

**Michael Bayley**  
Executive Vice President, International  
Royal Caribbean Cruises Ltd.

In his role as Executive Vice President, International, Michael Bayley is responsible for the strategic international business development of three of the company's cruise lines: Royal Caribbean International, Celebrity Cruises and Azamara Club Cruises. Prior to this role, Bayley was Senior Vice President, International leading the company's business activities in Europe, the Middle East, Asia Pacific, Latin America and the Caribbean. During that time he successfully spearheaded the company's aggressive expansion efforts into emerging and high-growth markets. Bayley also serves on the Board of TUI Cruises AG, the German cruise line which is a joint venture between Royal Caribbean Cruise Line and TUI, Germany and is a member of the executive committee of the European Cruise Council.

Previously, Bayley served as Senior Vice President, Hotel Operations, Royal Caribbean International, where he oversaw the worldwide hotel operations and onboard revenue of 21 cruise ships and 30,000 employees dedicated to fulfilling the holiday dreams of more than two million guests annually. Prior to that, he served as Chairman and Managing Director of Island Cruises plc, a joint venture Cruise Line and Tour Operator begun in 2002 by Royal Caribbean Cruises Ltd. and the British tour operator First Choice Holidays.

Bayley began his career with Royal Caribbean International in 1981, working in a variety of shipboard and shoreside positions with increasing management responsibility, including that of Vice President of Total Guest Satisfaction, Fleet Operations. He also served as a Vice President for Caesars Palace Hotel and Casino, one of the world's largest premium gaming resorts, in Las Vegas.

A native of the United Kingdom, Bayley graduated with a degree in business administration from the University of Bournemouth in England. Bayley is a Certified Hotel Administrator with the American Hotel and Motel Association and has attended management programmes at Harvard Business School and Ross School of Business at the University of Michigan.