

FIRST NAME

LAST NAME



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SUMMARY

I am a seasoned legal professional with a rich background in international corporate law and strategic leadership. Over my career spanning 27 years, I've navigated complex legal landscapes, from high-stakes mergers and acquisitions to navigating regulatory frameworks across multiple jurisdictions. My expertise lies in crafting robust legal strategies that not only ensure compliance but also drive business growth and operational excellence.

Having served as Chief Legal Officer and Company Secretary at Ardagh Group S.A., a global leader in packaging solutions, I've spearheaded transformative initiatives that have significantly impacted organizational success. I've built and led diverse legal teams across continents, establishing a strong compliance culture and implementing best practices that mitigate risks and optimize legal operations.

My experience extends across the gamut of managing multimillion-dollar IPOs, intricate securities transactions, and pivotal M&A deals, where I've successfully negotiated agreements and ensured regulatory compliance, facilitating Ardagh Group's strategic expansions into new markets. I am passionate about leveraging my expertise in corporate governance, contract management, and litigation strategy to contribute to organizations poised for growth. I excel in aligning legal strategies with broader business objectives, collaborating closely with stakeholders to achieve sustainable outcomes.

SELECTED PUBLICATIONS

- Real Property Rights Legislation of the UN Administration in Kosovo, Journal on Economy and Law in Eastern Europe, 2005, page 109
- Dispute Prevention between Corporate Entities, Journal of Conflict Management, 2004, page 19

ACADEMICS EXCELLENCE

<div>2006-2007</div> <div>UNIVERSITY OF PARIS I</div> <div>Panthéon - Sorbonne, France</div> <div>LL.M. in French & European Law; graduated first out of 18 students</div>	<div>2002</div> <div>UNIVERSITY OF HANNOVER</div> <div>Germany</div> <div>Doctor Juris (PhD); graduated magna cum laude.</div>
<div>1998 -1999</div> <div>UNIVERSITY OF SAN DIEGO,</div> <div>School of Law, USA</div> <div> LL.M. in Comparative Law; awarded Graduate Law Merit Scholarship.</div>	<div>1996 -1997</div> <div>MINISTRY OF JUSTICE OF SAXONY</div> <div>Dresden, Germany</div> <div>Second Judicial State Examination; ranked in the top 20%; admitted to the German bar.</div>
<div>1991-1996</div> <div>UNIVERSITY OF HANNOVER AND FREIBURG</div> <div>Germany First Judicial State Examination; ranked in the top 20%.</div>	

WORK EXPERIENCE

SINCE 2007

ARDAGH GROUP S.A.

A leading global glass and metal packaging company with annual revenues of \$9.4 billion, operating 61 production facilities across 16 countries with a workforce of 20,000 employees. Ardagh Metal Packaging S.A., a subsidiary, is listed on the New York Stock Exchange (NYSE). More information can be found at www.ardaghgroup.com.



GEOGRAPHICAL REMIT



STAKEHOLDER COLLABORATION

LEADERSHIP MENTORSHIP

TRAINING TEAM COLLABORATION

AND MONITORING

SINCE 2016

CHIEF LEGAL OFFICER AND COMPANY SECRETARY, LONDON, UNITED KINGDOM

Since 2016, I have served as Chief Legal Officer and Company Secretary in London, United Kingdom, leading transformative initiatives across legal, compliance, and governance functions for Ardagh Group.

Team Leadership & Global Expansion

- **Team Development:** Established and cultivated a global legal team of 30 lawyers spanning Europe, the US, Brazil, and South Africa.
- **Global Compliance:** Introduced a robust compliance function and spearheaded its implementation globally.

Securities & Capital Markets Expertise

- **IPO & De-SPAC Transactions:** Led Ardagh Group's successful IPO on the NYSE in 2017 and subsequent de-SPAC transaction of its metal packaging subsidiary. Drafted SEC filings, underwriter agreements, and governance documents.
- **Financial Strategies:** Managed complex financing initiatives including high-yield notes, term loans, and asset-backed lending programs. Implemented global guarantee and collateral packages.

