

Royal Caribbean Cruises Ltd.

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Mayor
Chip
Jalk.

Richard D. Fain
Chairman & Chief Executive Officer

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OFFICE OF THE MAYOR

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December 13, 2013

Honorable Carlos A. Gimenez
Mayor of Miami-Dade County
Stephen P Clark Center
111 NW First St. 29th Floor
Miami, Florida 33128-1930

Re: Port of Miami Proposed Soccer Stadium

Dear Mayor Gimenez:

I wanted to thank you for your courtesy call about the concept of building a soccer stadium on the southwest corner of PortMiami.

It is truly wonderful to see our city, and our community, grow in charm and sophistication. The new cultural and entertainment venues are really transforming the livability and attractiveness of Miami-Dade. This parcel of land at the corner of our world-class port and in close proximity to some of our community's most exciting features is no exception. We view it as one of the most valuable and useful properties that remain available for improvement.

We also had a pleasant meeting with John Alshuler of HRA Advisors who introduced us to the concept and some details of the proposed soccer stadium. As you advised, the group seems to be approaching this undertaking in a serious and thoughtful manner.

As you know well, we are big supporters of Miami. As a corporation and as individuals we are pleased to support any initiative that would enhance this great community where we live and work. By coincidence, as you may be aware, we have expressed an interest and recently floated some ideas about redevelopment of this same site, which is currently used primarily as an RCL employee parking lot. At the same time, we have been evaluating expanding our future large ship presence here at PortMiami, and possibly making significant investments in port infrastructure and our corporate campus. We welcome the opportunity to discuss this further.

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We are pleased to be headquartered on the port and to be able to contribute jobs and involvement locally. The port is Miami-Dade's second biggest economic engine and we are extremely proud to be part of it. Both you and HRA explained that any such project would incorporate facilities to replace those that such a project would necessarily displace. We appreciate that and are happy to work cooperatively with the County and others to facilitate that.

I want to assure you that we support the concept of a more productive use of this land whether that be a soccer stadium or other amenity. And you can count on us to be responsive and constructive in our mutual goal of a better Miami-Dade. We have expressed our desire to be included in the planning discussions since whatever happens here will inevitably affect us, both during the construction period and during future operations. We also are interested to be involved in the commercial development elements of the parcels adjacent to the proposed stadium. Or, if the soccer stadium concept shifts direction to a different site in Miami, we are interested to discuss with the County our ideas for developing the site together with an expansion of the port.

Thank you for including us in the discussion at this early stage. We appreciate your thoughtful consideration and support. And we look forward to working with the County and whoever else you consider appropriate.

Sincerely,

A handwritten signature in cursive script, appearing to read "Richard".

cc: John Fox
John Alshuler