and elsewhere that can be substituted for Glacier Bay.

Costa has instituted arbitration proceedings in Italy to confirm the validity of its decision not to deliver its ship, the Costa Classica, to the shipyard of Cammell Laird Holdings PLC ("Cammell Laird") under a 79 million euro denominated contract for the conversion and lengthening of the ship in November 2000. Costa has also given notice of termination of the contract. In October 2004 the arbitration tribunal decided to increase the scope of work of the technical experts by introducing new demands for reply in the experts' report. It is expected that the arbitration tribunal's decision will be made in the second half of 2005 at the earliest. In the event that an award is given in favor of Cammell Laird, the amount of damages, which Costa would have to pay, if any, is not currently determinable. The ultimate outcome of this matter cannot be determined at this time.

In April 2003, Festival Crociere S.p.A. ("Festival") commenced an action against the European Commission (the "Commission") in the Court of First Instance of the European Communities in Luxembourg seeking to annul the Commission's antitrust approval of the DLC transaction (the "Festival Action"). We have been granted leave to intervene in the Festival Action and filed a Statement in Intervention with the court. Festival was declared bankrupt in May 2004 and Festival did not submit observations on our Statement in Intervention. A date for an oral hearing will be set in due course, unless Festival withdraws its action. A successful third party challenge of an unconditional Commission clearance decision would be unprecedented, and based on a review of the law and the factual circumstances of the DLC transaction, as well as the Commission's approval decision in relation to the DLC transaction, we believe that the Festival Action will not have a material adverse effect on the companies or the DLC transaction. However, the ultimate outcome of this matter cannot be determined at this time.

In the normal course of our business, various other claims and lawsuits have been filed or are pending against us. Most of these claims and lawsuits are covered by insurance and, accordingly, the maximum amount of our liability is typically limited to our self-insurance retention levels. However, the ultimate outcome of these claims and lawsuits which are not covered by insurance cannot be determined at this time.

#### Contingent Obligations

At November 30, 2004, Carnival Corporation had contingent obligations totaling \$1.08 billion to participants in lease out and lease back type transactions for three of its ships. At the inception of the leases, the entire amount of the contingent obligations was paid by Carnival Corporation to major financial institutions to enable them to directly pay these obligations. Accordingly, these obligations were considered extinguished, and neither the funds paid to the financial institutions nor the contingent obligations have been included on our balance sheets. Carnival Corporation would only be required to make any payments under these contingent obligations in the remote event of nonperformance by these financial institutions, all of which have long-term credit ratings of AAA or AA. In addition, Carnival Corporation obtained a direct guarantee from another AAA rated financial institution for \$294 million of the above noted contingent obligations, thereby further reducing the already remote exposure to this portion of the contingent obligations. If the major financial institutions' credit ratings fall below AA-, Carnival Corporation would be required to move a majority of the funds from these financial institutions to other highly-rated financial institutions. If Carnival Corporation's credit rating falls below BBB, it would be required to provide a standby letter of credit for \$88 million, or alternatively provide mortgages in the aggregate amount of \$88 million on two of its ships.

In the unlikely event that Carnival Corporation were to terminate the three lease agreements early or default on our obligations, it would, as of November 30, 2004, have to pay a total of \$177 million in stipulated damages. As of November 30, 2004, \$186 million of standby letters of credit have been issued by a major financial institution in order to provide further security for the payment of these contingent stipulated damages. In addition, in 2004 Carnival Corporation entered into a five year \$170 million unsecured revolving credit facility, guaranteed by Carnival plc, which is being used to support these standby letters of credit through the issuance of a back-up letter of credit. In the event we were to default under covenants in our loan agreements, any amounts outstanding under the \$170 million unsecured revolving credit facility would be due and payable, and we would be required to

post cash collateral to support the stipulated damages standby letters of credit in excess of \$170 million. Between 2017 and 2022, we have the right to exercise options that would terminate these transactions at no cost to us. As a result of these three transactions, we have \$39 million and \$42 million of deferred income recorded on our balance sheets as of November 30, 2004 and 2003, respectively, which is being amortized to nonoperating income through 2022.

Some of the debt agreements that we enter into include indemnification provisions that obligate us to make payments to the counterparty if certain events occur. These contingencies generally relate to changes in taxes, changes in laws that increase lender capital costs and other similar costs. The indemnification clauses are often standard contractual terms and were entered into in the normal course of business. There are no stated or notional amounts included in the indemnification clauses and we are not able to estimate the maximum potential amount of future payments, if any, under these indemnification clauses. We have not been required to make any material payments under such indemnification clauses in the past and, under current circumstances, we do not believe a request for material future indemnification is probable.

#### NOTE 9 - Income and Other Taxes

We believe that substantially all of our income in fiscal 2004, 2003 and 2002, with the exception of our U.S. source income principally from the transportation, hotel and tour businesses of Holland America Tours and Princess Tours, is exempt from U.S. federal income taxes. If we were found not to qualify for exemption pursuant to applicable income tax treaties or under the Internal Revenue Code or if the income tax treaties or Internal Revenue Code were to be changed in a manner adverse to us, a portion of our income would become subject to taxation by the U.S. at higher than normal corporate tax rates.

In August 2003, final regulations under Section 883 of the Internal Revenue Code were published in the Federal Register. Section 883 is the primary provision upon which we rely to exempt certain of our international ship operation earnings from U.S. income taxes. The final regulations list elements of income that are not considered to be incidental to ship operations and, to the extent earned within the U.S., are subject to U.S. income tax. Among the items identified in the final regulations are income from the sale of air transportation, shore excursions and pre-and post cruise land packages. These rules will first be effective for us in fiscal 2005.

AIDA, through October 2004, Cunard, Ocean Village, P&O Cruises, P&O Cruises Australia and Swan Hellenic are all strategically and commercially managed in the UK and have elected to enter the UK tonnage tax regime. Accordingly, these operations pay UK corporation tax on shipping profits calculated by reference to the net tonnage of qualifying vessels. Income not considered to be shipping profits is taxable under the normal UK income tax rules. We believe that substantially all of the income attributable to these brands constitutes shipping profits and, accordingly, UK income tax expense from these operations has been and is expected to be minimal.

Some of our subsidiaries, including AIDA, a subsidiary of Costa commencing in November 2004, Costa, Holland America Tours, Princess Tours and other of our non-shipping activities, are subject to foreign and/or U.S. federal and state income taxes. In fiscal 2004 and 2003, we recognized a net \$47 million and \$29 million income tax expense, primarily related to these operations. In 2002, we recognized a net \$57 million income tax benefit primarily due to an Italian investment incentive law, which allowed Costa to receive a \$51 million income tax benefit based on contractual expenditures during 2002 on the construction of a new ship. At November 30, 2004, Costa had a remaining net deferred tax asset of approximately \$13 million relating primarily to the tax benefit of the net operating loss carryforwards arising from this incentive law, which expire in 2007.

We do not expect to incur income taxes on future distributions of undistributed earnings of foreign subsidiaries and, accordingly, no deferred income taxes have been provided for the distribution of these earnings.

In addition to or in place of income taxes, virtually all jurisdictions where our ships call, impose taxes based on passenger counts, ship tonnage or some other measure. These taxes, other than those directly charged to and/or collected from passengers by us, are

recorded as operating expenses in the accompanying statements of operations.

NOTE 10 - Shareholders' Equity

Carnival Corporation's articles of incorporation authorize its Board of Directors, at its discretion, to issue up to 40 million shares of its preferred stock and Carnival plc has 100,000 authorized preference shares. At November 30, 2004 and 2003, no Carnival Corporation preferred stock had been issued and only a nominal amount of Carnival plc preferred shares had been issued.

In October 2004, the Board of Directors authorized the repurchase of either Carnival Corporation common stock and/or Carnival plc ordinary shares up to an aggregate of \$1 billion commencing in 2005, subject to certain repurchase restrictions on Carnival plc shares.

At November 30, 2004, there were 88.4 million shares of Carnival Corporation common stock reserved for issuance pursuant to its convertible notes and its employee benefit and dividend reinvestment plans. In addition, Carnival plc shareholders have authorized 3.2 million ordinary shares for future issuance under its employee benefit plans.

At November 30, 2004 and 2003 accumulated other comprehensive income was as follows (in millions):

	2004	2003
	----	----
Cumulative foreign currency translation adjustments, net	\$588	\$190
Unrealized gain on marketable securities		1
Minimum pension liability adjustments	(17)	(14)
Unrealized losses on cash flow derivative hedges, net	(30)	(17)
	----	----
	\$541	\$160
	====	====

NOTE 11 - Financial Instruments

We estimated the fair value of our financial instruments through the use of public market prices, quotes from financial institutions and other available information. Considerable judgment is required in interpreting data to develop estimates of fair value and, accordingly, amounts are not necessarily indicative of the amounts that we could realize in a current market exchange. Our financial instruments are not held for trading or other speculative purposes.

Cash and Cash Equivalents and Short-Term Investments

The carrying amounts of our cash and cash equivalents approximate their fair values due to their short maturities or variable interest rates.

Other Assets

At November 30, 2004 and 2003, long-term other assets included marketable securities held in rabbi trusts for certain of our nonqualified benefit plans and notes and other receivables. These assets had carrying and fair values of \$240 million and \$227 million at November 30, 2004, respectively, and carrying and fair values of \$200 million at November 30, 2003. Fair values were based on public market prices, estimated discounted future cash flows or estimated fair value of collateral.

Debt

The fair values of our non-convertible debt and convertible notes were \$6.32 billion and \$2.53 billion, respectively, at November 30, 2004 and \$5.83 billion and \$1.92 billion at November 30, 2003. These fair values were greater than the related carrying values by \$100 million and \$790 million, respectively, at November 30, 2004 and by \$140 million and \$205 million at November 30, 2003. The net difference between the fair value of our debt and its carrying value was due primarily to our issuance of debt obligations at fixed interest rates that are above market interest rates in existence at the measurement dates. The net difference between the fair value of our convertible notes is largely due to the impact of changes in the Carnival Corporation common stock value on the value of our convertible notes

on those dates. The fair values of our unsecured fixed rate public notes, convertible notes, sterling bonds and unsecured 5.57% euro notes were based on their public market prices. The fair values of our other debt were estimated based on appropriate market interest rates being applied to this debt.

#### Foreign Currency Swaps and Other Hedging Instruments

We have foreign currency swaps that are designated as foreign currency fair value hedges for three of our euro denominated shipbuilding contracts (see Note 7). At November 30, 2004 and 2003, the fair value of the foreign currency swaps related to our shipbuilding commitments was an unrealized gain of \$219 million and \$363 million, respectively. These foreign currency swaps mature through 2006.

We have foreign currency swaps totaling \$887 million that are effectively designated as hedges of our net investments in foreign subsidiaries, which have euro and sterling denominated functional currencies. These foreign currency swaps were entered into to effectively convert \$251 million and \$466 million of U.S. dollar denominated debt into sterling debt and euro debt, respectively, and \$170 million of euro denominated debt into sterling debt. At November 30, 2004, the fair value of these foreign currency swaps was an unrealized loss of \$137 million, which is included in the cumulative translation adjustment component of AOCI. These currency swaps mature through 2012.

The fair values of these foreign currency swaps were estimated based on prices quoted by financial institutions for these instruments.

Finally, we have designated \$1.1 billion of our outstanding euro and sterling debt and other obligations, which are nonderivatives and mature through 2012, as hedges of our net investments in foreign operations and, accordingly, have included \$194 million of foreign currency transaction losses in the cumulative translation adjustment component of AOCI at November 30, 2004.

#### Interest Rate Swaps

We have interest rate swap agreements designated as fair value hedges whereby we receive fixed interest rate payments in exchange for making variable interest rate payments. At November 30, 2004 and 2003, these interest rate swap agreements effectively changed \$929 million and \$1.19 billion of fixed rate debt to Libor-based floating rate debt.

