

ELENA OTERO-NOVAS MIRANDA

Counsel - Arbitrator - Board Director

Independent arbitrator | State Attorney on leave | Independent board director

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ARBITRATION PROFILE

- Independent arbitrator with more than 30 years of experience at the intersection of law, business, regulation and institutional decision-making.
- Particularly focused on complex disputes in which investment and commercial contracting converge with regulation and public law: infrastructure, energy, telecommunications and technology, as well as corporate and post-M&A matters.
- Her arbitration practice is grounded in a distinctive career as a State Attorney, practising lawyer, legal and public affairs executive, general counsel/company secretary and independent board director.
- She brings a comprehensive understanding of the underlying business, financial and regulatory realities, with direct experience in litigation, arbitration, regulatory approvals, corporate governance and strategic transactions.

AREAS OF PARTICULAR SUITABILITY

- International and domestic arbitration
- Corporate, company law and post-M&A disputes
- Infrastructure, construction and concessions
- Energy, telecommunications, technology and regulated sectors
- Complex commercial contracts and joint ventures
- Regulated investments and intersection with public law
- Corporate governance, compliance and directors' liability
- Disputes with an institutional, regulatory or public-private dimension

ARBITRATION AND INSTITUTIONAL ACTIVITY

2019-present	Non-executive Chair <i>Spanish Court of Arbitration — Spanish Chamber of Commerce</i> <ul style="list-style-type: none">• Institutional leadership of the dean of Spanish arbitral institutions.
Present	Co-Vice President <i>CIAM-CIAR — Madrid International Arbitration Centre / Ibero-American Arbitration Centre</i> <ul style="list-style-type: none">• Promotion of the international and Ibero-American dimension of arbitration from Madrid.
Present	Member of the Advisory Board <i>CIAMEN — Royal University Institute for European Studies, Universidad San Pablo-CEU</i> <ul style="list-style-type: none">• Contribution to academic and institutional initiatives relating to arbitration, mediation and negotiation.
2016-present	Promoter, first Chair and member of the Steering Committee <i>Women's Commission of the Spanish and Ibero-American Arbitration Club (CEIA)</i> <ul style="list-style-type: none">• Promotion of the visibility and participation of women in the Spanish and Ibero-American arbitration community.

1997-present

Independent arbitrator and lawyer

Independent practice

- Served as arbitrator in domestic and international institutions and proceedings.
- Advice on complex civil, commercial and corporate matters, with varying levels of dedication depending on the different stages of her career.
- Legal Counsel to ILANGA Capital, a private equity firm specialised in hospitality and wellness.

BUSINESS AND REGULATORY EXPERIENCE RELEVANT TO ARBITRATION

2025-present

Independent board director

TINSA Spain — Accumin / Cinven Group

- Independent board director in a leading group providing appraisal, valuation, advisory and real estate software services.

2021-2025

Independent board director and member of the Audit Committee

Línea Directa Aseguradora

- Member of the board of directors and audit committee of a company listed in Spain.

2017-2024

Director of Legal, Regulation and Corporate Security

Vodafone Spain

- Member of the Executive Committee, the company's boards and its Audit Committee.
- Led legal, regulatory and complex litigation matters in telecommunications and technology.
- Managed corporate and commercial disputes, including distribution agreements, directors' liability, joint ventures and IT collaborations.
- Negotiated key regulatory and tax reforms with public authorities and regulators.
- Managed the government foreign investment authorisation for Zegona's investment in Vodafone Spain and the divestment of the tower unit and its integration into Vantage Towers.
- Provided legal support to Zegona as the new sole shareholder of Vodafone Spain between June and December 2024.

2012-2017

General Counsel and Secretary to the Board

Sacyr, S.A.

- Member of the Executive Committee, the board and board committees of an international infrastructure group listed in Spain.
- Managed complex litigation and arbitration in concessions and infrastructure contracts.
- Led the modernisation of corporate governance and compliance in line with international standards.
- Managed refinancing processes, strategic divestments and highly complex corporate situations.

2005-2019

Secretary General and Secretary to the Board of Trustees; subsequently Trustee

Fundación Universitaria San Pablo CEU

- Member of boards of trustees and the executive committee of a private education group with universities, schools and vocational training.
- Led corporate governance, regulatory compliance, expansion of educational centres and financing of new projects.
- Negotiated and resolved institutional and corporate disputes relevant to the stability of the organisation.

1993-2012

State Attorney

State Attorney General's Office — Supreme Court, National High Court and advisory services

- More than 15 years of contentious experience before the National High Court and the Supreme Court in economic, tax, regulatory and competition matters.
- Represented bodies and regulators such as the Bank of Spain, the CNMV, the Directorate-General for Insurance and the competition authority.
- Experience in the healthcare, oil, financial and insurance sectors, and indirect taxation in supply chains.
- Previous postings before courts in Madrid and Barcelona and in advisory services of the Ministries of Economy and Finance.

EDUCATION

- **Advanced Management Program (PADE), IESE Business School (2024-2025).**
- **Corporate Finance Program, IESE Business School (2013).**
- **Women on Boards Program, IESE Business School (2016).**
- **Joined the Corps of State Attorneys after passing the competitive public examination (1993).**
- **Law Degree, Extraordinary Degree Award, Complutense University of Madrid (1991).**
- **Certificate in Banking and Finance, University of London / London Polytechnic (1988).**
- **High School Diploma, St. Andrew's School, United States; graduated with honours and awarded an ASSIST scholarship (1986).**

LANGUAGES AND OTHER INFORMATION

- **Spanish: native language.**
- **English: full professional proficiency / C2, Cambridge Proficiency.**
- **French: very high level / C1, Niveau Supérieur certificate, La Sorbonne.**
- **Member of the Madrid Bar Association since 1991.**
- **Author of publications and speaker on legal, social and arbitration matters.**