Mergers & Acquisitions Leadership

- **Strategic Transactions:** Led pivotal cross-border M&A deals, including acquisitions of the glass packaging business in Africa and transformative acquisitions in Europe, the US, and Brazil, entering new markets and negotiating SPAs and ancillary documents.
- **Regulatory Compliance:** Managed merger clearance filings with regulatory bodies such as the European Commission and FTC.

Contract Management & Compliance Oversight

- **Contract Framework:** Developed and implemented standardized contract principles and templates globally. Implemented a comprehensive contract lifecycle management tool.
- **Compliance & Governance:** Established compliance programs including data privacy, anti-corruption policies, and global hotline. Chaired the compliance committee and advised on governance matters.

Antitrust & Intellectual Property Strategy

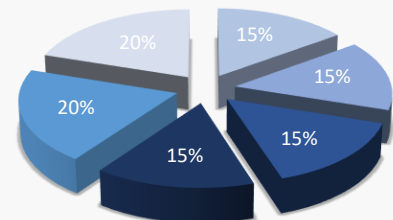
- **Antitrust Compliance:** Developed and implemented global antitrust compliance programs, conducted training, and ensured compliance with global regulations.
- **Intellectual Property:** Managed the establishment and protection of Ardagh Group's trademark and patent portfolio.

Litigation Management & Corporate Governance

- **Litigation Leadership:** Managed a global litigation portfolio, achieving successful outcomes in patent infringement, contractual disputes, and significant indemnification claims.
- **Corporate Governance & ESG Initiatives:** Advised the board on corporate governance matters, established a corporate database for global subsidiaries, and developed Ardagh Group's ESG framework and reporting.
- **Crisis Management:** Played a key role in crisis management, providing legal guidance during incidents and ensuring effective resolution of legal issues.

SIGNATURE SKILLS

- CORPORATE GOVERNANCE
- COMPLIANCE MANAGEMENT
- LEGAL RISK MANAGEMENT



- POLICY IMPLEMENTATION
- ANTITRUST COMPLIANCE
- REGULATORY AFFAIRS

LEGAL OPERATIONS & RISK MANAGEMENT



Legal
Operations
Oversight



Litigation &
Corporate
Governance



Strategic
Legal
Guidance



Contract
Management



Risk
Management



Crisis
Management

2011 - 2015

EUROPEAN GENERAL COUNSEL AND COMPANY SECRETARY, PARIS, FRANCE

Legal Operations Oversight

- **Strategic Legal Guidance:** Directed and managed the legal operations across Europe, ensuring legal activities aligned with the company's strategic goals and regulatory requirements.
- **Corporate Governance:** Provided expert counsel on corporate governance matters, helping to develop and maintain governance frameworks that ensured compliance with legal and regulatory standards.
- **Comprehensive Compliance and Legal Adherence:** Implemented robust compliance programs to ensure strict adherence to European regulations. Regularly updated senior management on compliance issues, enabling proactive risk mitigation and ensured all company operations strictly complied with relevant European laws, mitigating legal risks.

Contract Negotiation and Management: Led the negotiation and drafting of high-value contracts and agreements, ensuring favorable terms for the company and minimizing risk exposure.

Policy Development: Developed and implemented internal policies and procedures to standardize legal practices across the European operations.

Team Leadership and Development

- **Leadership:** Led a team of legal professionals, providing mentorship, training, and development opportunities to enhance team performance and expertise.
- **Collaboration:** Fostered strong working relationships with internal stakeholders, including senior executives and operational managers, to ensure cohesive and informed decision-making processes.
- **Risk Management:** Identified potential legal risks and developed strategies to mitigate them, safeguarding the company's interests and maintaining its reputation.

2007 - 2010

GROUP LEGAL COUNSEL, PARIS, FRANCE

Acquisition of Impress by Ardagh (2010)

- **Legal Integration:** Played a critical role in the acquisition process of Impress by Ardagh, overseeing the legal aspects of the acquisition to ensure a seamless transition.