In addition, we also have interest rate swap agreements designated as cash flow hedges whereby we receive variable interest rate payments in exchange for making fixed interest rate payments. At November 30, 2004 and 2003, these interest rate swap agreements effectively changed \$828 million and \$760 million, respectively, of euribor floating rate debt to fixed rate debt.

These interest rate swap agreements mature through 2008. At November 30, 2004 and 2003, the fair value of our interest rate swaps designated as cash flow hedges was an unrealized loss of \$22 million and \$6 million, respectively. The fair values of our interest rate swap agreements were estimated based on prices quoted by financial institutions for these instruments.

#### NOTE 12 - Segment Information

Our cruise segment included all of our cruise brands, which have been aggregated as a single reportable segment based on the similarity of their economic and other characteristics, including the products and services they provide. Our other segment primarily represents the transportation, hotel and tour operations of Holland America Tours and Princess Tours, and the business to business travel agency operations of P&O Travel Ltd., the latter two since completion of the DLC transaction on April 17, 2003. The significant accounting policies of our segments are the same as those described in Note 2 - "Summary of Significant Accounting Policies." Information for our cruise and other segments as of and for the years ended November 30, was as follows (in millions):

	Revenues(a)	Operating expenses	Selling and administrative	Depreciation and amortization	Operating income (loss)	Capital expenditures	Total assets
2004							
Cruise	\$ 9,427	\$ 5,247	\$1,231	\$ 791	\$ 2,158	\$ 3,512	\$27,136
Other	398	308	54	21	15	74	500(b)
Intersegment elimination	(98)	(98)					
	\$ 9,727	\$ 5,457	\$1,285	\$ 812	\$ 2,173	\$ 3,586	\$27,636
2003							
Cruise	\$ 6,459	\$ 3,624	\$ 896	\$ 568	\$ 1,371	\$ 2,454	\$24,090
Other	345	276(c)	40(c)	17	12	62	401(b)
Intersegment elimination	(86)	(86)					
	\$ 6,718	\$ 3,814	\$ 936	\$ 585	\$ 1,383	\$ 2,516	\$24,491
2002							
Cruise	\$ 4,244	\$ 2,222	\$ 577	\$ 371	\$ 1,055(d)	\$ 1,949	\$12,120
Other	176	145	32	11	(13)	37	215(b)
Intersegment elimination	(37)	(37)					
	\$ 4,383	\$ 2,330	\$ 609	\$ 382	\$ 1,042	\$ 1,986	\$12,335

- (a) Other segment revenues primarily included revenues for the cruise portion of a tour, when a cruise is sold along with a land tour package by Holland America Tours or Princess Tours, and shore excursion and port hospitality services provided to cruise passengers by these tour companies. These intersegment revenues, which are included in full in the cruise segment, are eliminated from the other segment revenues in the line "Intersegment elimination."
- (b) Other segment assets primarily included hotels and lodges in Alaska and the Canadian Yukon, luxury dayboats offering tours to a glacier in Alaska and on the Yukon River, motorcoaches used for sightseeing and charters in the States of Washington and Alaska, British Columbia, Canada and the Canadian Yukon and private, domed rail cars, which run on the Alaska Railroad between Anchorage and Fairbanks.
- (c) Operating and selling expenses in 2003 have been reclassified to conform to the 2004 presentation.
- (d) Cruise operating income included an impairment charge of \$20 million in 2002.

Foreign revenues for our cruise brands represent sales generated from outside the U.S. primarily by foreign tour operators and foreign travel agencies. Substantially all of these foreign revenues are from the UK, Germany, Italy, Canada, France, Australia, Spain, Switzerland and Brazil. Substantially all of our long-lived assets are located outside of the U.S. and consist principally of our ships and ships under construction.

Revenue information by geographic area for fiscal 2004, 2003 and 2002 was as follows (in millions):

	2004	2003	2002
U.S.	\$5,788	\$4,513	\$3,304
Continental Europe	1,570	971	545
UK	1,341	724	158
Canada	562	231	167
Others	466	279	209
	\$9,727	\$6,718	\$4,383

#### NOTE 13 - Benefit Plans

##### Stock Option Plans

We have stock option plans primarily for supervisory and management level employees and members of our Board of Directors. The Carnival Corporation and Carnival plc plans are

administered by a committee of four of our independent directors (the "Committee"), that determines who is eligible to participate, the number of shares for which options are to be granted and the amounts that may be exercised within a specified term. The Carnival Corporation and Carnival plc option exercise price is generally set by the Committee at 100% of the fair market value of the common stock/ordinary shares on the date the option is granted. Substantially all Carnival Corporation options granted during fiscal 2004, 2003 and 2002 and Carnival plc options granted in 2004 and 2003 were granted at an exercise price per share equal to the fair market value of the Carnival Corporation common stock and Carnival plc ordinary shares on the date of grant. Carnival Corporation employee options generally vest evenly over five years and have a ten-year term. Carnival plc employee options generally vest at the end of three years and have a ten-year term. Carnival Corporation director options granted subsequent to fiscal 2000 vest evenly over five years and have a ten-year term. At November 30, 2004, Carnival Corporation had 31.7 million shares and Carnival plc had 3.2 million shares, which were available for future grants under the option plans.

A combined summary of the activity and status of the Carnival Corporation and Carnival plc stock option plans was as follows:

	Weighted-Average Exercise Price Per Share			Number of Options Years Ended November 30,		
	2004	2003	2002	2004	2003	2002
Outstanding options- beginning of year	\$28.79	\$29.26	\$28.95	19,297,979	11,828,958	12,774,293
Carnival plc outstanding options at April 17, 2003(a)		\$19.64			5,523,013	
Options granted	\$47.52	\$30.88	\$26.54	5,306,802(c)	5,464,109	33,000
Options exercised(b)	\$25.23	\$17.35	\$14.35	(5,686,484)(c,d)	(2,919,554)	(404,615)
Options canceled	\$30.17	\$28.64	\$32.80	(714,355)	(598,547)	(573,720)
Outstanding options- end of year	\$35.61	\$28.79	\$29.26	18,203,942(e)	19,297,979(e)	11,828,958
Options exercisable- end of year	\$32.05	\$27.68	\$28.71	5,920,890(f)	7,848,335(f)	4,775,894

- (a) All Carnival plc unvested options outstanding on the date the DLC transaction was completed vested fully on such date, except for 1.3 million options, which were granted on April 15, 2003.
- (b) Included 2.0 million and 1.8 million Carnival plc options in 2004 and 2003, of which 0.8 million and 1.0 million had a sterling denominated exercise price, respectively.
- (c) During 2004, as a result of Costa being transferred to the Carnival plc side of the DLC structure, options to purchase 973,000 shares of Carnival Corporation vested immediately and their termination dates were accelerated to 2004. These vested options, along with all of Costa employees' already exercisable options, were exercised in 2004 to avoid unduly burdensome taxes. In 2004, Carnival plc granted 1.1 million options at an exercise price equal to the fair market value of Carnival plc ordinary shares on the grant date, to replace Costa options, whose termination was accelerated to 2004. See Note 2.
- (d) On December 1, 2003, as a result of the Princess cruise operations being transferred to the Carnival Corporation side of the DLC structure, options to purchase 657,000 shares of Carnival plc vested immediately, and the termination dates on all Princess employees' Carnival plc exercisable options were accelerated to 2004. All such changes have been made pursuant to the original terms of the Carnival plc plan. In January 2005, Carnival Corporation granted 1.4 million options at an exercise price per share equal to the fair market value of Carnival Corporation common stock on the grant date, to replace those Princess options which terminated in 2004 prior to their original termination dates.
- (e) Included 3.3 million and 3.6 million of Carnival plc options at a weighted-average exercise price of \$38.42 and \$20.89 per share, based on the November 30, 2004 and 2003 U.S. dollar to sterling exchange rate, respectively.
- (f) Included 0.9 million and 2.2 million of Carnival plc options at a weighted-average exercise price of \$22.15 and \$18.06 per share, based on the November 30, 2004 and 2003 U.S. dollar to sterling exchange rate, respectively.

Combined information with respect to outstanding and exercisable Carnival Corporation and Carnival plc stock options at November 30, 2004 was as follows:

Exercise Price Range	Options Outstanding			Options Exercisable	
	Shares	Weighted-Average Remaining Life (Years)	Weighted-Average Exercise Price	Shares	Weighted-Average Exercise Price
\$ 1.94-\$ 2.25	30,980	(a)	\$ 2.07	30,980	\$ 2.07
\$10.59-\$15.00	46,071	4.0	\$13.11	46,071	\$13.11
\$16.28-\$23.03	2,512,830	6.4	\$21.48	1,358,328	\$20.85
\$24.36-\$27.88	3,388,674	7.3	\$26.98	1,246,686	\$26.22
\$28.21-\$34.88	4,840,230	7.6	\$31.95	1,117,990	\$30.69
\$36.72-\$41.34	102,000	3.8	\$38.08	102,000	\$38.09
\$43.56-\$48.56	3,393,814	6.1	\$44.58	2,018,835	\$44.51
\$48.69-\$54.46	3,889,343	9.7	\$49.46		
Total	18,203,942	7.5	\$35.61	5,920,890	\$32.05

(a) These stock options do not have an expiration date.

#### Carnival Corporation Nonvested Stock

Carnival Corporation has issued nonvested stock to a few officers. These shares have the same rights as Carnival Corporation common stock, except for transfer restrictions and forfeiture provisions. During fiscal 2004, 2003 and 2002, 160,000 shares, 455,000 shares and 150,000 shares, respectively, of Carnival Corporation common stock were issued, which were valued at \$7 million, \$14 million and \$4 million, respectively. Unearned stock compensation was recorded within shareholders' equity at the date of award based on the quoted market price of the Carnival Corporation common stock on the date of grant and is amortized to expense using the straight-line method from the grant date through the earlier of the vesting date or the officers' estimated retirement date. These shares either have three or five-year cliff vesting or vest evenly over five years after the grant date. As of November 30, 2004 and 2003 there were 1,065,000 shares and 1,055,000 shares, respectively, issued under the plan, which remained to be vested.

#### Defined Benefit Pension Plans

We have several defined benefit pension plans, which cover some of our shipboard and shoreside employees. The U.S. and UK shoreside employee plans are closed to new membership and are funded at or above the level required by U.S. or UK regulations. The remaining defined benefit plans are primarily unfunded. In determining our plans' benefit obligations at November 30, 2004, we used assumed weighted-average discount rates of 5.5% and 5.2% for our U.S. and foreign plans, respectively. The net liabilities related to the obligations under these single employer defined benefit pension plans are not material.

A minimum pension liability adjustment is required when the actuarial present value of accumulated benefits exceeds plan assets and accrued pension liabilities. At November 30, 2004 and 2003, our single employer plans had aggregated additional minimum pension liability adjustments, less allowable intangible assets, of \$17 million and \$14 million, respectively, which are included in AOCI.

In addition, P&O Cruises participated in a Merchant Navy Ratings Pension Fund ("MNRPF"), which is a defined benefit multiemployer pension plan that was available to their shipboard non-officers. This plan has a significant funding deficit and has been closed to further benefit accrual since prior to the completion of the DLC transaction. P&O Cruises, along with other unrelated employers, are making payments into this plan under a non-binding Memorandum of Understanding to reduce the deficit. Accordingly, at November 30, 2004 and 2003, we had recorded a long-term pension liability of \$22 million and \$19 million, which represented our estimate of the present value of the entire liability due by us under this plan.

P&O Cruises, Princess and Cunard also participate in an industry-wide British Merchant

Navy Officers Pension Fund ("MNOFF"), which also is a defined benefit multiemployer pension plan that is available to certain of their shipboard British officers. The MNOFF is divided into two sections, the "New Section" and the "Old Section," each of which covers a different group of participants, with the Old Section closed to further benefit accrual and the New Section only closed to new membership. Holland America Line also participates in a Dutch shipboard officers defined benefit multiemployer pension plan. Our multiemployer yearly pension fund plan expenses are based on the amount of contributions we are required to make annually into the plans.

