

**Mr. CARLOS OCAÑA ORBIS**  
**Member of the Board of Directors of Telefónica, S.A.**

Born in Madrid (Spain), on May 21, 1980.

Mr. Ocaña holds a degree in Economics, with specialization in Economic Analysis from the Complutense University of Madrid (Spain). He also holds a General Management Program (PDG) from the IESE Business School, Navarra University and a Frontiers of Innovation and Entrepreneurship Program from the MIT, School of Business Administration and Management.

Currently, Mr. Ocaña is the Deputy to the General Director of Real Madrid CF (since July 2012), member of the Advisory Board of the Hermes Institute (since May 2023), member of the Governing Board of the Real Madrid University School (since March 2023), member of the Digital Transformation Committee of the PRISA Group and Co-Director and professor of the Master in Digital Transformation and Technologies Applied to Sport of the Real Madrid University School (since October 2021). He is also Secretary of the World Football Club Association (since November 2019), member of the Advisory Board of the ADEI Observatory (Google) (since March 2018) and member of the Monitoring Committee of the Forum of Forums Foundation (since December 2015). He is also professor in Strategy and Business Model at the MBA of the Europea University (since 2013).

Previously, at the beginning of his professional career in 2003, Mr. Ocaña was a Consultant at Economistas 2004, to later assume the position of Deputy Chief of Staff and Advisor to the Economic Office of the President of the Government from May 2004 to April 2008. Also, he has been Director General of the Cabinet of the Ministry of Industry, Tourism and Trade from May 2008 to December 2011 and a member of the Board of Directors of Paradores and Red.es from June 2008 to December 2011. In addition, he was an External Consultant at GLG from May 2012 to April 2014, instructor of the PDG at IESE in 2013, professor of Economic Environment in the Master's Degree in Economics at the University of Vigo from 2013 to 2017 and professor of Economics in the International Master's Degree in Public Affairs at the Menéndez Pelayo International University from 2016 to 2018.

Author, co-author and coordinator of several publications among which the following can be highlighted: "*La Transformación Digital de la Economía*" (2017), "*Nueva Diplomacia Económica Española*" (2014), "*El Estado Dinamizador, y el Seguro de Desempleo en España*" (2010), and in 2006 "*La participación laboral de las mujeres en España: un reto aún pendiente*", "*Análisis Cuantitativo del Estado de Bienestar en Europa: Modelos y Resultados*" and "*Efectos Económicos de la Inmigración*".

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