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|  <b>NH   HOTEL GROUP</b><br><small>PART OF MINOR HOTELS</small> |                 | Corporate Organization Department                 |                 |
| <b>Process:</b> Insurance and Risk Management  |                 |   |                 |
| <b>Subprocess:</b> Insurance and Risk Management   |                 |   |                 |
| <b>Process Owner:</b> SVP Treasury and Financing   |                 | <b>Process Leader:</b> SVP Treasury and Financing |                 |
| <b>Author</b>  | Jorge Rey       |   |                 |
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| SVP Treasury and Financing   | Process Owner   |   |                 |
| SVP Treasury and Financing   | Process Leader  |   |                 |
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| Process: Insurance and Risk Management   |  |   |  |  |           |                             |
| Subprocess: Insurance and Risk Management  |  |   |  |  |           |                             |
| Process Owner: SVP Treasury and Financing  |  |   |  | Process Leader: SVP Treasury and Financing |           |                             |
| Order  | Task   | Task Description  | When   | Responsible                                | Frequency | Tools                       |
| 0  | Objective and Scope  | <p>The objective of this process is to establish the correct way to manage and communicate all Property Damage and General Liability claims occurred in the hotels (including those damages that are below the deductible) in order to:</p> <ol style="list-style-type: none"> <li>1.- Manage the claim process in an integral way and proactive manner.</li> <li>2.- Based on the information obtained, analyze and reduce the NH incident rate (Loss Ratio).</li> </ol> <p><b>This process applies to Hotels within NH Insurance program.</b></p>   | N/A  | NH Hotel Manager /Marsh Claims Executive   | N/A       | N/A                         |
| 0.1  | Roles of Insurance Broker Company                            | <p>In this regard, NH Hotel Group has hired an Insurance Broker Company, whose main roles within NH are:</p> <ol style="list-style-type: none"> <li>1.- Place our insurance programs into the insurance markets</li> <li>2.- Consultancy to improve our loss ratio in all our insurance programs</li> <li>3.- Manage the claims with our insurance companies (at the moment an incident occurs NH has not direct contact with the insurance companies and the broker is taking care to get the best result of the claims for the company).</li> </ol>   | N/A  | NH Hotel Manager /Marsh Claims Executive   | N/A       | N/A                         |
| 0.2  | Analysis and monitoring                                      | <p>In addition to the claims management in the event of an incident, a detailed diagnosis will be made with different parameters that will allow NH Hotel Group to mitigate its exposure and reduce its incident rate (Loss Ratio) It will cross and analyze the level of security of each of the hotels with their claims. From this analysis, the KPIs to be monitored will be established.</p>   | N/A  | NH Hotel Manager /Marsh Claims Executive   | N/A       | N/A                         |
| 1  | Initial Actions  | <p><b>Once an incident has occurred</b>, it is necessary to take into account the following <b>recommendations</b> and implement them even before communicating the claim:</p> <ol style="list-style-type: none"> <li>1.- Carry out the necessary work for the <b>salvage of goods</b>.</li> <li>2.- Take necessary <b>measures to reduce</b> the consequences of the incident.</li> <li>3.- <b>Do not get rid</b> of the <b>remains or vestiges</b> of the accident. <b>Take pictures</b> to be able to show what happened.</li> <li>4.- Restore security systems.</li> <li>5.- Do not make <b>any payment</b> to third parties or take <b>responsibility</b>.</li> </ol>  | Immediately, after the incident occurs                                       | NH Hotel Manager                           | N/A       | N/A                         |
| 2  | Claim Communication: Communication to Marsh Claims Executive | <p>Once the initial actions have been implemented, <b>the Hotel Manager has to communicate</b> the occurrence of <b>the incident</b> to his corresponding <b>Claims Executive of Marsh</b> (See Annex 1):</p> <ol style="list-style-type: none"> <li>1.- <b>Important:</b> All property damages and/or to third parties <b>including those below the deductible</b>, must be reported to analyze and reduce the NH's loss ratio.</li> <li>2.- When reporting a new incident the <i>Claims Form</i> will be filled: <ul style="list-style-type: none"> <li>- In case of property damages the sheet "<i>Property</i>" has to be fulfilled.</li> <li>- In case of damages to third parties, the sheet "<i>Liability</i>" has to be completed. <b>NH's Hotel Manager</b> will fill <b>cells in grey color</b> and Marsh Claims Executive will fill <b>cells in blue color</b>.</li> </ul> </li> <li>3.- <b>NH's Hotel Manager</b> has to <b>send the Claims Form</b> filled, via e-mail to his Marsh Claims Executive.</li> <li>4.- <b>Please see Annex 1 for the Marsh Claims Executive assigned</b>.</li> </ol> | After an incident has occurred and once initial actions has been implemented | NH Hotel Manager                           | N/A       | <a href="#">Claims Form</a> |
| 3  | Claim Communication: Running the claim                       | <p>Once the <i>Claims Form</i> has been received, Marsh Claims Executive, will implement the following measures:</p> <ol style="list-style-type: none"> <li>1.- Assignment of the persons in charge of processing the claim.</li> <li>2.- Analysis of the information and referral to the insurance company (Insurance company of property or Insurance company of liability).</li> <li>3.- Designation of an adjuster by the insurance company if necessary.</li> </ol>  | Once the Claims Form Has been received                                       | Marsh Claims Executive                     | N/A       | N/A                         |
| 4  | Subsequent actions to the claim communication                | <p>Once the claim process has been launched and the incident has been reported, the following actions will be carried out:</p> <ol style="list-style-type: none"> <li>1.- Activity resumption.</li> <li>2.- Arrangement and provide of the documentation for the loss adjuster.</li> <li>3.- Provide detailed information of the loss and damages estimation.</li> <li>4.- Send legal letters to the company / third party which has caused the damages, informing of their responsibility.</li> </ol> <p>Marsh Claims Executive has to:</p> <ol style="list-style-type: none"> <li>1.- Send all information provided by NH to the insurer and loss adjuster.</li> <li>2.- Advisory during the claim process.</li> </ol>  | Once the claim process has been launched                                     | NH Hotel Manager /Marsh Claims Executive   | N/A       | N/A                         |