As of March 31, 2003, the date of the most recent formal actuarial valuation prepared by the MNOFF's actuary, the New Section of the MNOFF was estimated to have a fund deficit of approximately 200 million sterling, or \$380 million, assuming a 7.8% discount rate. At November 30, 2004, our external actuary informally updated the March 31, 2003 valuation and estimated that the New Section deficit was approximately 760 million sterling, or \$1.44 billion, assuming a 5.2% discount rate. The amount of the fund deficit could vary considerably if different assumptions and/or estimates were used in its calculation. Our share of any liability with respect to the fund's deficit is uncertain, and the MNOFF's participating employers are seeking guidance from the court, which is expected to be given during the second quarter of 2005.

Substantially all of any MNOFF fund deficit liability which we may have relates to P&O Cruises and Princess liabilities, which existed prior to the DLC transaction. However, since the MNOFF is a multiemployer plan and it is not probable that we will withdraw from the plan nor is our share of the liability certain, we are required to record our MNOFF plan expenses, including any contributions to fund the deficit, as they are contributed, instead of as a Carnival plc acquisition liability that existed at the DLC transaction date. It is currently expected that deficit funding contributions, if any, will be required to be paid over at least ten years. Finally, if it is determined that we are responsible for a portion of the MNOFF deficit, we expect that we will have to record an expense in the amount of our estimated future contributions in the period that such amount can be reasonably estimated. We have recently received indicative calculations from the MNOFF setting out our share of the fund's deficit based on different possible court outcomes. These indicative calculations, which could vary depending on the court's final determination and also other factors, such as the ability of other employers to settle their liabilities, show that our share of the deficit would be between \$26 million and \$113 million, based on the estimated deficit of \$1.44 billion.

Total expense for all of our defined benefit pension plans, including our multiemployer plans, was \$18 million, \$17 million and \$11 million in fiscal 2004, 2003 and 2002, respectively.

#### Defined Contribution Plans

We have several defined contribution plans available to most of our employees. We contribute to these plans based on employee contributions, salary levels and length of service. Total expense relating to these plans was \$12 million in each of fiscal 2004 and 2003 and \$8 million in fiscal 2002.

#### NOTE 14 - Earnings Per Share

Our basic and diluted earnings per share were computed as follows (in millions, except per share data):

	Years Ended November 30,		
	2004	2003	2002
	----	----	----
Net income	\$1,854	\$1,194	\$1,016
Interest on dilutive convertible notes	49	43	35
	-----	-----	-----
Net income for diluted earnings per share	\$1,903	\$1,237	\$1,051
	=====	=====	=====
Weighted-average common and ordinary shares outstanding	802	718	587

Dilutive effect of convertible notes	44	39	33
Dilutive effect of stock plans	5	2	1
	-----	-----	-----
Diluted weighted-average shares outstanding	851	759	621
	=====	=====	=====
Basic earnings per share	\$2.31	\$1.66	\$1.73
	=====	=====	=====
Diluted earnings per share	\$2.24	\$1.63	\$1.69
	=====	=====	=====

The weighted-average shares outstanding for the year ended November 30, 2003 includes the pro rata Carnival plc shares since April 17, 2003.

Options to purchase 6.0 million, 8.4 million and 6.0 million shares for fiscal 2004, 2003 and 2002, respectively, were excluded from our diluted earnings per share computation since the effect of including them was anti-dilutive.

#### NOTE 15 - Supplemental Cash Flow Information

Total cash paid for interest was \$250 million, \$156 million and \$110 million in fiscal 2004, 2003 and 2002, respectively. In addition, cash paid for income taxes was \$8 million in fiscal 2004 and \$20 million in fiscal 2003. Finally, we received a \$60 million note on the sale of Holland America Line's Nieuw Amsterdam in fiscal 2002, which represented a noncash investing activity.

Report of Independent Registered Certified Public Accounting Firm To the Boards of Directors and Shareholders of Carnival Corporation and Carnival plc:

We have completed an integrated audit of Carnival Corporation & plc's November 30, 2004 consolidated financial statements and of its internal control over financial reporting as of November 30, 2004 and audits of its 2003 and 2002 consolidated financial statements in accordance with the standards of the Public Company Accounting Oversight Board (United States). Our opinions, based on our audits, are presented below.

Consolidated financial statements

In our opinion, the accompanying consolidated balance sheets and the related consolidated statements of operations, cash flows and shareholders' equity present fairly, in all material respects, the financial position of Carnival Corporation & plc (comprising Carnival Corporation and Carnival plc and their respective subsidiaries, the "Company") at November 30, 2004 and November 30, 2003, and the results of their operations and their cash flows for each of the three years in the period ended November 30, 2004 in conformity with accounting principles generally accepted in the United States of America. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits of these statements in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit of financial statements includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

Internal control over financial reporting

Also, in our opinion, management's assessment, included in the accompanying Management's Report on Internal Control Over Financial Reporting appearing under Item 9A, that the Company maintained effective internal control over financial reporting as of November 30, 2004 based on criteria established in Internal Control - Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission ("COSO"), is fairly stated, in all material respects, based on those criteria. Furthermore, in our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of November 30, 2004, based on criteria established in Internal Control - Integrated Framework issued by the COSO. The Company's management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting. Our responsibility is to express opinions on management's assessment and on the effectiveness of the Company's internal control over financial reporting based on our audit. We conducted our audit of internal control over financial reporting in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects. An audit of internal control over financial reporting includes obtaining an understanding of internal control over financial reporting, evaluating management's assessment, testing and evaluating the design and operating effectiveness of internal control, and performing such other procedures as we consider necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinions.

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (i) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (ii) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and

expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (iii) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

/s/ PricewaterhouseCoopers LLP

Miami, Florida  
February 11, 2005

## Management's Discussion and Analysis of Financial Condition and Results of Operations

### Cautionary Note Concerning Factors That May Affect Future Results

Some of the statements contained in this 2004 Annual Report are "forward-looking statements" that involve risks, uncertainties and assumptions with respect to us, including some statements concerning future results, outlook, plans, goals and other events which have not yet occurred. These statements are intended to qualify for the safe harbors from liability provided by Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. You can find many, but not all, of these statements by looking for words like "will," "may," "believes," "expects," "anticipates," "forecast," "future," "intends," "plans," and "estimates" and for similar expressions.

Because forward-looking statements involve risks and uncertainties, there are many factors that could cause our actual results, performance or achievements to differ materially from those expressed or implied in this 2004 Annual Report. Forward-looking statements include those statements which may impact the forecasting of our earnings per share, net revenue yields, booking levels, pricing, occupancy, operating, financing and/or tax costs, costs per available lower berth day ("ALBD"), estimates of ship depreciable lives and residual values, outlook or business prospects. These factors include, but are not limited to, the following:

- risks associated with the DLC structure, including the uncertainty of its tax status;
- general economic and business conditions, which may impact levels of disposable income of consumers and net revenue yields for our cruise brands;
- conditions in the cruise and land-based vacation industries, including competition from other cruise ship operators and providers of other vacation alternatives and increases in capacity offered by cruise ship and land-based vacation alternatives;
- risks associated with operating internationally;
- the international political and economic climate, armed conflicts, terrorist attacks and threats thereof, availability of air service, other world events and adverse publicity, and their impact on the demand for cruises;
- accidents and other incidents affecting the health, safety, security and vacation satisfaction of passengers, including machinery and equipment failures, which could cause the cancellation of a cruise or a series of cruises;
- our ability to implement our shipbuilding programs and brand strategies and to continue to expand our business worldwide;
- our ability to attract and retain qualified shipboard crew and maintain good relations with employee unions;
- our ability to obtain financing on terms that are favorable or consistent with our expectations;
- the impact of changes in operating and financing costs, including changes in foreign currency and interest rates and fuel, food, payroll, insurance and security costs;
- changes in the tax, environmental, health, safety, security and other regulatory regimes under which we operate;
- continued availability of attractive port destinations;
- our ability to successfully implement cost improvement plans and to integrate business acquisitions;
- continuing financial viability of our travel agent distribution system and air service providers; and
- unusual weather patterns or natural disasters.

Forward-looking statements should not be relied upon as a prediction of actual results. Subject to any continuing obligations under applicable law or any relevant listing rules, we expressly disclaim any obligation to disseminate, after the date of this 2004 Annual Report, any updates or revisions to any such forward-looking statements to reflect any change in expectations or events, conditions or circumstances on which any such statements are based.

The post-September 11, 2001 travel environment was a challenging period for the travel and leisure industry. In 2002, demand for travel was weakened due to the September 11th attacks followed by the conflict in Afghanistan. In 2003, the cruise industry was challenged

by, among other things, a weaker economy and unstable geopolitical environment, the emergence of Severe Acute Respiratory Syndrome ("SARS") in Asia and the threat and eventual outbreak of war in Iraq. These events had a negative effect on the public's willingness to travel, and consequently, negatively impacted our net revenue yields (see "Key Performance Indicators" below).

In 2004, the effects of those factors on the cruise industry were reduced, and we experienced a substantial improvement in our net revenue yields. We believe this improvement was primarily the result of stronger consumer demand for travel, which resulted in higher passenger ticket prices and onboard revenues and, to a lesser extent, a weaker U.S. dollar relative to the euro and sterling. The increase in pricing was achieved despite a 17.2% increase in proforma passenger capacity relating to the introduction of seven new ships in fiscal 2004. In addition, from 2002 through 2004, the cruise industry was impacted by substantial increases in fuel prices. It is possible that these high fuel prices will continue in 2005 and future years.

Throughout this period we generated significant cash flows and remained in a strong financial position, which is a high priority and we believe provides us with a competitive advantage in the capital intensive cruise industry. However, our operations are subject to many risks, as briefly noted above and under the caption "Cautionary Note Concerning Factors That May Affect Future Results," which could adversely impact our future results.

During 2004, we ordered eight new ships for our North American and European brands, which are expected to be delivered between 2007 and 2009. These new ships are expected to continue to help us maintain our leadership position within the cruise industry. The year-over-year percentage increases in Carnival Corporation & plc's ALBD capacity, resulting from new ships entering service, is 8.7%, 6.1%, 7.5%, 6.6% and 2.4% for fiscal 2005, 2006, 2007, 2008 and 2009, respectively, based on ships currently on order.

We believe that given a stable geopolitical environment and the continuing strong demand for travel, our net revenue yields will increase in 2005.

#### Outlook For Fiscal 2005 ("2005")

As of December 16, 2004 we said that we were comfortable with earnings per share estimates of \$2.70 for 2005. We also said that we expected our first quarter 2005 earnings per share to be in the range of \$0.38 to \$0.40. Our guidance was based on flat fuel pricing compared to 2004, which was in line with the forward curve for bunker fuel at that time, and an exchange rate of \$1.30 to the euro and \$1.86 to the sterling.

On January 20, 2005, we announced that the 1,870-passenger ship Aurora, operated by P&O Cruises, experienced a technical problem with its propulsion system that forced the cancellation of its 103-day, 2005 world cruise. We expected that the vessel would be repaired and would return to service prior to the date it was to end its world cruise and anticipated scheduling revised short replacement cruises. The cancellation of the world cruise, net of estimated earnings from anticipated replacement cruises, was expected to reduce 2005 full year earnings per share by approximately \$0.05, of which approximately \$0.03 per share was expected to impact the first quarter and the remainder in the second quarter. We now expect the Aurora to be out of service for a longer duration and anticipate scheduling fewer replacement cruises. Consequently, we expect the full year 2005 impact to be approximately \$0.06 per share, of which approximately \$0.04 per share will effect the first quarter of 2005.

