

Crew Member Evaluation

Employee 99-51874 FABRIS EMILIO CRUISE DIRECTOR	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">Evaluation Data</td> <td style="width: 30%;">Number 2843040</td> <td style="width: 20%;"></td> <td style="width: 20%;"></td> </tr> <tr> <td>Evaluation Type</td> <td>END OF CONTRACT</td> <td>Evaluation Form</td> <td>ENTERTAINMENT - FOGLIO D</td> </tr> <tr> <td>From Date</td> <td>06/02/2011</td> <td>Status</td> <td>Ok for Approver</td> </tr> <tr> <td>To Date</td> <td>14/03/2011</td> <td>Reason</td> <td>END OF ENGAGEMENT</td> </tr> </table>	Evaluation Data	Number 2843040			Evaluation Type	END OF CONTRACT	Evaluation Form	ENTERTAINMENT - FOGLIO D	From Date	06/02/2011	Status	Ok for Approver	To Date	14/03/2011	Reason	END OF ENGAGEMENT
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Employee Seniority in the Company (years) 7 Seniority in the Position (n° of contracts) 16 Birth: 31/07/1959 at TEOLO	Evaluation Data Evaluation Date Approval Date 13/03/2011 Fiscal Year 2011	Contract Contract Start 16/11/2010 Contract End 15/04/2011 Company CSCS
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Evaluator DELUCCHI MARCO HOTEL DIRECTOR 11-13338	Approver DELUCCHI MARCO HOTEL DIRECTOR 11-13338	Embark/Disembark Data ALLEGRA - 16/11/10 - SAVONA ALLEGRA - 14/03/11 - SHARM EL SHEIK
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Development			
Behavior Final Evaluation (Hundreths)	68,80	CPS	CONTINUITY
1st Recommended Position			
2nd Recommended Position			
Comments on Development			

Behaviors
DEVELOPMENT OF REVENUES
 (Cluster Weight 10%)

Behavior <ul style="list-style-type: none"> • is prepared and willing to implement and develop new Company initiatives used as sources of revenue • motivates her/his staff to constantly promote and publicize the services offered • publicizes and promotes the Costa product (services, concessionaires, excursions, etc.) constantly and effectively 	<table style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2">Evaluation Rating</td> </tr> <tr> <td>Meets Expectations</td> <td style="text-align: right;">3</td> </tr> <tr> <td>Meets Expectations</td> <td style="text-align: right;">3</td> </tr> <tr> <td>Above Expectations</td> <td style="text-align: right;">4</td> </tr> <tr style="border-top: 1px solid black;"> <td>Cluster evaluation</td> <td style="text-align: right;">3,33</td> </tr> </table>	Evaluation Rating		Meets Expectations	3	Meets Expectations	3	Above Expectations	4	Cluster evaluation	3,33
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Cluster evaluation	3,33										

DEVELOPMENT OF SKILLS
 (Cluster Weight 10%)

Behavior <ul style="list-style-type: none"> • determines the staff's level of competence and implements the most suitable training measures • identifies the potential of staff and helps their development by means of on-the-job training and job rotation • uses positive or negative feedback as a tool for improving performances and skills 	<table style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2">Evaluation Rating</td> </tr> <tr> <td>Meets Expectations</td> <td style="text-align: right;">3</td> </tr> <tr> <td>Meets Expectations</td> <td style="text-align: right;">3</td> </tr> <tr> <td>Meets Expectations</td> <td style="text-align: right;">3</td> </tr> <tr style="border-top: 1px solid black;"> <td>Cluster evaluation</td> <td style="text-align: right;">3,00</td> </tr> </table>	Evaluation Rating		Meets Expectations	3	Meets Expectations	3	Meets Expectations	3	Cluster evaluation	3,00
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EXCELLENCE IN COMMUNICATION
 (Cluster Weight 15%)

