



16711/NCL

DEC 16 2003

Mr. Colin Veitch
Norwegian Cruise Lines
7665 Corporate Center Drive
Miami, FL 33126

Dear Mr. Veitch:

Thank you for meeting with me to review the results of our modified audit of your company's Safety and Environmental Management System (SEMS) and its deployment. I am pleased to say the results have reassured me that your company's SEMS is being systematically implemented at all levels of your organization and that it appears to meet the International Safety Management (ISM) Code. Most importantly, your SEMS provides a process that, if followed diligently, would keep NCL in compliance with U.S. and international regulations.

Compliance with the ISM Code is an integral part of certification under U.S. flag. The Coast Guard will carefully monitor your company's safety management system and compliance with the ISM Code, and will attend, as observers, class society audits of your U.S. flag vessels. We would also welcome the opportunity to attend any of the foreign flag vessel audits that you would choose to make available to us as a Port State administration.

I have learned through experience that it is people, not rules, who make safety and environmental compliance happen. This requires a company to think and act as a unified organization that is committed to providing its employees a sound vessel and giving them adequate time, resources and training. I am pleased that you have decided to take that course. While working to certificate your U.S. flag vessels as we continue our interaction with your foreign flag vessels operating from U.S. ports, we will work with you to reach and sustain the high level of regulatory compliance and environmental protection that you have set as a goal for your company.

Sincerely,

T. H. GILMOUR
Rear Admiral, U.S. Coast Guard
Assistant Commandant for Marine Safety,
Security and Environmental Protection

