

**HARRI KULOVAARA**  
**Executive Vice President, Maritime & Newbuilding**  
**Azamara Cruises, Celebrity Cruises**  
**and Royal Caribbean International**

A cruise industry veteran of more than 25 years, Harri Kulovaara was appointed executive vice president, Maritime & Newbuilding, in January 2005. Kulovaara has led the design and construction of several of the world's most innovative classes of ships for all brands within the Royal Caribbean Cruises Ltd family.

Kulovaara previously served as senior vice president, Marine Operations, when Royal Caribbean Cruises Ltd. combined its marine operations and quality assurance functions.

Prior to joining Royal Caribbean in 1995, Kulovaara served as executive vice president and chief operating officer for Oy Silja Line AB, a leading cruise ferry operator based in Finland. He also was named executive vice president for Silja Line's parent company, Effjohn Oy Ab.

Kulovaara is a naval architect and MSCC Engineer, and holds a degree from the Technical University of Helsinki in Finland.

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