We also expect that there will be \$0.01 per share gain from the settlement of litigation recorded in the first quarter of 2005.

Since our December guidance, fuel prices have risen. Our current forecast uses fuel prices that are 10% higher than the prior year, which was determined based upon the current forward curve for bunker fuel, which equates to approximately \$0.06 per share on an annual basis.

Since early January 2005, the cruise industry has entered the "wave season," a period of higher booking levels than during the rest of the year. During the 2005 wave season, company wide booking levels, on an absolute basis, have been running slightly higher than during the same period last year. However, pricing during wave season has been significantly higher than

during the same period last year. As of the end of January 2005, we have 10% less inventory remaining to sell for 2005 than at the same time last year, even with a 9% capacity increase in 2005. We believe our lower inventory availability provides us with the opportunity to execute our pricing strategies to maximize revenue yields in 2005.

Based upon the stronger booking trends experienced during the month of January, we remain comfortable with our previous guidance of \$2.70 per share for the full year 2005 and a range of \$0.38 to \$0.40 per share for the first quarter of 2005, including the aforementioned impact of the Aurora, the litigation settlement and higher fuel prices. Our current guidance is based upon an exchange rate of \$1.31 to the euro and \$1.87 to the sterling.

Net revenue yields for 2005 are now forecasted to increase 4 to 6 percent (3 to 5 percent on a constant dollar basis) compared to last year. The increase in expected net revenue yields compared with our previous guidance is largely due to higher prices achieved during the initial month of wave season partially offset by the impact of the cancellation of the Aurora world cruise. Net cruise costs per ALBD are now forecast to be up 1 to 3 percent (flat to up 2 percent on a constant dollar basis) compared to last year. This increase from our prior guidance is primarily because of assumed higher fuel prices and costs associated with the cancellation of Aurora's world cruise.

We continue to expect that first quarter 2005 net revenue yields will increase approximately 5 to 7 percent (4 to 6 percent on a constant dollar basis), compared to last year. Our first quarter guidance for net revenue yields remains the same as our previous guidance given in December because the approximate 1 percent reduction in net revenue yields due to the cancellation of Aurora's world cruise offset the stronger pricing achieved during the initial month of wave season. We continue to expect net cruise costs per ALBD to be flat to up 2 percent (down 1 to up 1 percent on a constant dollar basis), compared to last year. First quarter net cruise costs per ALBD remained the same as our prior guidance because the impact of the cancellation of the world cruise was offset by the delay in timing of advertising costs.

#### Share-Based Compensation

In December 2004, the Financial Accounting Standards Board issued Share-Based Payment Statement 123(R), which will require us to recognize compensation costs in our financial statements in an amount equal to the fair value of share-based payments granted to employees and directors. This statement is effective for us in the fourth quarter of fiscal 2005. We have not yet determined which of the alternative transition methods we will use upon adoption of this statement. However, based on preliminary estimates, if we were to elect to adopt this statement with retroactive effect to December 1, 2004, our additional 2005 share-based compensation expense would be approximately \$60 million, which has not been included in the Outlook for 2005.

#### Key Performance Indicators and Pro Forma Information

We use net cruise revenues per ALBD ("net revenue yields") and net cruise costs per ALBD as significant non-GAAP financial measures of our cruise segment financial performance. We believe that net revenue yields are commonly used in the cruise industry to measure a company's cruise segment revenue performance. This measure is also used for revenue management purposes. In calculating net revenue yields, we use "net cruise revenues" rather than "gross cruise revenues." We believe that net cruise revenues is a more meaningful measure in determining revenue yield than gross cruise revenues because it reflects the cruise revenues earned by us net of our most significant variable costs, which are travel agent commissions, cost of air transportation and certain other variable direct costs associated with onboard revenues. Substantially all of our remaining cruise costs are largely fixed once our ship capacity levels have been determined.

Net cruise costs per ALBD is the most significant measure we use to monitor our ability to control our cruise segment costs rather than gross cruise costs per ALBD. In calculating net cruise costs, we exclude the same variable costs as described above, which are included in the calculation of net cruise revenues. This is done to avoid duplicating these variable costs in these two non-GAAP financial measures.

We have not provided estimates of future gross revenue yields or future gross cruise costs per ALBD because the reconciliations of forecasted net cruise revenues to forecasted gross cruise revenues or forecasted net cruise costs to forecasted cruise operating expenses would require us to forecast, with reasonable accuracy, the amount of air and other transportation costs that our forecasted cruise passengers would elect to purchase from us (the "air/sea mix"). Since the forecasting of future air/sea mix involves several significant variables that are relatively difficult to forecast and the revenues from the sale of air and other transportation approximate the costs of providing that transportation, management focuses primarily on forecasts of net cruise revenues and costs rather than gross cruise revenues and costs. This does not impact, in any material respect, our ability to forecast our future results, as any variation in the air/sea mix has no material impact on our forecasted net cruise revenues or forecasted net cruise costs. As such, management does not believe that this reconciling information would be meaningful.

In addition, because a significant portion of our operations utilize the euro or sterling to measure their results and financial condition, the translation of those operations to our U.S. dollar reporting currency results in increases in reported U.S. dollar revenues and expenses if the U.S. dollar weakens against these foreign currencies, and decreases in reported U.S. dollar revenues and expenses if the U.S. dollar strengthens against these foreign currencies. Accordingly, we also monitor our key indicators assuming the 2004 exchange rates have remained constant with the prior year's comparable rates, or on a "constant dollar basis," in order to remove the impact of changes in exchange rates on our non U.S. cruise operations. We believe that this is a useful measure indicating the actual growth of our operations in a fluctuating exchange rate environment.

Our 2003 reported results only included the results of P&O Princess since April 17, 2003. Consequently, for the years ended November 30, 2004 and 2003, we believe that the most meaningful comparison of our annual operating income and revenue and cost metrics is to the comparable pro forma results and metrics in 2003 and 2002, which reflect the operations of both Carnival Corporation and P&O Princess as if the companies had been consolidated throughout 2003 and 2002. Accordingly, we have disclosed pro forma information for the year ended November 30, 2003 and 2002, as well as the required reported information, in the discussion of our results of operations.

The 2003 and 2002 pro forma information were computed by adding the results of P&O Princess' annual operations, and acquisition adjustments of \$16 million and \$14 million of depreciation expense and \$3 million and \$7 million of interest expense, and excluding \$51 million and \$103 million of nonrecurring DLC transaction costs, respectively, to the 2003 and 2002 Carnival Corporation reported results for the year ended November 30, 2003 and 2002, respectively.

#### Critical Accounting Estimates

Our critical accounting estimates are those which we believe require our most significant judgments about the effect of matters that are inherently uncertain. A discussion of our critical accounting estimates, the underlying judgments and uncertainties used to make them and the likelihood that materially different estimates would be reported under different conditions or using different assumptions, is set forth below.

#### Ship Accounting

Our most significant assets are our ships and ships under construction, which represent 83% of our total assets. We make several critical accounting estimates dealing with our ship accounting. First, we compute our ships' depreciation expense, which represents 11.6% of our cruise operating expenses in fiscal 2004, which requires us to estimate the average useful life of each of our ships, as well as their residual values. Secondly, we account for ship improvement costs by capitalizing those costs, which we believe will add value to our ships and depreciate those improvements over their estimated useful lives. Finally, we account for the replacement or refurbishment of our ship components based upon their estimated net book value.

We determine the average useful life of our ships based primarily on our estimates of the weighted-average useful lives and residual values of the ships' major component systems, such as cabins, main diesels, main electric, superstructure and hull. In addition, we

consider, among other things, the impact of anticipated technological changes, long-term vacation market conditions and competition and historical useful lives of similarly-built ships. We have estimated our new ships' average useful lives at 30 years and their average residual values at 15% of our original ship cost.

Given the very large and complex nature of our ships, ship accounting estimates require considerable judgment and are inherently uncertain. We do not have cost segregation studies performed to specifically componentize our ship systems. However, we have estimated the useful lives of our ships to be 30 years based upon our estimate of the relative costs of the major components of a cruise ship. In addition, since we do not separately componentize our ships, we do not identify and track depreciation of specific component systems. Therefore, we have to estimate the net book value of components that are replaced or refurbished, based primarily upon their replacement or refurbishment cost and the age of the ship.

If materially different conditions existed, or if we materially changed our assumptions of ship lives and residual values, our depreciation expense or loss on replacement or refurbishment of ship assets and net book value of our ships would be materially different. In addition, if we change our assumptions in making our determinations as to whether improvements to a ship add value, the amounts we expense each year as repair and maintenance costs could increase, partially offset by a decrease in depreciation expense, as less costs would have been initially capitalized to our ships. Our fiscal 2004 ship depreciation expense would have increased by approximately \$21 million for every year we reduced our estimated average 30 year ship useful life. In addition, if our ships were estimated to have no residual value, our fiscal 2004 depreciation expense would have increased by approximately \$100 million.

We believe that the estimates we made for ship accounting purposes are reasonable and our methods are consistently applied and, accordingly, result in depreciation expense that is based on a rational and systematic method to equitably allocate the costs of our ships to the periods during which services are obtained from their use. In addition, we believe that the estimates we made are reasonable and our methods consistently applied (1) in determining the average useful life and average residual values of our ships; (2) in determining which ship improvement costs add value to our ships; and (3) in determining the net book value of ship component assets being replaced or refurbished. Finally, we believe our critical ship accounting estimates are generally comparable with those of other major cruise companies.

#### Asset Impairment

The impairment reviews of our ship and trademark assets and of our goodwill, which has been allocated to our cruise line reporting units, require us to make significant estimates to determine the fair values of these assets or reporting units.

The determination of fair value includes numerous uncertainties, unless a viable actively traded market exists for the asset or for a comparable reporting unit, which is usually not the case for cruise ships, cruise lines and trademarks. For example, in determining fair values of ships and cruise lines utilizing discounted forecasted cash flows, significant judgments are made concerning, among other things, future net revenue yields, net cruise costs per ALBD, interest and discount rates, cruise itineraries, ship additions and retirements, technological changes, consumer demand, governmental regulations and the effects of competition. In addition, third party appraisers are sometimes used to determine fair values and some of their valuation methodologies are also subject to similar types of uncertainties. Also, the determination of fair values of reporting units using a price earnings multiple approach also requires significant judgments, such as determining reasonably comparable multiples. Finally, determining trademark fair values also requires significant judgments in determining both the estimated trademark cash flows, and the appropriate royalty rates to be applied to those cash flows to determine their fair value. We believe that we have made reasonable estimates and judgments in determining whether our ships, goodwill and trademarks have been impaired. However, if there is a material change in the assumptions used in our determination of fair value or if there is a material change in the conditions or circumstances influencing fair value, we could be required to recognize a material impairment charge.

## Contingencies

We periodically assess the potential liabilities related to any lawsuits or claims brought against us, as well as for other known unasserted claims, including environmental, legal, passenger and crew, and tax matters. While it is typically very difficult to determine the timing and ultimate outcome of these matters, we use our best judgment to determine if it is probable that we will incur an expense related to the settlement or final adjudication of such matters and whether a reasonable estimation of such probable loss, if any, can be made. In assessing probable losses, we make estimates of the amount of insurance recoveries, if any. We accrue a liability when we believe a loss is probable and the amount of the loss can be reasonably estimated, in accordance with the provisions of SFAS No. 5, "Accounting for Contingencies," as amended. Such accruals are typically based on developments to date, management's estimates of the outcomes of these matters, our experience in contesting, litigating and settling other similar matters, historical claims experience and actuarially determined assumptions of liabilities, and any related insurance coverage. See Notes 8 and 13 in the accompanying financial statements for additional information concerning our contingencies.