Corporate and Commercial Legal Support

- **Strategic Legal Support:** Provided strategic legal advice on corporate and commercial matters, supporting the company's business objectives and operational needs.
- **Contract Management:** Negotiated and managed a variety of commercial contracts, ensuring they were legally sound and aligned with the company's interests.
- **Policy Implementation:** Developed and implemented legal policies and procedures to standardize operations and ensure compliance across the organization.

Laying the Groundwork for Future Strategy

- **Establishing a Robust Legal Framework:** Developed a solid legal framework to underpin Ardagh's future growth and strategic initiatives.
- **Stakeholder Alignment and Collaboration:** Collaborated closely with key stakeholders to align legal strategies with business goals, ensuring synergy in legal and commercial activities.
- **Proactive Legal Risk Management:** Identified and managed legal risks associated with corporate activities, providing pre-emptive solutions to mitigate potential issues.
- **Legal Risk Management:** Identified and managed legal risks associated with corporate activities, providing proactive solutions to mitigate potential issues.

Team Collaboration and Development

- **Team Building:** Assisted in building a capable and efficient legal team, fostering a collaborative environment that promoted knowledge sharing and professional development.
- **Mentorship:** Provided guidance and mentorship to junior legal staff, enhancing their skills and contributing to their career growth.



STRATEGIC TRANSACTIONS & INTELLECTUAL PROPERTY

Securities and Capital Markets

Mergers and Acquisitions (M&A)

Intellectual Property Management

Contract Negotiation

Strategic Legal Support

EARLY EXPERIENCE

2004 - 2006 | FREELANCE CONSULTANT

From 2004 to 2006, I served as a freelance consultant for EU and UN funded development projects, focusing on privatisation and judicial administration. In Bratislava, Slovak Republic, I contributed to the "Land Administration and Cadastral Infrastructure" project by preparing proposals aimed at enhancing the efficiency of the land title consolidation process. Additionally, in Moscow, Russian Federation, under the "Assistance to the Arbitration Courts System" initiative, I conducted training sessions for judges on civil procedure matters, aiming to bolster the effectiveness of the arbitration system.

2002 - 2004 | UNITED NATIONS, PRISTINA, KOSOVO

During my tenure from 2002 to 2004 at the United Nations Mission in Kosovo, based in Pristina, I held the role of Legal Officer in the central legal department. My primary responsibilities included drafting legislative proposals essential to Kosovo's legal framework, such as the UN Regulation on Taxes on Immovable Property and the Law on Mortgages. Additionally, I provided crucial legal advice to the Kosovo Trust Agency, particularly in the preparation of sale contracts for the privatisation of socially owned enterprises, contributing to Kosovo's economic transformation.

1999 - 2002 | WHITE & CASE, HAMBURG, GERMANY

From 1999 to 2002, I worked as an Associate in the Litigation and Arbitration Department at White & Case in Hamburg, Germany. During this time, I represented corporate clients in a variety of legal disputes involving commercial leasing, construction, and contract law. My role extended to handling cases in both first-instance and appellate courts, as well as participating in arbitration proceedings, ensuring the effective resolution of complex legal matters through strategic advocacy and negotiation.

1997 - 1998 | MORGAN, LEWIS & BOCKIUS, NEW YORK, USA, AND FRANKFURT, GERMANY

In 1997 and 1998, I served as a freelance lawyer at Morgan, Lewis & Bockius, contributing to the project team tasked with listing Germany's most successful commercial software company on the New York Stock Exchange. My responsibilities included legal research, document preparation, and supporting the team in navigating regulatory requirements and corporate governance standards essential for a successful public offering.

1989 - 1991 | SPARKASSE BANK BAD KREUZNACH, GERMANY

From 1989 to 1991, I gained valuable experience as a licensed bank employee at Sparkasse Bank Bad Kreuznach, Germany, while pursuing my legal studies. During this period, I held various short-term positions at Vereins- und Westbank AG in Hannover and Hamburg, Germany, where I developed a solid foundation in banking operations and financial services, laying the groundwork for my future legal career.