



FROM THE DESK OF
Michael Bayley
PRESIDENT & CEO



Hello, everyone,

I'd like to give you our latest update on our plans to get you home.

Before I begin, I want to acknowledge the seriousness of the situation we face. The Covid-19 pandemic has affected many lives all over the world, as well as on our ships, where we mourn the loss of several of our colleagues over the past two months. This morning we learned of the loss of a colleague who had been hospitalized ashore for several weeks and who had shown signs of recovery before relapsing and passing this morning at 5:30 a.m. Our hearts and prayers go out to his family, friends and colleagues, including his two brothers, who also work for the Royal Caribbean family. We have all been traumatized by this terrible time and it is our shared commitment to each other that will help us journey to better times.

I also want to thank each and every one of you for your patience, your self-discipline and your commitment to your colleagues. Across the 26 ships in the Royal Caribbean International fleet, all 25,000 of you have completed your 14 days of in-room quarantine and are now practicing safe social distancing. Because you were willing to play it safe, we currently have only five crew members across the fleet being treated, in isolation, for flu-like symptoms. You have made our ships safe and healthy, and I thank you for that.

Recent days have seen a surge of rumors and speculation about repatriation, and I've always found that facts are pretty good at curing rumors and speculation. And the fact is that we have a large team working on this every single day, and they are doing their very best to help you out.

What we've learned over the past month is that one simple question – how do we get you home? – turns out to be incredibly complex to answer.

As you know, our crew come to us from more than 60 countries. Each country has rules and regulations for who can travel home, and how, and when. In normal times, those rules and regulations are fairly uniform and straightforward. But in the wake of the coronavirus pandemic, those rules have gone in all different directions – and they frequently change without notice.

So, start with 60 sets of travel rules for 60 countries. Then factor in the rules of the countries where we want to debark you, and the countries through which you may transit en route home... and you end up with enough variables to make your head spin. Country A wants you quarantined before you leave the ship. Country B wants you quarantined *after* you leave the ship. Country C will allow charter flights to land – but Country D won't allow charter flights to take off. And round and round we go.

But as I said, we have been working away at it. We have had successes – 9,098 crew members from our brand are already safely home.

- 1,725 Indonesians returned home – some sailing aboard Voyager, Spectrum and Ovation, others by charter flights
- 1,198 Filipinos sailed home on Voyager and Spectrum
- 398 American crew went home via commercial flights and private transport
- 389 of our Mexican crew members returned by commercial flights
- 353 of our Chinese colleagues were brought home aboard Quantum
- The remaining 5,035 repatriated crew flew home commercially to more than 40 countries

However, on April 15, the US halted disembarkations and we have been working with the CDC to finalize a new set of procedures to restart. Fortunately, we have had a long and positive working relationship with the CDC for over 50 years and we are cooperating fully with them to protect everyone's health and get you all home. This is an international pandemic and the CDC needs to be very careful to protect the health and safety of not only our crewmembers, but the communities around us as well. It is not an easy task and we and they are working together to find solutions under difficult circumstances.

The CDC will only allow us to disembark crew members if company executives, myself included, are willing to attest -- subject to criminal penalties including imprisonment -- that we will not use any public transportation and that each crew member will comply with certain conditions after disembarking the ships. We are happy to do all the things they requested, but the criminal penalties gave us (and our lawyers) pause. While I have full faith and confidence in you and our suppliers to do the right things (such as wearing a face mask at all times, staying out of restaurants and rental cars, and staying out of airport terminals), the legal risk to many people at the company for actions we may not be able to control could not be ignored. Over the past several days we have discussed our concern with the CDC on the criminal penalties associated with guaranteeing future events that we had little to no control over. We remain hopeful that this language will eventually be adjusted.

However, we have decided that the importance of getting you home is so great that we will sign these documents as they are written today to help get you off the ships.

Additionally, every day we see new travel restrictions in different countries, including the US, that further limit our options. In fact, there are now more than 15 countries around the world that will not let their own nationals return home at all.

