



ROYAL CARIBBEAN CRUISES LTD.

Harri Kulovaara
Executive Vice President, Maritime & Newbuilding
Royal Caribbean Cruises Ltd.

Harri Kulovaara, executive vice president, Maritime & Newbuilding, has led the design and construction of several of the world's most innovative cruise ships for all of the various brands within the Royal Caribbean Cruises Ltd. family.

Under Kulovaara's leadership and vision, Royal Caribbean launched the world's first "smart ship," Quantum of the Seas, in 2014. He led the design and innovation behind the world's largest and most revolutionary cruise ship, Oasis of the Seas in 2009 and, sister-ship Allure of the Seas in 2010, both of which introduced unique industry "firsts" that redefined the cruise vacation experience. Kulovaara is also the creative force behind Celebrity Cruises' five Solstice-class ships, heralded for their stunning and stylish design.

A cruise industry veteran of more than 40 years, Kulovaara previously served as senior vice president, Marine Operations and Fleet 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.

In addition to being the chairman of Royal Caribbean's Maritime Advisory Board, Kulovaara is one of the founding members of the Cruise Ship Safety Forum and the current chairman of its Steering Committee. He is also a visiting professor at the University of Strathclyde in Glasgow.

Kulovaara is a naval architect and holds a Master of Science degree in Civil Engineering from the Technical University of Helsinki in Finland. In 2015, Harri received an honorary Doctor of Science degree from the University of Strathclyde in recognition of his continuous safety improvement efforts through innovation in the maritime industry.