



ROYAL CARIBBEAN CRUISES LTD.

Michael Bayley
President and Chief Executive Officer
Royal Caribbean International

Seasoned travel and hospitality executive Michael Bayley was named President and CEO of Royal Caribbean International, the world's largest cruise brand, in December 2014. Bayley's career with the brand's parent company, Royal Caribbean Cruises Ltd. (RCL), spans 30 years. In his former role as President and CEO of Celebrity Cruises, Bayley delivered strong results while building the company's "Modern Luxury" positioning, which resonated successfully with Celebrity's sophisticated customer base

Prior to that Bayley was Executive Vice President of Operations for Royal Caribbean International, where he oversaw the brand's Hotel Operations; Marine Operations for Royal Caribbean International and Azamara Club Cruises; Land Operations for Royal Caribbean International, Celebrity Cruises and Azamara Club Cruises, and Commercial Development for RCL.

Prior to that, as RCL's Executive Vice President, International, Bayley was responsible for the strategic international business development of three of the company's cruise lines: Azamara Club Cruises, Celebrity Cruises and Royal Caribbean International. Over the course of just four years, he established 11 regional offices around the world, which now generate more than 50 percent of the corporation's total revenue.

Earlier, Bayley served as Senior Vice President, Hotel Operations for Royal Caribbean International, leading the worldwide hotel operations and onboard revenue of 21 cruise ships and 30,000 employees. 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 RCL and British tour operator First Choice Holidays.

Bayley began his career with the company 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 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, and has attended management programs at Harvard Business School and Ross School of Business at the University of Michigan. He is a member of the board of SteamShip Mutual in London, U.K.

Bayley has two children and lives in Miami, Fla.