Given the inherent uncertainty related to the eventual outcome of these matters and potential insurance recoveries, it is possible that all or some of these matters may be resolved for amounts materially different from any provisions or disclosures that we may have made with respect to their resolution. In addition, as new information becomes available, we may need to reassess the amount of probable liability that needs to be accrued related to our contingencies. All such revisions in our estimates could materially impact our results of operations and financial position.

## Results of Operations

We earn our cruise revenues primarily from the following:

- sales of passenger cruise tickets and, in some cases, the sale of air and other transportation to and from our ships. The cruise ticket price includes accommodations, meals, some non-alcoholic beverages, entertainment and many onboard activities, and
- the sale of goods and/or services primarily on board our ships, which include bar and some beverage sales, casino gaming, shore excursions, gift shop and spa sales, photo and art sales and pre-and post cruise land packages. These activities are either performed directly by us or by independent concessionaires, from which we receive a percentage of their revenues.

We incur cruise operating costs and expenses for the following:

- the costs of passenger cruise tickets which represent costs that vary directly with passenger cruise ticket revenues, and include travel agent commissions, air and other travel related costs and credit card fees,
- onboard and other cruise costs which represent costs that vary directly with onboard and other revenues, and include the costs of liquor and some beverages, costs of tangible goods sold by us from our gift, photo and art auction activities, pre- and post cruise land packages and credit card fees. Concession revenues do not have any significant amount of costs associated with them, as the costs and services incurred for these activities are provided by our concessionaires,
- payroll and related costs which represent costs for all our shipboard personnel, including deck and engine officers and crew and hotel and administrative employees,
- food costs, which include both our passenger and crew food costs, and
- other ship operating costs which include fuel, repairs and maintenance, port charges, insurance, entertainment and all other shipboard operating costs and expenses.

For segment information related to our revenues, expenses, operating income and other financial information see Note 12 in the accompanying financial statements.

Summary

Our reported and pro forma results of operations and selected statistical information were as follows:

	Years Ended November 30,				
	Pro Forma		Reported	Pro Forma	
	2004	2003	2003	2002	Reported 2002
(dollars in millions, except statistical information)					
<b>Revenues</b>					
Cruise					
Passenger tickets	\$ 7,357	\$ 5,732	\$ 5,039	\$ 5,128	\$ 3,346
Onboard and other	2,070	1,600	1,420	1,356	898
Other	300	264	259	284	139
	-----	-----	-----	-----	-----
	9,727	7,596	6,718	6,768	4,383
	-----	-----	-----	-----	-----
<b>Costs and Expenses</b>					
Operating					
Cruise					
Commissions, transportation and other	1,572	1,227	1,021	1,121	658
Onboard and other	359	279	229	240	116
Payroll and related	1,003	841	744	676	458
Food	550	447	393	381	256
Other ship operating	1,763	1,428	1,237	1,149	734
Other	210	198	190	211	108
	-----	-----	-----	-----	-----
Total	5,457	4,420	3,814	3,778	2,330
Selling and administrative	1,285	1,103	936	960	609
Depreciation and amortization	812	653	585	534	382
Impairment charge				20	20
	-----	-----	-----	-----	-----
Operating Income	2,173	1,420	1,383	1,476	1,042
Nonoperating Expense, Net	(272)	(185)	(160)	(148)	(83)
	-----	-----	-----	-----	-----
Income Before Income Taxes	1,901	1,235	1,223	1,328	959
Income Tax (Expense) Benefit, Net	(47)	(25)	(29)	46	57
	-----	-----	-----	-----	-----
Net Income	\$ 1,854	\$ 1,210	\$ 1,194	\$ 1,374	\$ 1,016
	=====	=====	=====	=====	=====
<b>Selected Statistical Information</b>					
Passengers carried					
(in thousands)	6,306	5,422	5,038	4,725	3,549
	=====	=====	=====	=====	=====
Occupancy percentage	104.5%	102.6%	103.4%	103.5%	105.2%
	=====	=====	=====	=====	=====

Gross and net revenue yields were computed by dividing the gross or net revenues, without rounding, by ALBDs as follows:

	Years Ended November 30,				
	Pro Forma		Reported	Pro Forma	
	2004	2003	2003	2002	Reported 2002
(in millions, except ALBDs and yields)					
<b>Cruise revenues</b>					
Passenger tickets	\$ 7,357	\$ 5,732	\$ 5,039	\$ 5,128	\$ 3,346
Onboard and other	2,070	1,600	1,420	1,356	898
	-----	-----	-----	-----	-----
Gross cruise revenues	9,427	7,332	6,459	6,484	4,244
<b>Less cruise costs</b>					
Commissions, transportation and other	(1,572)	(1,227)	(1,021)	(1,121)	(658)
Onboard and other	(359)	(279)	(229)	(240)	(116)
	-----	-----	-----	-----	-----
Net cruise revenues	\$ 7,496	\$ 5,826	\$ 5,209	\$ 5,123	\$ 3,470
	=====	=====	=====	=====	=====
ALBDs	44,009,061	37,554,709	33,309,785	31,962,000	21,435,828
	=====	=====	=====	=====	=====



Gross revenue yields	\$ 214.21	\$ 195.23	\$ 193.91	\$ 202.85	\$ 198.01
	=====	=====	=====	=====	=====
Net revenue yields	\$ 170.32	\$ 155.11	\$ 156.38	\$ 160.25	\$ 161.91
	=====	=====	=====	=====	=====

Gross and net cruise costs per ALBD were computed by dividing the gross or net cruise costs, without rounding, by ALBDs as follows:

	Years Ended November 30,				
		Pro Forma	Reported	Pro Forma	Reported
	2004	2003	2003	2002	2002
		(in millions, except ALBDs and costs per ALBD)			
Cruise operating expenses	\$ 5,247	\$ 4,222	\$ 3,624	\$ 3,567	\$ 2,222
Cruise selling and administrative expenses	1,231	1,054	896	912	577
Gross cruise costs	6,478	5,276	4,520	4,479	2,799
Less cruise costs included in net cruise revenues					
Commissions, transportation and other	(1,572)	(1,227)	(1,021)	(1,121)	(658)
Onboard and other	(359)	(279)	(229)	(240)	(116)
Net cruise costs	\$ 4,547	\$ 3,770	\$ 3,270	\$ 3,118	\$ 2,025
ALBDs	44,009,061	37,554,709	33,309,785	31,962,000	21,435,828
Gross cruise costs per ALBD	\$ 147.20	\$ 140.50	\$ 135.69	\$ 140.15	\$ 130.54
Net cruise costs per ALBD	\$ 103.31	\$ 100.38	\$ 98.16	\$ 97.55	\$ 94.43

Fiscal 2004 ("2004") Compared to Pro Forma 2003 ("pro forma 2003") and Reported Results 2003 ("reported 2003")

#### Revenues

Net cruise revenues increased \$1.67 billion, or 29%, to \$7.50 billion in 2004 from \$5.83 billion in pro forma 2003. The 17.2% increase in ALBD's between pro forma 2003 and 2004 accounted for \$1.0 billion of the increase, and the remaining \$670 million was from increased net revenue yields, which increased 9.8% in 2004 compared to pro forma 2003 (gross revenue yields increased by 9.7%). Net revenue yields increased in 2004 primarily from higher cruise ticket prices, a 1.9% increase in occupancy, higher onboard revenues and the weaker U.S. dollar relative to the euro and sterling. Net revenue yields as measured on a constant dollar basis, where we recompute 2004 net revenue yields at the foreign currency exchange rates in effect for pro forma 2003, increased 6.6% in 2004. Gross cruise revenues increased \$2.10 billion, or 29%, in 2004 to \$9.43 billion from \$7.33 billion in pro forma 2003 primarily for the same reasons as net cruise revenues.

Net cruise revenues increased \$2.29 billion, or 44%, to \$7.50 billion in 2004 from \$5.21 billion in reported 2003. The 32.1% increase in ALBD's between reported 2003 and 2004, which included P&O Princess for a full year in 2004, but only since April 17, 2003 during 2003, accounted for \$1.67 billion of the increase, and the remaining \$615 million was from increased net revenue yields, which increased 8.9% in 2004 compared to 2003 (gross revenue yields increased by 10.5%). Net revenue yields increased primarily for the same reasons as noted above. Gross cruise revenues increased \$2.97 billion, or 46%, in 2004 to \$9.43 billion from \$6.46 billion for primarily the same reasons as net cruise revenues.

Onboard and other revenues included concession revenues of \$261 million in 2004, \$201 million in pro forma 2003 and \$192 million in reported 2003, which increased in 2004 compared to both pro forma 2003 and reported 2003 primarily because of the same reasons noted above for net cruise revenues.

Other non-cruise revenues increased \$48 million, or 13.7%, to \$398 million in 2004 from \$350 million in proforma 2003 (an increase of \$53 million, or 15.4% from \$345 million in reported 2003) primarily due to the increase in the number of cruise/tours sold, as well as price increases.

## Costs and Expenses

Net cruise costs increased \$777 million, or 21%, to \$4.55 billion in 2004 from \$3.77 billion in pro forma 2003. The 17.2% increase in ALBD's between pro forma 2003 and 2004 accounted for \$650 million of the increase, and the remaining \$127 million was from increased net cruise costs per ALBD, which increased 2.9% in 2004 compared to pro forma 2003 (gross cruise costs per ALBD increased 4.8%). Net cruise costs per ALBD increased primarily due to a 7.8% increase in 2004 fuel prices and the weaker U.S. dollar relative to the euro and the sterling in 2004. In addition, net cruise costs increased as a result of the 2004 Atlantic hurricane season and Cunard's \$10 million of relocation costs, resulting from combining the Cunard back-office operations into Princess' operations. Net cruise costs per ALBD as measured on a constant dollar basis compared to pro forma 2003 declined 0.5% in 2004. The decrease in constant dollar net cruise costs was primarily the result of the economies of scale associated with the pro forma 17.2% ALBD increase and synergy savings from the integration efforts following the DLC transaction. Gross cruise costs increased \$1.20 billion, or 23%, in 2004 to \$6.48 billion from \$5.23 billion in pro forma 2003 primarily for the same reasons as net cruise costs.

Net cruise costs increased \$1.28 billion, or 39%, to \$4.55 billion in 2004 from \$3.27 billion in reported 2003. The increase in ALBD's between reported 2003 and 2004 accounted for \$1.05 billion of the increase, and the remaining \$230 million was from increased net cruise costs per ALBD, which increased 5.2% in 2004 compared to reported 2003 (gross cruise costs per ALBD increased 8.5%). Net cruise costs per ALBD increased primarily for the same reasons as noted above. Gross cruise costs increased \$1.96 billion, or 43%, in 2004 to \$6.48 billion from \$4.52 billion in reported 2003 primarily for the same reasons as net cruise costs and a higher proportion of P&O Princess brands' customers who purchased air from us.

Other non-cruise operating expense increased \$24 million, or 8.5%, to \$308 million in 2004 from \$284 million in pro forma 2003 (an increase of \$32 million, or 11.6%, from \$276 million in reported 2003) primarily due to the increased volume of cruise/tours sold in 2004.

Depreciation and amortization expense increased by \$159 million, or 24.3%, to \$812 million in 2004 from \$653 million in pro forma 2003 largely due to the pro forma 17.2% expansion of the combined fleet and ship improvement expenditures, as well as the impact of a weaker U.S. dollar. Depreciation and amortization increased by \$227 million, or 38.8%, to \$812 million in 2004 from \$585 million in reported 2003. This increase was primarily due to the same factors as noted above and the result of the consolidation of P&O Princess.

## Nonoperating (Expense) Income

Net interest expense, excluding capitalized interest, increased to \$292 million in 2004 from \$217 million in reported 2003, or \$75 million, which increase consisted primarily of a \$102 million increase in interest expense from our increased level of average borrowings and a weaker U.S. dollar, partially offset by a \$27 million decrease in interest expense due to lower average borrowing rates. The higher average debt balances were primarily a result of our consolidation of the former P&O Princess debt and new ship deliveries.

