

Royal Caribbean Cruises Ltd.

1050 Caribbean Way
Miami, FL 33132.2096 USA
www.royalcaribbean.com

tel: 305.539.6000

April 15, 2020

Via Email with Read Receipt (steven.gustafson@deo.myflorida.com)

Steven K. Gustafson
State Trade and Rapid Response Coordinator
Department of Economic Opportunity
107 E Madison St
Caldwell Building, MSC G-229
Tallahassee, FL 32399

Re: Announcement of Planned Action

Dear Mr. Gustafson,

I am writing on behalf of Royal Caribbean Cruises Ltd. ("RCL" or the "Company").

Due to the unexpected impact of COVID-19 (coronavirus) on RCL's operations, the Company is implementing measures to ensure its financial stability. As you may know, the current global pandemic led to the suspension of RCL's global operations on March 14, 2020, which was recently extended to May 11, 2020. This unforeseen situation has impacted our business significantly, and as a result, we find that we must make some difficult personnel decisions.

Because of the unforeseen business circumstances surrounding COVID-19, RCL will be experiencing a mass layoff at RCL's Port of Miami facilities located at 1050 Caribbean Way and 1080 Caribbean Way in Miami, FL commencing on April 24, 2020. The unforeseeable business circumstances relating to the impact of COVID-19 on RCL's operations prevented us from providing this notice on an earlier date.

This mass layoff is expected to be permanent.

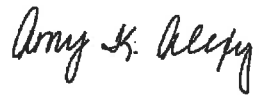
Affected employees do not have any "bumping rights."

At the present time, 521 employees will be impacted by the mass layoff. Those employees are expected to be separated from employment beginning on April 24, 2020, with all separations accomplished by July 1, 2020.

RCL is maintaining all other information required by applicable regulation (20 C.F.R. § 639.7(e)) on site and readily accessible.

If you have any questions or want additional information concerning this matter, please contact Amy Alexy, Vice President, Global Talent & Acting Chief Human Resources Officer, at 305.982.2374.

Sincerely,

Handwritten signature of Amy K. Alexy in black ink.

Amy Alexy
Vice President, Global Talent & Acting Chief Human Resources Officer
Royal Caribbean Cruises, Ltd.

Copies to: The Honorable Carlos Gimenez, Mayor of Miami-Dade County (via Email
JB3@miamidade.gov)
The Honorable Francis Suarez, Mayor of the City of Miami com (via Email
fsuarez@miami.gov)

Number of Employees Impacted	Job Title
1	Account Exec, Digital Media
1	Account Exec, Onboard Revenue
1	Accountant I, Sr. Ops Accounting
1	Accountant I, Sr. International Fin Rep
1	Accountant II, Sr. International
2	Accountant II, Sr. Technical
1	Acct Exc, Sr Pre Cru Email Mktg
1	Acct Exec, Casino Loyalty
1	Acct Exec, Global CMI & Charter Sal
1	Acct Exec, National Acct
1	Acct Exec, Product Dev PT
1	Acct Exec, Sr One to One Mktg
1	Acct Exec, Trade Marketing
4	Acct Exec, Corp. Incent Charter
1	Acct Exec, Sr. Product Development
1	Acct Manager, GPS Operations
2	Adjuster, Crew Claims
1	Admin, Business Development
1	Admin, Corp Fleet & Ben. Svcs
1	Administrator, Document NB
2	Administrator, Executive
1	Administrator, Sr. Executive
1	AE, Co Brand Credit Card
1	AE, Customer Exp. Marketing
2	AE, Destination Product Development
1	AE, International Community
3	AE, Product Marketing RCI
1	Agent, Air Ticket
1	Agent, Debit Memo
2	Agent, GFO and Choice Air
1	Analyst
1	Analyst, Air Sea Syst Support
1	Analyst, AMOS
1	Analyst, AMOS Operations
1	Analyst, Automation Test
1	Analyst, CAM Finance Rptg
1	Analyst, CCI Sales Business
1	Analyst, Change Training & Dev
1	Analyst, Compensation
1	Analyst, Compliance GPS
2	Analyst, Consumer Insights
1	Analyst, Deployment Strategy
1	Analyst, Design Trafficker
1	Analyst, ECC & PAR Lvl Progs.
1	Analyst, Energy Management Strategy & Finance

