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November 26, 2026

Mr. Randall J. Weisenburger Presiding Director and Senior Independent Director Board of Directors, Carnival Corporation Ltd c/o Ms. Doreen S. Furnari, Company Secretary Carnival Place, 3655 NW 87th Avenue Miami, FL 33178-2428

Dear Mr. Weisenburger,

I write to you in your role as Presiding Director and Senior Independent Director. Your role is the formal channel between shareholders and the independent directors, and you lead the independent directors and review the agendas for board meetings. My concern is not only the outcome of my case but the process behind it, and process is your remit. You also sit on the Compliance Committee and the HESS Committee, so the subject is within your own committee work as well.

The facts in short form.

I am a Carnival Cruise Line guest, a Diamond guest for life under the former VIFP rules, and a Carnival Corporation shareholder, with seven years of service in the cruise industry behind me.

In May 2025 I was banned from Carnival Cruise Line for life, after a false assault claim by a roommate. No written reason has ever been provided.

On November 21, 2026, I asked Carnival Security Services in writing for the reason and the review process. On November 23, 2026, the Senior Director of Security Services confirmed to me on a recorded call that the ban was an executive decision, was not for drugs or alcohol, and has nothing security related on my end. He could not give the reason. The recording is here https://youtu.be/OZya9Za617w

On November 24, 2026, I wrote to the Board and Investor Relations and mailed named letters to all eleven directors. On November 25, I wrote to the Vice President of Loyalty. No reply of substance has come from any of them yet. I plan to attend the spring 2027 annual meeting if the question remains open.

I am asking you to place one process question before the independent directors. Are lifetime guest bans at this company issued against a written standard, with a written reason given to the guest and a route of review? If they are, my case has not followed it. If they are not, that is a governance gap the independent directors should close.

What I am asking for myself has not changed. The reason for my ban in writing, with the date and the decision maker. Or full reinstatement with my casino offers intact, in writing. If neither, written

confirmation of the refusal.

You have built your reputation on governance and on numbers that have to reconcile. A lifetime ban with no written reason does not reconcile. I am asking you to make someone reconcile it.

Respectfully,

Richard Shillington