Behavior <ul style="list-style-type: none"> • runs information meetings clearly and accurately, catching the Guests' attention and making the most of the time available • is a great communicator on stage in several languages, is enthusiastic, charismatic and good at involving the Guests in the shipboard activities • plays the role of the "perfect host", showing good public relations ability and representing the Costa style 	<table style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2">Evaluation Rating</td> </tr> <tr> <td>Above Expectations</td> <td style="text-align: right;">4</td> </tr> <tr> <td>Above Expectations</td> <td style="text-align: right;">4</td> </tr> <tr> <td>Meets Expectations</td> <td style="text-align: right;">3</td> </tr> <tr style="border-top: 1px solid black;"> <td>Cluster evaluation</td> <td style="text-align: right;">3,67</td> </tr> </table>	Evaluation Rating		Above Expectations	4	Above Expectations	4	Meets Expectations	3	Cluster evaluation	3,67
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HEALTH, SAFETY, ENVIRONMENT
 (Cluster Weight 5%)

Behavior <ul style="list-style-type: none"> • always checks that the activities are performed so as to safeguard the welfare of the Guest in conformity with health, safety and environmental requirements • correctly supports the bodies in charge and takes an active part in safety drills • offers daily examples of conformity with the rules of behavior and safety on board, verifying that standards are always applied 	<table style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2">Evaluation Rating</td> </tr> <tr> <td>Meets Expectations</td> <td style="text-align: right;">3</td> </tr> <tr> <td>Meets Expectations</td> <td style="text-align: right;">3</td> </tr> <tr> <td>Meets Expectations</td> <td style="text-align: right;">3</td> </tr> <tr style="border-top: 1px solid black;"> <td>Cluster evaluation</td> <td style="text-align: right;">3,00</td> </tr> </table>	Evaluation Rating		Meets Expectations	3	Meets Expectations	3	Meets Expectations	3	Cluster evaluation	3,00
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PASSION FOR THE GUEST

(Cluster Weight 15%)

Behavior

- adapts to the type of Guest and the structure of the ship and is always at her/his ease in any situation
- proposes ideas and ways to improve the activities and the service
- acts and dresses in a professional manner (appearance, uniform, etc) in accordance with the Costa Style, setting an example for the workplace

Evaluation Rating

Above Expectations	4
Meets Expectations	3
Above Expectations	4

Cluster evaluation **3,67**

PLANNING & CONTROL

(Cluster Weight 15%)

Behavior

- When involved in the pre- and/or post-implementation phase of a G.U.E.S.T. idea, reports the necessary feedback, guaranteeing a correct functioning in his/her department
- constantly monitors the budget variances, identifying areas of efficiency and saving in respect of the defined quality standards
- plans the entertainment activities in conformity with the Product Plan, taking into account the different types of Guests (nationality, etc....)
- plans, coordinates and optimizes the embarkation and disembarkation operations with all the positions involved (Tour Manager, Staff Captain, etc...)
- Continuously monitors the quality of the shipboard entertainment and the related customer satisfaction levels
- provides a complete and comprehensive report at the end of each cruise, detailing the Guests' level of satisfaction with the product

Evaluation Rating

Above Expectations	4
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Meets Expectations	3
Above Expectations	4
Meets Expectations	3

Cluster evaluation **3,67**

PROBLEM SOLVING

(Cluster Weight 10%)

Behavior

- deals with unexpected problems and emergencies calmly and with a sense of responsibility, trying to guarantee the excellence of the service
- effectively manages crisis communication with the Guests in the event of emergencies (e.g. program changes, breakdowns, etc)
- takes immediate action to solve the Guests' problems and evaluates them correctly

Evaluation Rating

Meets Expectations	3
Meets Expectations	3
Above Expectations	4

Cluster evaluation **3,33**

RESOURCES MANAGEMENT

(Cluster Weight 10%)

Behavior

- communicates effectively with staff and colleagues
- successfully communicates the vision, spirit and objectives of the Company to staff and transmits enthusiasm and passion for the job
- actively supports and promotes the G.U.E.S.T. Program through organizing 100% of the activities, involving her/his staff during their routine daily activities and leading by model, showing a G.U.E.S.T. spirit
- defines clear and challenging objectives for staff and evaluates them objectively

Evaluation Rating

Above Expectations	4
Meets Expectations	3
Meets Expectations	3
Above Expectations	4

Cluster evaluation **3,50**

TEAMWORK

(Cluster Weight 10%)