1	Analyst, Environmental Ops & Compliance
1	Analyst, Fin CAM Air Expense
3	Analyst, Fin Rotational Prog
2	Analyst, Financial
1	Analyst, Financial Systems
1	Analyst, HR Global Technology
5	Analyst, Inventory Rev Management
1	Analyst, Logistics
1	Analyst, Marine PMO Business
1	Analyst, Maritime Safety
1	Analyst, Operations Systems
1	Analyst, Ops Resch RM Develop
1	Analyst, Private Destinations Financial
1	Analyst, Product
1	Analyst, Product Browse
1	Analyst, Product Strategy
2	Analyst, Revenue Strategy & Analytics
6	Analyst, Revenue Management
1	Analyst, Revenue Strategy
1	Analyst, Security Planning
1	Analyst, Social Media RCI
1	Analyst, Sourcing F&B
1	Analyst, Sr. BRM Shipboard
1	Analyst, Sr. Business Sales
1	Analyst, Sr. Corp Responsibility
1	Analyst, Sr. F&B Rev Analytics
1	Analyst, Sr. Financial
1	Analyst, Sr Financial Newbuild
1	Analyst, Sr. Financial Systems
1	Analyst, Sr. Fleet Energy Optimization
1	Analyst, Sr. HR Analytics
1	Analyst, Sr Marine Finance
1	Analyst, Sr. Onboard Revenue & Analytics
1	Analyst, Sr. Product Strategy
1	Analyst, Sr. RC Maint Team
1	Analyst, Sr. Scrum Master
2	Analyst, Sr. Corp Development
1	Analyst, Sr. Treasury Cap Mkts
1	Analyst, Tech RM Development
3	Analyst, Sr. Revenue Management
1	Analyst, Sr. II Deployment & Port Strat
2	Assistant Project Manager, Development
2	Assistant, Claims
1	Assistant, Program Manager
4	Associate I, Architectural Design
5	Associate II, Architectural Design
1	Associate Producer, Prod Dig Sales
1	Associate, Creative Proj Mgmt

3	Associate, Newbuild Projects
2	Associate, Program
1	Associate, Project GMO PMO
1	Associate, Project Product Dev
1	Associate, Sr Program
2	Associate, Sr Program GMO
1	Associate, Sr Royal Beach Club
1	Associate, Technical
1	Associate, Sr Project Management
22	Assistant, Project Manager, Space Manager
1	Auditor, SSQE
1	AVP, Modernization & Revite
1	AVP, Project Management & Planning
1	AVP, RCI Corp Communications Intl
1	AVP, Social Media CCI
1	Business Partner I, HR
2	Business Partner Sr, HR
6	Buyer III
5	Buyer, Sr. Project
15	Buyer, Technical Projects
1	Clerk, Operations Accounting
1	Coord, Billing GPS
1	Coord, Content CCI
1	Coord, Digital
1	Coord, Digital Facilities Site
1	Coord, Documents
1	Coord, Entertainment Ops
1	Coord, Marine Ops
2	Coord, Procurement
2	Coord, Program
1	Coord, Sales Administration
1	Coord, Special Events CCI
2	Coord, Talent Acquisition
1	Coord, Travel
1	Coordinator, Casino Operations
1	Copywriter, Senior
1	Designer, Graphic Product Dev
1	Designer, Graphic Royal
1	Designer, Sr Technical
1	Developer, HTML Email Market
1	Developer, Sr .Net Web
1	Developer, Sr .Net Web EM
1	Dir, Associate Counsel Marketing
1	Dir, Construction Beach Clubs
1	Dir, Corporate Reputation
1	Dir, Digital Go To Market
1	Dir, Digital Product
1	Dir, Fleet Refurb & Facilities Management