## Income Taxes

Income tax expense increased \$18 million from reported 2003 to \$47 million in 2004 primarily because of the increase in Costa's Italian taxable income and other taxes relating to our operations.

Pro Forma 2003 ("pro forma 2003") Compared to Pro Forma 2002 ("pro forma 2002") and Reported Results 2003 ("reported 2003") Compared to Reported Results 2002 ("reported 2002")

## Revenues

Net cruise revenues increased \$703 million, or 14%, to \$5.83 billion in pro forma 2003

from \$5.12 billion in pro forma 2002. The 17.5% increase in pro forma ALBD's accounted for \$895 million of the increase, which was partially offset by a \$192 million reduction from lower net revenue yields, which declined 3.2% in pro forma 2003 compared to pro forma 2002 (gross revenue yields decreased 3.8%). Net revenue yields decreased largely because of lower cruise ticket prices, and to a lesser extent, lower occupancy levels. Our revenue yields in 2003 were adversely affected by consumer concerns about travel during the period leading up to the war with Iraq and its eventual outbreak, the uncertain world economy and the increase in cruise industry capacity. This was partially offset by the weaker U.S. dollar. Gross cruise revenues increased \$848 million, or 13%, in pro forma 2003 to \$7.33 billion from \$6.48 billion in pro forma 2002 primarily for the same reasons as net cruise revenues.

Net cruise revenues increased \$1.74 billion, or 50%, to \$5.21 billion in reported 2003 from \$3.47 billion in reported 2002. The 55.4% increase in reported ALBD's, which only included P&O Princess since April 17, 2003, accounted for \$1.92 billion of the increase, which was partially offset by \$185 million from lower net revenue yields, which declined 3.4% in reported 2003 compared to reported 2002 (gross revenue yields decreased 2.1%). Net revenue yields decreased primarily for the same reasons as noted above. Gross cruise revenues increased \$2.22 billion, or 52%, in reported 2003 to \$6.46 billion from \$4.24 billion in reported 2002 primarily for the same reasons as net cruise revenues.

Onboard and other revenues included concession revenues of \$201 million in pro forma 2003, \$156 million in pro forma 2002, \$192 million in reported 2003 and \$147 million in reported 2002.

Other non-cruise revenues increased \$169 million, or 96%, to \$345 million in reported 2003 from \$176 million in reported 2002 due to the consolidation of Princess Tours and P&O Travel Ltd.

#### Costs and Expenses

Net cruise costs increased \$652 million, or 21%, to \$3.77 billion in pro forma 2003 from \$3.12 billion in pro forma 2002. The 17.5% increase in pro forma ALBD's accounted for \$546 million of the increase, and the remaining \$106 million was from increased net cruise costs per ALBD, which increased 2.9% in pro forma 2003 compared to pro forma 2002 (gross cruise cost per ALBD increased 0.2%). Net cruise costs per ALBD increased primarily due to a 20% increase in fuel prices and the weak U.S. dollar relative to the euro and the sterling, partially offset by the economies of scale associated with the 17.5% pro forma ALBD increase. Gross cruise costs increased \$797 million, or 18%, in pro forma 2003 to \$5.28 billion from \$4.45 billion in pro forma 2002 primarily for the same reasons as net cruise costs.

Net cruise costs increased \$1.25 billion, or 61%, to \$3.27 billion in reported 2003 from \$2.03 billion in reported 2002. The increase in reported ALBD's accounted for \$1.12 billion of the increase and the remaining \$130 million was from increased net cruise costs per ALBD, which increased 3.9% in reported 2003 compared to reported 2002 (gross cruise cost per ALBD increased 3.9%). Gross cruise costs increased \$1.72 billion, or 61%, in reported 2003 to \$4.52 billion from \$2.80 billion in reported 2002 primarily for the same reasons as net cruise costs and a higher proportion of P&O Princess brands' customers who purchased air from us.

Other non-cruise operating expense increased \$131 million, or 90.3%, to \$276 million in reported 2003 from \$145 million in reported 2002 due to the consolidation of Princess Tours and P&O Travel.

Depreciation and amortization expense increased by \$119 million, or 22.3%, to \$653 million in pro forma 2003 from \$534 million in pro forma 2002 largely due to the expansion of the combined fleet and ship improvement expenditures, as well as the impact of a weaker U.S. dollar. Depreciation and amortization increased by \$203 million, or 53.1%, to \$585 million in reported 2003 from \$382 million in reported 2002. Approximately \$126 million of this increase was from the consolidation of the former P&O Princess acquired operations. The majority of the remaining increase was a result of the expansion of the Carnival Corporation fleet and ship improvement expenditures.

## Nonoperating (Expense) Income

Net interest expense, excluding capitalized interest, increased to \$217 million in reported 2003 from \$118 million in reported 2002, or \$99 million, which increase consisted primarily of a \$125 million increase in interest expense from our increased level of average borrowings and a weaker U.S. dollar, partially offset by a \$31 million decrease in interest expense due to lower average borrowing rates. The higher average debt balances were primarily a result of our consolidation of the former P&O Princess debt and new ship deliveries.

## Income Taxes

The income tax expense of \$29 million in reported 2003 was primarily due to the consolidation of Carnival plc's U.S. based Princess Tours and Costa's Italian taxable income.

## Liquidity and Capital Resources

### Sources and Uses of Cash

Our business provided \$3.22 billion of net cash from operations during fiscal 2004, an increase of \$1.28 billion, or 66.4%, compared to fiscal 2003, due primarily to a full year in 2004 of the P&O Princess operations and significantly higher cash flows from operations. We continue to generate substantial cash from operations and remain in a strong financial position.

During fiscal 2004, our net expenditures for capital projects were \$3.59 billion, of which \$3.22 billion was spent for our ongoing new shipbuilding program, including the final delivery payments for seven new ships. The remaining capital expenditures consisted primarily of \$219 million for ship improvements and refurbishments, and \$151 million for Alaska tour assets, cruise port facility developments and information technology assets.

During fiscal 2004, we borrowed \$843 million, which were used primarily to finance a portion of the Diamond Princess and Sapphire Princess purchase prices. During fiscal 2004, we made \$932 million of debt repayments, which included \$330 million of debt repaid prior to its maturity date in order to reduce our borrowing rates. Finally, we borrowed \$272 million of net short-term bank borrowings primarily to make a portion of the final ship delivery payment for the Costa Magica. We also paid cash dividends of \$400 million in fiscal 2004.

### Future Commitments and Funding Sources

At November 30, 2004, our contractual cash obligations, and the effects such obligations are expected to have on our liquidity and cash flow in future periods were as follows (in millions):

Contractual Cash Obligations	Payments Due by Fiscal Year						
	Total	2005	2006	2007	2008	2009	Thereafter
Long-term debt(a)	\$ 7,572	\$1,281	\$1,686	\$1,058	\$1,435	\$ 141	\$1,971
Short-term borrowings(a)	381	381					
Fixed-rate interest payments(a)	1,675	211	162	146	210	103	843
Shipbuilding(a)	6,227	1,540	1,400	1,330	1,600	357	
Port facilities and other(a)	806	135	92	73	72	66	368
Operating leases(a)	231	51	37	25	21	18	79
Purchase obligations(b)	465	438	14	9	4		
Other long-term liabilities reflected on the balance sheet(c)	284	29	18	18	20	19	180
<b>Total contractual cash obligations(d)</b>	<b>\$17,641</b>	<b>\$4,066</b>	<b>\$3,409</b>	<b>\$2,659</b>	<b>\$3,362</b>	<b>\$ 704</b>	<b>\$3,441</b>

(a) See Notes 6 and 7 in the accompanying financial statements for additional information regarding these contractual cash obligations. Fixed-rate interest payments represent

cash outflows for fixed interest payments, including interest swapped from a variable-rate to a fixed-rate, but does not include interest payments on variable-rate debt or interest swapped from a fixed-rate to a variable-rate, because these amounts cannot be reasonably estimated.

- (b) Represents legally-binding commitments to purchase inventory and other goods and services made in the normal course of business to meet operational requirements. Many of our contracts contain clauses that allow us to terminate the contract with notice, and with or without a termination penalty. Termination penalties are generally an amount less than the original obligation. Historically, we have not had any significant defaults of our contractual obligations or incurred significant penalties for termination of our contractual obligations.
- (c) Represents cash outflows for certain of our long-term liabilities that could be reasonably estimated. The primary outflows are for estimates of our employee benefit plan obligations, certain deferred income taxes and other long-term liabilities. Other long-term liabilities, such as deferred income, derivative contracts payable, which convert fixed rate debt to variable rate debt, fair value of hedged commitments and certain deferred income taxes, have been excluded from the table as they do not require cash settlement in the future or the timing of the cash outflow cannot be reasonably estimated.
- (d) Foreign currency payments are based on the November 30, 2004 exchange rates.

During 2004, the Board of Directors authorized the repurchase of up to \$1 billion of Carnival Corporation or Carnival plc shares commencing in 2005, subject to certain repurchase restrictions on Carnival plc shares.

At November 30, 2004, we had liquidity of \$3.20 billion, which consisted of \$660 million of cash and cash equivalents and short-term investments and \$2.54 billion available for borrowing under our revolving credit facilities. Our revolving credit facilities mature in May and June 2006, except for Carnival plc's 600 million euro facility, which expires in March 2005, and is currently expected to be renewed for an additional year. No assurance can be given that we will be successful in extending this facility. A key to our access to liquidity is the maintenance of our strong credit ratings.

Based primarily on our historical results, current financial condition and future forecasts, we believe that our existing liquidity and cash flow from future operations will be sufficient to fund most of our expected capital projects, debt service requirements, dividend payments, working capital and other firm commitments. In addition, based on our future forecasted operating results and cash flows for fiscal 2005, we expect to be in compliance with our debt covenants during 2005. However, our forecasted cash flow from future operations, as well as our credit ratings, may be adversely affected by various factors, including, but not limited to, those factors noted under "Cautionary Note Concerning Factors That May Affect Future Results." To the extent that we are required, or choose, to fund future cash requirements, including our future shipbuilding commitments, from sources other than as discussed above, we believe that we will be able to secure such financing from banks or through the offering of debt and/or equity securities in the public or private markets. No assurance can be given that our future operating cash flow will be sufficient to fund future obligations or that we will be able to obtain additional financing, if necessary.

#### Off-Balance Sheet Arrangements

We are not a party to any off-balance sheet arrangements, including guarantee contracts, retained or contingent interests, certain derivative instruments and variable interest entities, that either have, or are reasonably likely to have, a current or future material effect on our financial statements.

#### Foreign Currency Exchange Rate Risks

In 2003, we broadened our global presence through Carnival plc's foreign operations, in addition to the foreign currency denominated operations of our Costa subsidiary. Specifically, our expanded international business operations through P&O Cruises, Ocean Village and Swan Hellenic in the UK and AIDA in Germany subject us to an increasing level of foreign currency exchange risk related to the sterling and euro because these operations have either the sterling or the euro as their functional currency. Accordingly, exchange rate fluctuations of the sterling and the euro against the dollar will effect our reported financial results since the reporting currency for our consolidated financial statements is the U.S. dollar and the functional currency for our international operations is generally the local currency. Any weakening of the U.S. dollar against these local functional currencies has the financial statement effect of increasing the U.S. dollar values reported for cruise revenues and cruise expenses in our consolidated financial statements. Strengthening of the U.S. dollar has the opposite effect.

We seek to minimize the impact of fluctuations in foreign currency exchange rates through our normal operating and financing activities, including netting certain exposures to take advantage of any natural offsets and, when considered appropriate, through the use of derivative financial instruments. The financial impacts of these hedging instruments are generally offset by corresponding changes in the underlying exposures being hedged. Our policy is to not use any financial instruments for trading or other speculative purposes.