Behavior

- builds a harmonious environment within the team, shows sensitivity and optimizes cultural differences
- disseminates and proactively uses the corporate culture, guidelines and management system (GUEST, Best 4, etc)
- reports any problems to key (shoreside and shipboard) positions and takes action personally to solve them

Evaluation Rating

Above Expectations	4
Meets Expectations	3
Meets Expectations	3

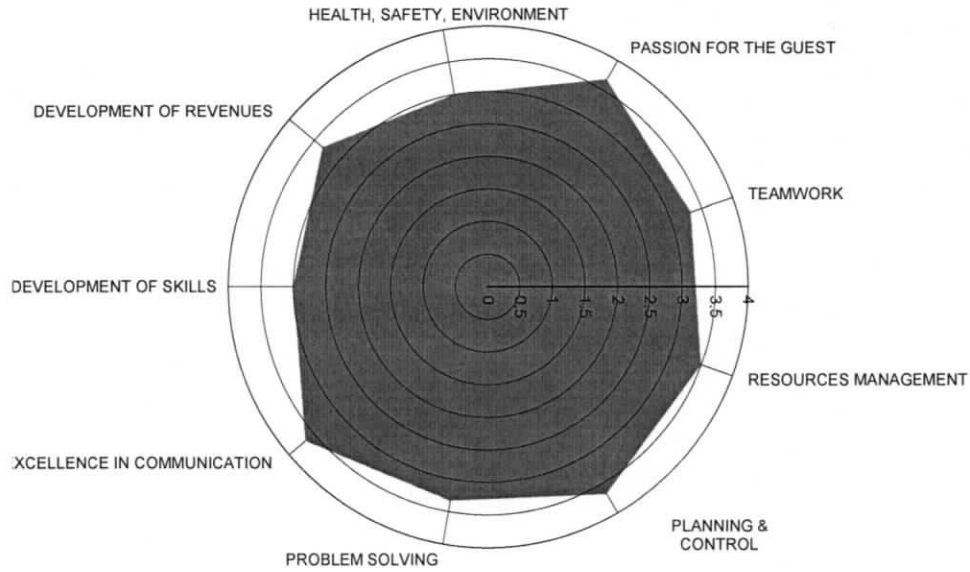
Cluster evaluation **3,33**

Behavior Evaluation Chart

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Language Skills

Language	Evaluation Rating
CHINESE	A1 - KNOWLEDGE OF EVERYDAY EXPRESSIONS AND VERY BASIC PHRASES
ENGLISH	C1 - VERY GOOD KNOWLEDGE
FRENCH	C1 - VERY GOOD KNOWLEDGE
GERMAN	C1 - VERY GOOD KNOWLEDGE
ITALIAN	C2 - EXCELLENT KNOWLEDGE/MOTHER TONGUE
PORTUGUESE	B2 - GOOD KNOWLEDGE
SPANISH	C1 - VERY GOOD KNOWLEDGE

Computer Skills

Application	Evaluation rating
CRUNCH TIME	1 - BASIC KNOWLEDGE OF FUNCTIONALITIES OF APPLICATION
INFOSHIP SQL	1 - BASIC KNOWLEDGE OF FUNCTIONALITIES OF APPLICATION
Mistral	1 - BASIC KNOWLEDGE OF FUNCTIONALITIES OF APPLICATION
SA&PI	0 - NO KNOWLEDGE OF APPLICATION
OTHER	2 - EXPERT KNOWLEDGE OF FUNCTIONALITIES OF APPLICATION
MS Office	2 - EXPERT KNOWLEDGE OF FUNCTIONALITIES OF APPLICATION
TQS	0 - NO KNOWLEDGE OF APPLICATION

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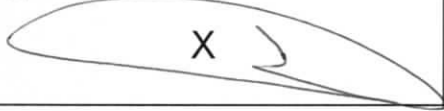
Approver's Comments

Evaluator's Comments

During the last month Mr. Fabris did a great job in adjusting the communication as well as the activities in accordance with the various itinerary changes.

Employee's Comments

Approver Signature

A large, stylized signature in black ink, appearing to be a cursive 'X' followed by a flourish.

Evaluator Signature

Employee Signature

A handwritten signature in black ink, appearing to be 'Emilio Fabris' in a cursive script.