



CORY SHADE

Chief Legal Officer integrally involved in global business strategy and execution as well as overseeing all aspects of legal operations and risk compliance. Deep experience with corporate acquisitions and integrations, particularly in the Hospitality and Retail industries, including Hyatt's recent, highly successful \$2.7B acquisition and integration of Apple Leisure Group.

Possesses hands-on global business experience across the Americas, APAC, and EMEA with publicly-traded and privately-held companies. Led numerous successful acquisitions, divestitures, carve-outs and joint ventures. Heavily involved in all aspects of internal, external and crisis communications. Successfully led all aspects of activist investor defense. Oversaw privacy policy and possesses deep experience in risk management and cybersecurity strategy and execution. Strong track record in building, acquiring and protecting brands globally. Significant involvement with enterprise-wide digital transformations. Excels in creating high-performing corporate cultures, with an emphasis on acquiring and cultivating the right talent to serve customers and create enterprise growth and value.

PROFESSIONAL EXPERIENCE

HYATT HOTELS CORPORATION

11/2021–4/2024

Global hospitality company with 1,335 hotels and resorts in 77 countries spanning six continents.

Chief Legal Officer & Corporate Secretary (Apple Leisure Group)

Hyatt acquired Apple Leisure Group (ALG) in November 2021 from private equity owners KKR and KSL Capital Partners. The \$2.7B transaction was brand-defining for Hyatt and represented an immediate 20%+ increase in Hyatt's adjusted EBITDA in 2022 and 2023. Following the acquisition, continued as Chief Legal Counsel for ALG and played an integral role in integrating policies, personnel, culture, and systems into Hyatt. Reported directly to the CEO of Hyatt following the departure of ALG's CEO in 2022.

- Spearheaded Hyatt's smooth integration of ALG following this \$2.7B acquisition.
- Restructured Unlimited Vacation Club business, selling 80% stake for \$80M while retaining long-term management and licensing rights.
- Drove 20%+ adjusted EBITDA contribution to Hyatt's bottom line in both 2022 and 2023 while executing the integration.

APPLE LEISURE GROUP

9/2017–11/2021

Leading North American resort brand-management, travel and leisure group with 110+ hotels and 15,000+ associates, majority owned by KKR and KSL Capital.

Chief Legal Counsel & Secretary

Member of Executive Leadership Team overseeing hotel, membership club, package vacation, destination management services, and travel technology group of businesses. Worked closely with the board, including KKR and KSL Capital Partners and served as a director on subsidiary boards. Led all global legal and compliance functions. Broad involvement in corporate finance, including debt recapitalization, restructuring initiatives, new hotel negotiations and financing, and credit facility maintenance and acquisition. In addition, oversaw

communications and global risk management, including privacy, GDPR, cyber-security, and business integrity policies. Oversaw Corporate Social Responsibility, ESG, and DEI initiatives.

- Upon joining, primary focus on preparing the company for exit at maximum valuation.
- One of 8 ALG executives who completed the Hyatt transaction in just 3.5 months, including anti-trust approvals.
- Facilitated cultural shift for the company's 15,000+ associates to a more unified and caring operating environment.
- Partnered with marketing to revamp global brand strategy for the hotel and club membership businesses in Mexico, Dominican Republic, Jamaica, the Caribbean, and the EU. Readied brands for launch in Asian markets.
- Led global privacy initiatives and jointly responsibility with IT for cybersecurity strategy.
- Pivoted from organic growth strategy to acquiring a joint-venture partner in European markets. Created tax efficient structures, led European rollout, and grew 400% (8 to 40 hotels) in less than 3 years.
- Played integral role in the \$45M acquisition and integration of a tour operator competitor, successfully integrating rival cultures and distinct systems.

