

Grand Circle's Vision – To be the world leaders in international travel, adventure and discovery for American over 50 – providing impactful, intercultural experiences that help change people's lives.

Grand Circle is a very unique values based company. We have a very strong culture and encourage our associates to exemplify open and courageous communication, risk taking and teamwork to improve the business, our workplace, and our philanthropy.

We have been faced with numerous world events/crises over the years and the courage, resilience, and tenacity of our associates have been admirable indeed. As we confront these challenges, we remember our 25+ year history of taking action, keeping to our business and leadership models, seizing opportunities and staying true to our company values.

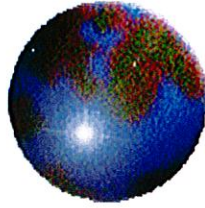
Attached are two very important documents that we use at Grand Circle. The first is Leadership in Moments of Crisis which truly exemplifies the 10 philosophies that have guided us through those challenging times. The second lists our 6 Extreme Competitive Advantages which give us the advantage over the competition.

Please take some time to review these documents before your scheduled Group Interview. **Make sure that you bring these with you to your session.** You will have the opportunity use both of these in a team exercise during the Group Interview process.

We look forward to meeting you soon. Thank you.

The People & Culture Department

Leadership in Moments of Crisis



1. A Crisis is a Gift

✚ Moment of Truth

✚ In Times of Difficulty, There is Always Opportunity

2. Your Best Preparation is Your Culture

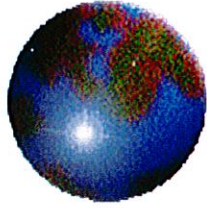
✚ GCC Culture of Leadership

✚ Values of Open & Courageous Communication and Risk Taking

3. If you Don't Emerge Stronger you Have Only Survived - Not Succeeded

✚ You missed the opportunity

Leadership in Moments of Crisis



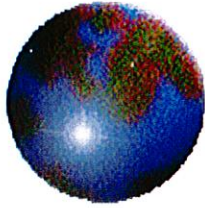
4. **Moments of Truth are the Best Leadership Test you will Get**

- Some leaders will fail – move them out or out of the way
- Some leaders will excel – recognize and promote fast
- New leaders will emerge – move them up fast

5. **Act – Be on Your Toes vs. Heels**

- Act Fast
- Act Aggressively
- Act Often
- Make Mistakes and Make Tough Decisions

Leadership in Moments of Crisis



6.

Get A Plan



Fast



Focused



Get Alignment



Stay True to Your Core Business – Don't Scattershoot

7.

Secure Your Leadership Position – Think 3 to 5 Years Ahead



Extreme Competitive Advantages

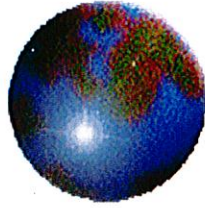


Seize the Opportunity



The Window of Change is Only Open for a Short Time

Leadership in Moments of Crisis



8. Overcommunicate and Listen

Communicate:

The Fact

The Plans

The Results

The Mistake

Listen to:

Associates

Travelers

Business Partners

Advisors

9. Stop What Doesn't Work and Go Like Hell at What Does



Get Everyone on the Same Page



Reassess and Change Course if Needed Based on Results



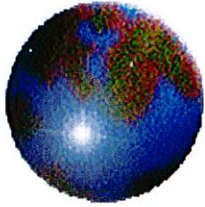
Measure the Results



Celebrate Small Victories and Big Wins

10. Know Your Lessons for Next Time - There will be a next time

Extreme Competitive Advantages



- Worldwide Organization – People are #1
- Unsurpassed Value and Excellence
- Overseas Adventure Travel – Leader in Small Group Travel
- Leader in Small Ships Under 400 Passengers
- Customer Renewal Model – Focused on Net Profit per Household
- Women Travelers

These give us a 3 to 5 year advantage over the competition