

Mr. Carlos Ulecia Palacios

Carlos Ulecia Palacios boasts degree in Law and diploma in Business Administration from the University of Zaragoza and a Master's Degree in Legal and Tax Advisory from the IE Business School of Madrid. He has developed his professional career in the legal areas of renowned international companies, specializing in Mergers & Acquisitions, Contracting, Stock Market and Corporate Governance.

Prior to his current position in NH Hotel Group, Carlos Ulecia was Senior Associate in Landwell, Law Firm of PricewaterhouseCoopers, and in the year 2000, he was appointed Legal Director of Indra Systems, leading the global consulting and technology company's privatization and its stock market debut as well as contributing to its internationalization process.

In 2007, he moved on to become deputy General Counsel and Vice-secretary of the Board of Directors of Prisa, a prominent Spanish listed media conglomerate, where he was in charge of the refinancing and restructuring of the Group's debt and the coordination of its Board of Directors and Committees.

In 2013, Carlos Ulecia joined NH Hotel Group as its new General Counsel, role that he combined with Secretary of the Board of Directors and Legal Advisor of Sotogrande S.A. until its sale to the Cerberus and Orion funds in 2015. As General Counsel of NH Hotel Group and member of its Executive Committee, Carlos Ulecia is currently responsible for the Legal Affairs, Compliance and Internal Audit Departments of the Company as well as for the management of the Board of Director and its Commissions.

Carlos Ulecia dedicates time to teaching Mergers & Acquisitions and Corporate Governance as a visiting professor in the IE Business School of Madrid and periodically participates in seminars and conferences related to the field of law.

He is a member of the *Madrid Bar Association* and of the *Spanish Corporate Lawyers Association*.

Charge in the Board of Directors and its Committees

- Secretary of the Board of Directors
- Secretary of the Audit and Control Committee
- Secretary of the Appointments, Remuneration and Corporate Governance Committee