One of our primary foreign currency exchange rate risks is related to our outstanding commitments under ship construction contracts denominated in a currency other than the functional currency of the cruise brand that is expected to be operating the ship. These currency commitments are affected by fluctuations in the value of the functional currency as compared to the currency in which the shipbuilding contract is denominated. We generally use foreign currency swaps to manage foreign currency exchange rate risk from ship construction contracts (see Notes 2, 7 and 11 in the accompanying financial statements). Accordingly, increases and decreases in the fair value of these foreign currency swaps offset changes in the fair value of the foreign currency denominated ship construction commitments, thus resulting in the elimination of such risk.

Specifically, we have foreign currency swaps for three of our euro denominated shipbuilding contracts. At November 30, 2004, the fair value of these foreign currency swaps was an unrealized gain of \$219 million which is recorded, along with an offsetting \$219 million fair value liability related to our shipbuilding firm commitments, on our accompanying 2004 balance sheet. Based upon a 10% strengthening or weakening of the U.S. dollar compared to the euro as of November 30, 2004, assuming no changes in comparative interest rates, the estimated fair value of these foreign currency swaps would decrease or increase by \$105 million, which would be offset by a decrease or increase of \$105 million in the U.S. dollar value of the related foreign currency ship construction commitments resulting in no net dollar impact to us.

However, at November 30, 2004, we also have three shipbuilding contracts denominated in euros, one of which has been assigned to a sterling functional currency company and two, which are still unassigned, for which we have not entered into any foreign currency swaps. At current exchange rates, it is most likely that these two contracts will be assigned to one of our cruise brands whose functional currency is the euro or sterling.

The cost of shipbuilding orders that we may place in the future for our cruise lines who generate their cash flows in a currency that is different than the shipyard's operating currency, generally the euro, is expected to be affected by foreign currency exchange rate fluctuations. Given the decline in the U.S. dollar relative to the euro, the U.S. dollar cost to order new cruise ships at current exchange rates has increased significantly. If the U.S. dollar remains at current levels or declines further, this may affect our ability to order future new cruise ships for U.S. dollar functional currency brands.

Finally, we consider our investments in foreign subsidiaries to be denominated in relatively stable currencies and of a long-term nature. We partially address these exposures by denominating a portion of our debt or entering into foreign currency swaps in our subsidiaries' functional currencies (generally euros or sterling). Specifically, we have debt of \$2.2 billion in euros and \$415 million in sterling and have \$887 million of foreign currency swaps, whereby we have converted \$251 million of U.S. dollar debt into sterling debt, \$466 million of U.S. dollar debt into euro debt and \$170 million of euro debt into sterling debt, thus partially offsetting this foreign currency exchange rate risk. At November 30, 2004, the fair value of these foreign currency swaps was an unrealized loss of \$137 million, which is recorded in AOCI and offsets a portion of the gains recorded in AOCI upon translating these foreign subsidiaries net assets into U.S. dollars. Based upon a 10% hypothetical increase or decrease in the November 30, 2004 foreign currency exchange rate, we estimate that these contracts fair values would increase or decrease by \$89 million, which

would be offset by a decrease or increase of \$89 million in the U.S. dollar value of our net investments.

#### Interest Rate Risks

We seek to minimize the impact of fluctuations in interest rates through our long-term investment and debt portfolio strategies, which include entering into a substantial amount of fixed rate debt instruments. We continuously evaluate our debt portfolio, and make periodic adjustments to the mix of floating rate and fixed rate debt based on our view of interest rate movements through the use of interest rate swaps. Accordingly in 2003 and 2001, we entered into fixed to variable interest rate swaps, which lowered our fiscal 2004, 2003 and 2002 interest costs, and are also expected to lower our fiscal 2005 interest costs. At November 30, 2004, 68% of the interest cost on our long-term debt was effectively fixed and 32% was variable, including the effect of our interest rate swaps.

Specifically, we have interest rate swaps at November 30, 2004, which effectively changed \$929 million of fixed rate debt to Libor-based floating rate debt. In addition, we have interest rate swaps at November 30, 2004, which effectively changed \$828 million of euribor floating rate debt to fixed rate debt. The fair value of our long-term debt and interest rate swaps at November 30, 2004 was \$8.46 billion. Based upon a hypothetical 10% decrease or increase in the November 30, 2004 market interest rates, the fair value of our long-term debt and interest rate swaps would increase or decrease by approximately \$100 million and interest expense on our variable rate debt, including the effect of our interest rate swaps, would increase or decrease by approximately \$8 million.

In addition, based upon a hypothetical 10% decrease or increase in Carnival Corporation's November 30, 2004 common stock price, the fair value of our convertible notes would increase or decrease by approximately \$230 million.

These hypothetical amounts are determined by considering the impact of the hypothetical interest rates and common stock price on our existing long-term debt and interest rate swaps. This analysis does not consider the effects of the changes in the level of overall economic activity that could exist in such environments or any relationships which may exist between interest rate and stock price movements. Furthermore, since substantially all of our fixed rate long-term debt cannot currently be called or prepaid and \$828 million of our variable rate long-term debt is subject to interest rate swaps which effectively fix the interest rate, it is unlikely we would be able to take any significant steps in the short-term to mitigate our exposure in the unlikely event of a significant decrease in market interest rates.

#### Bunker Fuel Price Risks

We have typically not used financial instruments to hedge our exposure to the bunker fuel price market risk. Based upon a 10% hypothetical increase or decrease in our fiscal 2004 average bunker fuel price of \$194 per ton, we estimate that our fiscal 2005 bunker fuel cost would increase or decrease by approximately \$55 million.

#### Selected Financial Data

The selected consolidated financial data presented below for fiscal 2000 through 2004 and as of the end of each such year, are derived from our audited financial statements and should be read in conjunction with those financial statements and the related notes.

	Years Ended November 30,				
	2004	2003	2002	2001	2000
	(in millions, except per share and other operating data)				
Statement of Operations and Cash Flow Data(a)(b)					
Revenues	\$ 9,727	\$ 6,718	\$ 4,383	\$ 4,549	\$ 3,791
Operating income	\$ 2,173	\$ 1,383	\$ 1,042	\$ 892	\$ 983
Net income(c)	\$ 1,854	\$ 1,194	\$ 1,016(d)	\$ 926(d)	\$ 965
Earnings per share(c)					
Basic	\$ 2.31	\$ 1.66	\$ 1.73	\$ 1.58	\$ 1.61

Diluted(e)	\$ 2.24	\$ 1.63	\$ 1.69	\$ 1.57	\$ 1.60
Dividends declared per share	\$ 0.525	\$ 0.440	\$ 0.420	\$ 0.420	\$ 0.420
Cash from operations	\$ 3,216	\$ 1,933	\$ 1,469	\$ 1,239	\$ 1,280
Capital expenditures	\$ 3,586	\$ 2,516	\$ 1,986	\$ 827	\$ 1,003
Other Operating Data(a)(b)					
Available lower berth days(f)	44,009,061	33,309,785	21,435,828	20,685,123	15,888,404
Passengers carried	6,306,168	5,037,553	3,549,019	3,385,280	2,669,153
Occupancy percentages(g)	104.5%	103.4%	105.2%	104.7%	105.4%

As of November 30,

2004	2003	2002	2001	2000
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(in millions, except percentages)

Balance Sheet and Other Data (a)(b)

Total assets	\$27,636	\$24,491	\$12,335	\$11,564	\$9,831
Long-term debt, excluding current portion	\$ 6,291	\$ 6,918	\$ 3,014	\$ 2,955	\$2,099
Total shareholders' equity	\$15,760	\$13,793	\$ 7,418	\$ 6,591	\$5,871
Debt to capital(h)	33.5%	34.9%	29.9%	31.1%	28.6%

(a) Includes the results of Carnival plc since April 17, 2003. Accordingly, the information for 2004 and 2003 is not comparable to the prior periods. Our results for the three years prior to fiscal 2004, were negatively affected by a number of factors affecting consumers' vacation demands including, among other things, armed conflicts in the Middle East and elsewhere, terrorist attacks in the U.S. and elsewhere, the uncertain worldwide economy and adverse publicity surrounding these and other events.

(b) From June 1997 through September 28, 2000, we owned 50% of Costa. On September 29, 2000, we completed the acquisition of the remaining 50% interest in Costa. We accounted for this transaction using the purchase accounting method. In fiscal 2000, we accounted for our 50% interest in Costa using the equity method. Commencing in fiscal 2001, Costa's results of operations have been consolidated. Our November 30, 2000 and subsequent consolidated balance sheets include Costa's balance sheet. The statistical information for 2000 does not include Costa.

(c) Effective December 1, 2001, we adopted SFAS No. 142, which required us to stop amortizing goodwill as of December 1, 2001. If amortization of goodwill had not been recorded for fiscal 2001 and 2000, our adjusted net income and adjusted basic and diluted earnings per share would have been as follows (in millions, except per share data):

	Years Ended November 30,	
	2001	2000
Net income	\$ 926	\$ 965
Goodwill amortization	26	23
Adjusted net income	\$ 952	\$ 988
=====		
Adjusted earnings per share		
Basic	\$1.63	\$1.65
=====		
Diluted	\$1.61	\$1.64
=====		

As required by EITF No. 04-08, we have retroactively restated our 2001 diluted earnings per share amount and reduced it from the previously reported amount by \$0.01.

(d) Our net income for fiscal 2002 and 2001 includes an impairment charge of \$20 million and \$140 million, respectively, and fiscal 2001 includes a nonoperating net gain of \$101 million from the sale of our investment in Airtours plc. In addition, fiscal 2002 includes a \$51 million income tax benefit as a result of an Italian investment incentive.

(e) During the fourth quarter of 2004, we elected to early adopt EITF No. 04-08. As required by EITF No. 04-08, we have retroactively restated our 2003, 2002 and 2001 diluted

earnings per share amounts and reduced them from the previously reported amounts by \$0.03, \$0.04, and \$0.01, respectively.

- (f) Total annual passenger capacity for the period, assuming two passengers per cabin, that we offered for sale, which is computed by multiplying passenger capacity by revenue-producing ship operating days in the period.
- (g) In accordance with cruise industry practice, occupancy percentage is calculated using a denominator of two passengers per cabin even though some cabins can accommodate three or more passengers. The percentages in excess of 100% indicate that more than two passengers occupied some cabins.
- (h) Percentage of total debt to the sum of total debt and shareholders' equity.

#### Market Price for Common Stock and Ordinary Shares

Carnival Corporation's common stock, together with paired trust shares of beneficial interest in the P&O Princess Special Voting Trust (which holds a Special Voting Share of Carnival plc), is traded on the NYSE under the symbol "CCL". Effective April 22, 2003, Carnival plc's ordinary shares trade on the London Stock Exchange under the symbol "CCL" (formerly traded under "POC"). Effective April 21, 2003, Carnival plc's ADSs, each one of which represents one Carnival plc ordinary share, are traded on the NYSE under the symbol "CUK" (formerly traded under "POC"). The depository for the ADSs is JPMorgan Chase Bank. The high and low stock sales price for the periods indicated were as follows:

Carnival Corporation		High	Low		
		----	---		
Fiscal 2004					
Fourth Quarter		\$53.65	\$45.29		
Third Quarter		\$48.05	\$41.55		
Second Quarter		\$46.50	\$40.05		
First Quarter		\$46.30	\$34.95		
Fiscal 2003					
Fourth Quarter		\$35.99	\$32.76		
Third Quarter		\$36.04	\$30.50		
Second Quarter		\$30.74	\$20.34		
First Quarter		\$28.15	\$21.86		
Carnival plc					
		Price per Ordinary Share (GBP)		Price per ADS (USD)	
		-----		-----	
		High	Low	High	Low
		----	---	----	---
Fiscal 2004					
Fourth Quarter	(pound)	30.89	26.22	\$57.15	\$47.43
Third Quarter	(pound)	27.30	23.65	\$50.03	\$43.85
Second Quarter	(pound)	26.72	22.98	\$48.05	\$41.20
First Quarter	(pound)	26.12	20.30	\$49.21	\$35.13
Fiscal 2003(a)					
Fourth Quarter	(pound)	21.80	18.72	\$35.71	\$31.21
Third Quarter	(pound)	21.80	16.50	\$33.98	\$27.92
Second Quarter	(pound)	17.41	11.24	\$28.50	\$18.54
First Quarter	(pound)	16.82	11.97	\$26.22	\$19.97

- (a) Per share price prior to the DLC transaction on April 17, 2003 has been adjusted for the effect of the consolidation of each 3.3289 existing shares into one share effected in connection with the DLC transaction.