1	Dir, Fleet Technical CCI
1	Dir, Global IR & LCAR TS&S & CO
1	Dir, Loss Prevention
1	Dir, Problem Res & Brand Standards
1	Dir, Private Destination Development Beach Club
1	Editor, Digital Media
1	Engineer, Sr Software
1	Engineer, Sr Platform RCI Web Mkt
1	Exec, Sr Public Relations
1	Executive, VIP
1	Full Stack Developer
1	Investigator, Sr Public Health
1	Lead Operator, Print
1	Lead, Accommodations Maint
1	Lead, Adventure Ocean Fleet Op
1	Lead, Beverage Shipbd Systems
1	Lead, Brand & Prod Marketing
1	Lead, Brand Communications
1	Lead, Bus Analytics & Strat OB Sls
1	Lead, Camp Strat & Analytics
1	Lead, Claims & Litigation Investigation
1	Lead, Corporate Recruiting
1	Lead, Creative
1	Lead, Database Developer
3	Lead, Developer Tech Training
1	Lead, Employee Communications
1	Lead, Energy Data Scientist
1	Lead, Engineer GMO Software
3	Lead, Enterprise Transform
1	Lead, F&B Buyer
1	Lead, Finance Business Intel
1	Lead, Finance Private Destinations
1	Lead, Financial Newbuild
1	Lead, Guarantee Claims
1	Lead, Land Programs Dev
2	Lead, Learning & Development Deliv
1	Lead, Marketing Analytics CRM
1	Lead, Master Data Management
2	Lead, Multi-Media Training D&D
1	Lead, Onboard Rev Performance
1	Lead, Partnership Marketing
1	Lead, Planner Product Dev
1	Lead, Pricing Systems & Ops RM
4	Lead, Procurement
1	Lead, Prod & Studio Ops
2	Lead, Product Development
1	Lead, Program Delivery

2	Lead, Project Management Labadee
1	Lead, Quality System & Sust.
1	Lead, Safety Systems
1	Lead, Service & Culture EE Exp
1	Lead, Shore Excursion SIs RCI
1	Lead, Shore Excursions Ops RCI
1	Lead, Video Editor
1	Lead, Brand & Prod Marketing PT
1	Lead, Consumer Insight & Custom Exp
1	Lead, Virt. Design & Construction
1	Manager, Product Marketing
1	Manager Sr, Data & BI
1	Manager, Adventure Ocean & Family Fleet Operations
2	Manager, AEP Project
1	Manager, Airline Relationships
1	Manager, AMOS Inventory & Newbuild
1	Manager, Architectural Design
1	Manager, Associate Counsel IT-Dig
1	Manager, Audit & Advisory Services
1	Manager, Back Office Systems
1	Manager, Capital Plan & Analysis
1	Manager, Capital & Business Analysis RCI
1	Manager, Casino Only & BI
1	Manager, Casino Operations Royal
1	Manager, Charter Sales
3	Manager, Commodity
1	Manager, Concept Development F&B
2	Manager, Construction Project
1	Manager, Digital Content & Programming
1	Manager, Digital Analytics
1	Manager, Digital Finance
1	Manager, Environmental Fleet
1	Manager, Finance
1	Manager, Food & Beverage Strategy
1	Manager, Innovation Lab
1	Manager, Int'l Commerce Platform
1	Manager, Inventory Plan Forecast
1	Manager, Land Product Development
2	Manager, Loss Prevention
1	Manager, Marine Operations
2	Manager, Market Sales Celebrity
1	Manager, Mkt Sales Celebrity GAL
1	Manager, Mktg Strategy & Analytics
2	Manager, Onboard Revenue RCI
3	Manager, Outfitting Project Delivery
1	Manager, Photo Operations- CEL
1	Manager, Procurement
1	Manager, Prod Dev Contract