PERRY ELLIS INTERNATIONAL, INC**10/2006–8/2017***Formerly NASDAQ listed, globally recognized lifestyle brands.***EVP, General Counsel & Secretary**

Led worldwide legal affairs, developing the right legal strategy to meet key growth and strategic goals. Oversaw innovative, service-focused legal and compliance team supporting all aspects of company operations. Engaged in new market expansion, including international licensing agreements and domestic sales. Responsible for all SEC and regulatory filings. Significantly involved in M&A activity. Oversaw IP portfolio management, cybersecurity initiatives, and regulatory and social compliance, as well as FCPA, whistleblower, privacy, and business integrity policies. Involved in all investor communications. Organized and served as lead liaison for all Board and Board committees, including Executive Compensation. Family founded and owned over 40%.

- Successfully led corporate defense against an activist investor.
- Established joint-venture relationships in China and Hong Kong allowing introduction of Perry Ellis brands into the Chinese and Hong Kong markets.
- Instrumental in extricating company from real estate leases for stores impacted by financial crises.
- Helped lead the company from brick-and-mortar to an omni-channel sales platform.
- Led 10+ business and brand acquisitions as well as multiple divestitures.

BG INVESTMENTS**2002–2006***Private advisory company for telecommunications investments in the Balkans and Latin America.***Partner and General Counsel**

Provided legal and regulatory advisory services to investors, operators, and governments involved in the rollout of wireless communications in the Balkans and Latin America. Assisted with the structuring and negotiations of strategic alliances, financings, M&A, and investments. Advised on business planning and day-to-day operations.

KILPATRICK TOWNSEND & STOCKTON LLP**2000–2002**

Of-Counsel

Represented clients domestically and internationally regarding debt and equity investments, credit facility negotiations, acquisitions, mergers, divestitures, and joint ventures. General Counsel to existing and startup ventures regarding structuring, business strategy, and negotiated and structured partnerships and investments.

FIRSTCOM CORPORATION (Merged into AT&T)

1999–2000

NASDAQ listed telecommunication company.

General Counsel & Secretary

Advised this NASDAQ-listed telecommunications company through merger with AT&T Latin America and various regulated company acquisitions in Latin America. Managed all legal affairs, including SEC and NASDAQ compliance and telecommunications-related regulatory issues. Organized and participated in all Board and Committee meetings.

STEEL HECTOR & DAVIS (Merged into Squire Patton Boggs)

1997–1999

Attorney

Practice focused on project finance, including infrastructure, energy, and aircraft finance. Structured and negotiated international joint ventures, mergers, acquisitions, and divestitures. Expertise in commercial and transactional law.

EARLIER CAREER EXPERIENCE

MERRILL LYNCH, Financial Consultant.

CITIBANK, N.A., Assistant Corporate and Compliance Counsel.

SUPREME COURT OF PUERTO RICO, Law Clerk.

SELECTED BOARD EXPERIENCE

Student Loan Marketing Association (“Sallie Mae,” GSE board), Member, Board of Directors and Audit Committee, 2001–2005.

Subsidiary Boards – Board member/managing member 30+ U.S. and international boards.

Oakland Park, FL – City Pension Board (+\$60M), Board Member, 2013–2015.

Tenet Healthcare’s North Ridge Hospital, Board Member, 2006–2007, through sale to Holy Cross.

National Association of Corporate Directors, South Florida, Board Member, 2005–2015.

Washington University in St. Louis, Member of South Florida Regional Cabinet, 2010–present.

National Society of Hispanic MBA’s (now known as Prospanica), Board Member, 1997–2000 and 2007–2014.

Diversity Advisory Council, Broward County, Florida, Chairman of Board, 2003–2007.

Multiple corporate subsidiary and joint venture boards, domestic and global.

EDUCATION

Washington University in St. Louis, JD, 1989, MBA, 1990; received Distinguished Alumni Award, 2018.

George Washington University, BA, 1985.

UNIVERSITY TEACHING EXPERIENCE

- Professor, ethics and corporate governance classes for PhD candidates. Lynn University, Florida.
- Teaching Assistant, business law graduate and undergraduate students, Washington University, St Louis.

ADDITIONAL COMPETENCIES AND EXPERIENCE

- Native English and Spanish speaker; understanding of Portuguese.
- National Association of Corporate Directors (NACD) certification.
- DirectWomen, class 2017, focused on increasing representation of women lawyers on corporate boards.
- Private pilot. Lacrosse referee.