| Order | Task                    | Task Description  | When                     | Responsible  | Frequency | Tools |
|-------|-------------------------|---|--------------------------|--|-----------|-------|
| 5     | Damage assessment       | The hotel manager must provide Marsh Claims Executive all the expenses/costs and damages estimation incurred as a result of the loss for their claim to the insurer:<br>1.- Repair cost<br>2.- Cost of own or contracted personnel employed in the incident<br>3.- Salvage expenses, cleaning...<br>4.- Others: Extraordinary expenses, loss of benefits... | During the Claim Process | NH Hotel Manager /Marsh Claims Executive                         | N/A       | N/A   |
| 6     | Damage Appraisal        | Advise which cover could be applied, indemnity limits, deductibles etc. in accordance with what is stated under the policy.   | During the Claim Process | Marsh Claims Executive / Insurance Company                       | N/A       | N/A   |
| 7     | Payment of compensation | Negotiation of Marsh with the insurance company in order to seek coverage of the loss and subsequent communication to the NH's Hotel Manager.   | During the Claim Process | Marsh Claims Executive / Insurance Company                       | N/A       | N/A   |
| 8     | Recovery                | In case it is possible to recover a property damage loss, Marsh will contact the Insurance Company to carry out the proceedings against the Insurer of the party causing the damage, in order to reduce the loss ratio when recovery was completed  | During the Claim Process | Marsh Claims Executive / Insurance Company                       | N/A       | N/A   |
| 9     | KPI's Analysis          | Based on the information gathered and the different analysis, KPIs will be established and a periodic analysis of compliance with the established objectives will be carried out.   | Once a month             | Marsh / Treasury and Financing Department / Management Committee | Monthly   | N/A   |

Process: Insurance and Risk Management

Subprocess: Insurance and Risk Management

Process Owner: SVP Treasury and Financing

Process Leader: SVP Treasury and Financing

Annex 1 - MARSH Claims Executive Contacts

| COUNTRY     | CONTACTS  | EMAIL ADDRESS  | PHONE               |
|-------------|---|--|---------------------|
| Spain       | Blanca García (esecutive)                                 | Blanca.GarciaRodriguez@marsh.com   | +34 91 456 94 00    |
| Belgium     | Fouad DiabMaalouf (executive)                             | <a href="mailto:Fouad.DiabMaalouf@marsh.com">Fouad.DiabMaalouf@marsh.com</a>   |                     |
| Switzerland | Stephanie Chenuz (Claims manager)                         | stephanie.chenuz@kessler.ch  |                     |
| Netherlands | Ayse<br>Nancy van Sonsbeek (Executive)                    | ayse.cevher-kilic@marsh.com<br><a href="mailto:Nancy.vansonsbeek@marsh.com">Nancy.vansonsbeek@marsh.com</a>                        |                     |
| Germany     | Mathias Jungsch (Executive)                               | <a href="mailto:mathias.jungsch@marsh.com">mathias.jungsch@marsh.com</a>   | (+49) 211 89 87 250 |
| Austria     | Mario Vasic, Akad. Vkm (Executive)                        | mario.vasic@marsh.com  |                     |
| Portugal    | Nuno de Sousa Moura (Executive)                           | Nuno.Moura@marsh.com   |                     |
| France      | Vincent Hernandez (Executive)                             | <a href="mailto:Vincent.Hernandez@marsh.com">Vincent.Hernandez@marsh.com</a>   |                     |
| Italy       | Elena Grassi (Executive)<br>Milena Prati (Executive)      | <a href="mailto:elena.grassi@marsh.com">elena.grassi@marsh.com</a><br>Milena.Prati@marsh.com                                       |                     |
| Ireland     | David Doyle (Executive)<br>Neil Tuohy (Claims manager)    | <a href="mailto:david.doyle@marsh.com">david.doyle@marsh.com</a><br><a href="mailto:Neil.Tuohy@marsh.com">Neil.Tuohy@marsh.com</a> | +353 (0)1 604 8167  |
| Argentina   | Mario Amor (Executive)                                    | Mario.Amor@marsh.com   |                     |
| Ecuador     | Martín Andrade Sánchez (Executive)<br>Lizbeth Tipan       | mandrade@tecniseguros.com.ec<br>ltipan@tecniseguros.com.ec   |                     |
| Chile       | Heli Ramón Vera   | <a href="mailto:Heli-Ramon.Vera@marsh.com">Heli-Ramon.Vera@marsh.com</a>   |                     |
| Colombia    | Martha Flórez (Executive)                                 | Martha.P.Florez@marsh.com  |                     |
| México      | Isela Lizbeth Reyes Sámano (Executive and claims manager) | <a href="mailto:Isela.Reyes@marsh.com">Isela.Reyes@marsh.com</a>   | +(52) 5585673348    |
| Uruguay     | Vicotria Trinidad (Executive)<br>Melanie Bravo            | Victoria.trinidad@marsh.com<br><a href="mailto:Melanie.bravo@marsh.com">Melanie.bravo@marsh.com</a>                                |                     |
| Brazil      | Julia-Mayra Anderson (Executive)                          | Julia-Mayra.Anderson@marsh.com   |                     |
| USA         | Cornelia Virgo  | <a href="mailto:cornelia.virgo@marshmma.com">cornelia.virgo@marshmma.com</a>   |                     |