2	Manager, Product
1	Manager, Product Develop Program
1	Manager, Product Development
1	Manager, Product Development Private Destinations
1	Manager, Production
2	Manager, Program Delivery
1	Manager, Property Facilities Site
1	Manager, Public Health Assurance
1	Manager, Regional Marketing
1	Manager, Social Content Producer
8	Manager, Strategic Account Royal
1	Manager, Strategic Market
1	Manager, Talent Mgt Corp Func & AZA
4	Manager, Technical
8	Manager, Technical Category
1	Manager, User Experience
2	Planner, Project
1	Planner, Project Scheduler
1	Planner, Project Scheduler NB
2	Planner, Special Events Royal
1	Planner, Sr Facilities
1	Planner, Sr Special Events CCI
1	Producer, Community
1	Producer, Digital Optimization
1	Producer, Multi Media SHX
1	Producer, Social Media
2	Producer, Sr
6	Product Owner
1	Project Lead, Human Resources
5	Project Manager, Development
2	Project Manager, NB Programs
2	Project Manager, Refurbishments
1	Provision Agent
1	Recep, Front Desk & Phone Oper
2	Recruiter I
1	Recruiter, Campus
3	Recruiter, Sr
2	Recruiter, Sr Technical
1	Rep, Automation Support
2	Rep, Concierge Eng Ctr
2	Rep, Inside Sales Celebrity
3	Rep, Market Sales
1	Scientist, Sr Data Augmentation RCI
3	Secretary, Executive
1	Secretary, Executive Paralegal
1	Secretary, Sr
10	Secretary, Sr Executive
1	Specialist, Automation Prod Digital Sales

2	Specialist, Business Development
2	Specialist, Care Advocate
2	Specialist, CareTeam
1	Specialist, Corporate Communications
4	Specialist, Corporate Sales
1	Specialist, Ent Activities & Casting
1	Specialist, Ent. Technical Scheduler
1	Specialist, Entertainment
1	Specialist, Guest Travel Services
1	Specialist, Human Resources
1	Specialist, Incentive Sales
2	Specialist, Marine Admin
1	Specialist, Marine Capital Projects
1	Specialist, Multimedia Global Tour Ops
1	Specialist, Production
1	Specialist, Program
1	Specialist, RP Sales Support
3	Specialist, Shore Ex Group Sales
1	Specialist, Shore Ex Group Sales RCI
2	Specialist, Shore Ex Inventory
1	Specialist, Technical Casting
1	Specialist
3	Specialist, Newbuild Projects
1	Specialist, PEME Nurse
1	Sr AE, Charter Sales & Marketing
1	Sr AE, Concept Development F&B
1	Sr AE, Digital Product
2	Sr AE, Product Development Perfect Day Labadee
1	Sr Engineer, Data Platform
2	Sr Estimator
1	Sr Manager, Architectural Design
1	Sr Manager, Data Analytics & AI
1	Sr Manager, Enterprise Transform
1	Sr Manager, Product Development China
1	Sr Manager, Public Relations
1	Sr Manager, Special Events Dest
1	Sr Manager, Tech Projects & Revites
1	Sr Manager, Intl MICE & Charter Sales
1	Sr Manager, Product Development RCI
1	Sr Product Owner
2	Sr. Investigator
1	Sr. Analyst, Inventory Marine Warehouse
2	Sr. Associate, Architectural Design
3	Staff Accountant, Fixed Assets
1	Staff Accountant II, Ops Accounting
1	Staff Accountant, Ops Accounting

1	Strategist, Sr Social Media Creat
1	Superintendent, Electrical
1	Superintendent, Electrical Proj
1	Superintendent, HVAC
1	Superintendent, Power Plant Serv
1	Superintendent, LSA Safety
1	Superintendent, Sr Electrical
1	Supervisor, Guest Travel Services
1	VP, Architectural Design
1	VP, BD for Destination Development CAR & LA
1	VP, Business Development
1	VP, Perfect Day Islands Ops