As of February 7, 2005, there were approximately 3,965 holders of record of Carnival Corporation common stock and 58,404 holders of record of Carnival plc ordinary shares and 72 holders of record of Carnival plc ADSs. The past performance of our stock prices cannot be relied on as a guide to their future performance.

Since the completion of the DLC transaction, Carnival plc dividends per share are the same as Carnival Corporation's per share dividends and are declared in U.S. dollars. Carnival plc UK ordinary shareholders can elect to receive these dividends either in U.S. dollars or sterling, based upon a current U.S. dollar to sterling exchange rate announced prior to the dividend payment date.

Selected Quarterly Financial Data (Unaudited)

Our revenue from the sale of passenger tickets is seasonal, with our third quarter being the strongest. Historically, demand for cruises has been greatest during our third fiscal quarter, which includes the Northern Hemisphere summer months. The consolidation of P&O Princess brands has caused our quarterly results to be more seasonal than we had previously experienced, as their business is more seasonal. This higher demand during the third quarter results in higher net revenue yields and, accordingly, the largest share of our net income is earned during this period. Substantially all of Holland America Tours' and Princess Tours' revenues and net income are generated from May through September in conjunction with the Alaska cruise season.

Quarterly financial results for fiscal 2004 were as follows:

	Quarters Ended			
	February 29	May 31	August 31	November 30
	(in millions, except per share data)			
Revenues	\$1,981	\$2,257	\$3,246	\$2,243
Operating income	\$ 260	\$ 406	\$1,160	\$ 347
Net income	\$ 203	\$ 332	\$1,025	\$ 294
Earnings per share				
Basic	\$ 0.25	\$ 0.41	\$ 1.28	\$ 0.37
Diluted	\$ 0.25	\$ 0.40(a)	\$ 1.22(a)	\$ 0.36
Dividends declared per share	\$0.125	\$0.125	\$0.125	\$ 0.15

Quarterly financial results for fiscal 2003 were as follows:

	Quarters Ended			
	February 28	May 31	August 31	November 30
	(in millions, except per share data)			
Revenues	\$1,035	\$1,342	\$2,524	\$1,817
Operating income	\$ 132	\$ 168	\$ 809	\$ 274
Net income	\$ 127(b)	\$ 128(c)	\$ 734	\$ 205
Earnings per share				
Basic	\$ 0.22	\$ 0.19	\$ 0.92	\$ 0.26
Diluted	\$ 0.22	\$ 0.19	\$ 0.88(a)	\$ 0.26
Dividends declared per share	\$0.105	\$0.105	\$0.105	\$0.125

(a) Diluted earnings per share prior to the fourth quarter of 2004 have been restated for the early adoption of EITF No. 04-08 and reduced from the previously reported amounts by \$0.01, \$0.01 and \$0.02 for the quarters ended May 31 and August 31 of 2004 and August 31, 2003, respectively.

(b) Included \$19 million of income from net insurance proceeds.

(c) Included \$16 million of expenses related to litigation and other charges associated with the DLC transaction.

## Glossary of Terms

The attached financial statements include certain U.S. accounting terminology, which may not be familiar to a UK reader. This glossary of terms is provided to assist in interpreting these financial statements.

UK Terms	U.S. Terms
Acquisition accounting	Purchase method of accounting
Associate/Joint venture	Equity investment
Called up share capital	Common stock at par value
Creditors	Payables
Debtors	Receivables
Finance lease	Capital lease
Financial year	Fiscal year
Gearing	Debt/Capital (debt plus equity)
Interest payable	Interest expense
Interest receivable	Interest income
Profit	Income
Profit and loss account	Statement of operations
Profit and loss account reserves	Retained earnings
Profit for the financial year	Net income
Provisions	Liabilities or reserves
Share premium	Additional paid-in capital
Shareholders' funds	Shareholders' equity
Stocks	Inventories
Tangible fixed assets	Property, plant and equipment
Turnover	Revenue

## Significant Subsidiaries of Carnival Corporation and Carnival plc(1)

Name of Subsidiary -----	Jurisdiction of Incorporation or Organization -----
Costa Crociere, S.p.A.(2)	Italy
Costa Finance, S.A.(3)	Luxembourg
Costa Holdings, Srl(4)	Italy
HAL Antillen N.V.	Netherlands Antilles
HAL Buitenland B.V.(5)	Netherlands
Holland America Line N.V.(6)	Netherlands Antilles
Princess Bermuda Holdings Ltd.(7)	Bermuda
Princess Cruise Lines Ltd.(8)	Bermuda
Sitmar International Srl ("Sitmar")	Panama
Sunshine Shipping Corp. ("Sunshine")(9)	Bermuda

(1) Carnival Corporation, incorporated in the Republic of Panama, and Carnival plc, incorporated in England and Wales, are separate legal entities, which have entered into a DLC structure as discussed in Notes 1 and 3 to the Consolidated Financial Statements in Exhibit 13 to the joint Annual Report on Form 10-K. We have accounted for the DLC transaction under U.S. GAAP as an acquisition of Carnival plc by Carnival Corporation. Accordingly, we have determined the significant subsidiaries based upon the consolidated results of operations and financial position of Carnival Corporation & plc.

- (2) Subsidiary of Costa Holdings, Srl and Carnival plc
- (3) Subsidiary of HAL Buitenland B.V. and Carnival plc
- (4) Subsidiary of Costa Finance, S.A. and Carnival plc
- (5) Subsidiary of Carnival plc
- (6) Subsidiary of HAL Antillen N.V.
- (7) Subsidiary of Sitmar
- (8) Subsidiary of Sunshine

Consent of Independent Registered Certified Public Accounting Firm

We hereby consent to the incorporation by reference in the joint Registration Statements on Form S-3 of Carnival Corporation and Carnival plc (File Nos. 333-113310, 333-106850, 333-106553, 333-106293, 333-72729, 333-68999 and 333-43269), the Registration Statements on Form S-8 of Carnival Corporation (File Nos. 333-105672, 333-87036, 333-67394, 333-60558, 333-43885, 33-53099, 33-51195, 33-45287 and 33-26898) and the Registration Statements on Form S-8 of Carnival plc (File Nos. 333-104609, 333-84968, 333-13794 and 333-12742), of our report, dated February 11, 2005, relating to the financial statements and management's assessment of the effectiveness of internal control over financial reporting appearing in the joint Annual Report to Shareholders of Carnival Corporation and Carnival plc, which is incorporated in this joint Annual Report on Form 10-K.

/s/PricewaterhouseCoopers LLP

Miami, Florida

I, Micky Arison, certify that:

1. I have reviewed this annual report on Form 10-K of Carnival Corporation;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officers and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:

(a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;

(b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;

(c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and

(d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and

5. The registrant's other certifying officers and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors:

(a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and

(b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: February 14, 2005

By: /s/ Micky Arison

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Micky Arison  
Chairman of the Board of Directors

I, Howard S. Frank, certify that:

1. I have reviewed this annual report on Form 10-K of Carnival Corporation;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officers and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
  - (a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
  - (b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - (c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
  - (d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officers and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors:
  - (a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
  - (b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: February 14, 2005

By: /s/ Howard S. Frank

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Howard S. Frank  
Vice Chairman of the Board of  
Directors and Chief

I, Gerald R. Cahill, certify that:

1. I have reviewed this annual report on Form 10-K of Carnival Corporation;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officers and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:

(a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;

(b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;

(c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and

(d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and

5. The registrant's other certifying officers and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors:

(a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and

(b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: February 14, 2005

By: /s/ Gerald R. Cahill

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Gerald R. Cahill  
Executive Vice President  
and Chief Financial and

I, Micky Arison, certify that:

1. I have reviewed this annual report on Form 10-K of Carnival plc;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officers and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
  - (a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
  - (b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - (c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
  - (d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officers and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors:
  - (a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
  - (b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: February 14, 2005

By: /s/ Micky Arison

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Micky Arison  
Chairman of the Board of Directors

I, Howard S. Frank, certify that:

1. I have reviewed this annual report on Form 10-K of Carnival plc;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officers and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
  - (a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
  - (b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - (c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
  - (d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officers and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors:
  - (a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
  - (b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: February 14, 2005

By: /s/ Howard S. Frank

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Howard S. Frank  
Vice Chairman of the Board of  
Directors and Chief

I, Gerald R. Cahill, certify that:

1. I have reviewed this annual report on Form 10-K of Carnival plc;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officers and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:

(a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;

(b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;

(c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and

(d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and

5. The registrant's other certifying officers and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors:

(a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and

(b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: February 14, 2005

By: /s/ Gerald R. Cahill

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Gerald R. Cahill  
Executive Vice President  
and Chief Financial and

In connection with the Annual Report on Form 10-K for the year ended November 30, 2004 as filed by Carnival Corporation with the Securities and Exchange Commission on the date hereof (the "Report"), I certify pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that:

- (1) The Report fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
- (2) The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of Carnival Corporation.

Date: February 14, 2005

By: /s/ Micky Arison  
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Micky Arison  
Chairman of the Board of Directors

In connection with the Annual Report on Form 10-K for the year ended November 30, 2004 as filed by Carnival Corporation with the Securities and Exchange Commission on the date hereof (the "Report"), I certify pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that:

- (1) The Report fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
- (2) The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of Carnival Corporation.

Date: February 14, 2005

By: /s/ Howard S. Frank

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Howard S. Frank  
Vice Chairman of the Board of Directors  
and Chief Operating Officer

In connection with the Annual Report on Form 10-K for the year ended November 30, 2004 as filed by Carnival Corporation with the Securities and Exchange Commission on the date hereof (the "Report"), I certify pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that:

- (1) The Report fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
- (2) The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of Carnival Corporation.

Date: February 14, 2005

By: /s/ Gerald R. Cahill  
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Gerald R. Cahill  
Executive Vice President  
and Chief Financial and

In connection with the Annual Report on Form 10-K for the year ended November 30, 2004 as filed by Carnival plc with the Securities and Exchange Commission on the date hereof (the "Report"), I certify pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that:

- (1) The Report fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
- (2) The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of Carnival plc.

Date: February 14, 2005

By: /s/ Micky Arison  
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Micky Arison  
Chairman of the Board of Directors

In connection with the Annual Report on Form 10-K for the year ended November 30, 2004 as filed by Carnival plc with the Securities and Exchange Commission on the date hereof (the "Report"), I certify pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that:

- (1) The Report fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
- (2) The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of Carnival plc.

Date: February 14, 2005

By: /s/ Howard S. Frank

-----  
Howard S. Frank  
Vice Chairman of the Board of Directors  
and Chief Operating Officer

In connection with the Annual Report on Form 10-K for the year ended November 30, 2004 as filed by Carnival plc with the Securities and Exchange Commission on the date hereof (the "Report"), I certify pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that:

- (1) The Report fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
- (2) The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of Carnival plc.

Date: February 14, 2005

By: /s/ Gerald R. Cahill  
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Gerald R. Cahill  
Executive Vice President  
and Chief Financial and  
Accounting Officer