But where there's a will, there's a way home. Listed below are our current repatriation plans, pending approval from various governments, and a rough estimate of dates. But please remember – everything in this pandemic changes quite often, and you should not be surprised if some of these plans change, too. That's okay – we aren't letting up until we have gotten everyone who wants to leave the ship home.

And I also should mention that those who do not want to leave the ship do not have to. More than 1,000 of you have made that request to stay on board.

Under these plans, we will be transferring certain crew members by nationality onto different ships—for instance, all the Ukrainians will be transferred over to Navigator—and then head for specific ports where flights home are being

arranged. We will be posting and updating these plans regularly on the MyRCL app.

Make sense? Here we go:

Caribbean, Central and South American crew: Transferring to Vision, Rhapsody and Adventure. Vision will sail from Miami on May 15 and will sail to St. Kitts, Dominica, St. Lucia, Grenada, Trinidad and St Vincent and the Grenadines, where she will end her voyage on June 7. Rhapsody will sail on May 13 from Miami and will sail to Cartagena, Panama, Costa Rica, Honduras, Guatemala and will end her voyage in Belize on May 23. Adventure will sail from the Bahamas on May 9 and will sail to Haiti and Dominican Republic, ending her voyage in Jamaica on May 23. Please note that crew from Barbados will be transferred to Explorer, Liberty and Harmony and will be repatriated to Barbados when those ships arrive there.

Filipino crew: Transfer onto Harmony and Liberty. Harmony will sail to Barbados, where we have asked to operate charter flights to Manila every three days, beginning May 11. Liberty will stay near Miami for charter flights beginning May 18. We are spacing the flights because there is only limited hotel and quarantine space right now for arriving travelers.

Indian crew: Transferring to Anthem. Depart on May 9 and sail to Goa, arriving June 3. The Indian government has the country shut down, except for ship repatriation. We are working on transportation details to home cities from there.

Indonesian crew: Transfer to Explorer and Enchantment. Explorer will sail to Barbados, where we have requested permission to fly charter flights May 9-12. Enchantment will sail to Miami for a charter flight on May 15. All charters will stop in Jakarta and Denpasar.

US crew: American crew on ships close to the US will be repatriated with private transportation beginning May 6. US crew in Asia will be flown home from Philippines as soon as the Manila airport reopens. For American crew at Perfect Day and off the coast of Barbados, we will be putting you on a ship that is sailing to Miami to repatriate you home via private transport and you should be home no later than May 14. US crew in the Med should be flown home by May 20.

Other international crew:

- **Ukrainian and Romanian** crew will transfer onto Navigator. Charter flights from Miami to Ukraine and Romania are planned for May 16.
- **European, Canadian and all other nationalities** transfer to Freedom, Empress and Majesty, then will sail to Southampton and fly home from there. Empress and Majesty leave Miami on May 15 and reach Southampton May 28. Freedom leaves Miami on May 15 and reaches Southampton on May 24. Any crew whose countries do not permit them to travel home will remain on Freedom until conditions change.
- **Important note to our crew on Allure and Jewel:** we will be transferring all crew on Allure to Jewel so Allure can sail with only the needed crew members to Cadiz for her drydock. Those Caribbean, South and Central American employees on both ships are being chartered to Barbados to join the three ships doing the repatriation voyages to your country. The remaining international crew will meet up with Anthem to transfer Indian crew, and then everyone else will sail to Southampton for flights home.

So that's the path home. There will be changes, I'm sure, some of them last-minute. But we won't stop our efforts until we get you home. I hope you know that, even from a distance, your colleagues around the world feel for you, care for your welfare, and are wishing you strength and endurance.

You have been models of teamwork and self-discipline throughout this terrible time. I thank each of you personally for your commitment to keeping each other safe and well.

Each day brings us closer to being through with this unfortunate chapter in our history, and one day closer to better times.

Sincerely,

A handwritten signature in black ink, appearing to read 'Michael Bayley', with a long horizontal stroke extending to the right.

Michael Bayley
President & CEO
Royal Caribbean International