



## CURRICULUM VITAE

**CARMEN SFEIR JACIR, LL.M.**

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### SUMMARY

Attorney at law and mediator. Fast-paced industry experience, multicultural background, business acumen - ESG - corporate integrity - corporate governance - sustainability. Risk prevention, dispute management (ADR/ODR/DSD) - Corporate law – legal strategy – structuring legal operations (M&A, IPO's, JV)– complex negotiations –

Strong leadership/management, negotiating/communication skills, work in multi-cultural environments, diversity oriented, excellent knowledge of the Latin American market.

### PROFESSIONAL EXPERIENCE

June 2023 – today, Purpose Latam, non- profit, Member of the Supervisory Board

April 2022 – today **Empresas CMPC**, Santiago de Chile. Member of the Board

2019 – today **DSD2B (Dispute Prevention & Resolution)**, São Paulo. CEO and founder. Dispute prevention and resolution system design and related trainings. From compliance, corporate governance, company policies to Alternative Dispute Resolution, we design tailored made systems for each company, contributing to the ESG goals.

2017 – today **Sfeir Legal**, São Paulo. Corporate and commercial law, dispute resolution (arbitration, commercial mediation, negotiation, and dispute boards).

2007 – 2017 **VOLKSWAGEN GROUP:**

- 2016- 2017 **VOLKSWAGEN AG**, Wolfsburg, Germany, Senior Executive Manager, legal department, reporting directly to the Global General Counsel. Responsibilities: corporate restructuring of the Group, Corporate Governance, Compliance and corporate integrity, Mergers and Acquisitions.
- 2015-2016 **VOLKSWAGEN DO BRASIL**, São Paulo, Brazil, Senior Executive Manager of the newly created Sustainability and ESG area, with direct report to the CEO. Developed the company's sustainability and ESG strategy.
  - Implementation of policies for reuse, recycling and reduction of materials in the production and logistics process.
  - Implementation of reverse logistics programs

- Design of circular economy policies
  - Design and development of female inclusion policies
  - Company ESG strategic and design
- 2012 – 2015 **VOLKSWAGEN DO BRASIL**, São Paulo, Brazil, Senior Executive Manager, Legal Affairs. Responsible for the daily legal operations in all relevant areas of law (e.g. Corporate, Commercial, Labor, Products Liability, Dealerships, Intellectual Property, Antitrust, Insurance). Heading a team of 60 employees.

Other tasks consist of:

- Communication with VWAG Legal Affairs regarding relevant issues,
- Participation in administration Risk and Compliance committees,
- Advising and negotiating for the obtainment of benefits from the “*Inovar Auto*” Program,
- Conduct of negotiations for production of Golf VII at Volkswagen do Brasil Paraná Plant and
- Coordination of the Toll Manufacturing negotiations with Audi AG and Audi do Brasil, for their production at the Volkswagen do Brasil Parana plant.

2007 – 2012 **VOLKSWAGEN AG**, Wolfsburg, Germany. Senior Counsel, Corporate Law. Responsibility for the company affiliates in Latin America, South Africa, Spain and U.S.A. Responsible for the implementation of the VW Group’s code of conduct and compliance rules to the Latin-American affiliates and to SEAT, in Spain. Other tasks throughout the years involved responsibility for developing and negotiating projects in Brazil, Malaysia, Mexico, as well as in other African countries.

Main projects:

- Sale of the shares of the trucks and buses Brazilian company to MAN;
- Licensing of the technology for the assembly of the Amarok Robust Pick Up by VW Argentina S.A.;
- Negotiation of incentives negotiations for the establishment of a Motor Factory in Guanajuato, Mexico;
- Negotiation and implementation of Collaboration Agreement and Completely Knocked Down (CKD) Assembly Agreements, Delivery Agreement, Shareholders Agreement with Malaysian business partners;
- Incentives negotiations for the establishment of a VW – Audi Plant in Puebla, Mexico.

2006- 2007 **MAN Ferrostaal AG**, Essen, Germany. Legal Counsel. Provided legal advice in international projects (Latin America, Spain, U.A.E.) related to petrochemical and energy plants; drafted and negotiated international contracts, including EPC contracts.

2003 – 2004 **LAN S.A.**, Santiago, Chile. Chief Counsel. Leading a team of five employees. Responsible for the legal development of the daily operations of LAN S.A. Among the legal work performed and coordinated were the negotiation and drafting of complex alliance agreements and international contracts, obtainment of new air traffic rights, structuring of LAN’s operations in many Latin American countries and conduction of the processes of certifying airlines. Other areas were Aircraft -Law, Corporate Finance and related contracts as well as a secondary offering.

2001 – 2003 **Prieto & Compañía**, Santiago, Chile. Associate. Commercial law department. Handled legal issues concerning corporate law and corporate finance, antitrust litigation, complex business reorganizations and commodity trading contracts.

1991 – 2000 **Sfeir & Sfeir Abogados**, Santiago, Chile. Partner.  
General Practice: financing, corporate law, foreign investment, private placement of securities, mergers & acquisitions, public work concessions, privatization and labor law, telecommunication law.

1991 – 2000 **Consejo de Defensa del Estado de Chile** (*Chilean Government Defense Committee*), Santiago, Chile. State Attorney.

Represented the State in complex lawsuits in civil, constitutional and tax matters before the Chilean Courts of Appeals and Supreme Court.

### **ACADEMIC EXPERIENCE**

- 1993 – 2009 **University of Chile Law School**, Santiago de Chile, Commercial Law Professor.  
Subjects: business associations, general corporate law and securities regulation.
- Oct. 2022 – today **University of Chile Law School**, Santiago de Chile, Visiting Professor. Subjects: Corporate Ethics, Corporate Governance, Dispute Resolution and securities regulation

### **RELEVANT EDUCATION<sup>1</sup>**

- 2023 Certified Directors Program, Institute of Directors (IoD), London / E&Y.
- May 2020 Corporate restructuring under Brazilian Law and ADR's – Juristas Co.
- Sept. 2019 ODR Practitioner Certification, ICFML and Holistic Solutions
- Sept. 2018 Dispute Boards Training, CAM-CCBC, São Paulo Brazil
- Dec. 2016 London School of Mediation/ Chartered Institute of Arbitration, London, England, Certified Mediator
- Aug. 2016 Accelerated Route to International Arbitration, Chartered Institute of Arbitration, London, England
- Nov. 2014 Admitted as Brazilian Lawyer (Advogada) at the Brazilian Bar Association (OAB)
- March 2011 Admitted as Solicitor at the Senior Courts in England and Wales
- 2005 Institut für Internationale Kommunikation at Heinrich Heine Universität, Düsseldorf: "German as Foreign Language", three intensive language modules
- May 2001 LL.M - Duke University School of Law
- 1995 – 1997 University of Chile Law School, Santiago, Chile, LL.M Studies
- Aug. 1990 Chilean Supreme Court, admitted as a Chilean Lawyer (Abogada)
- 1984 – 1988 University of Chile Law School, Santiago, Chile. LL.B (J.D. equivalent)

### **MEMBERSHIPS AND AWARDS**

- 2018 "Grupo Mulheres do Brasil", São Paulo, pro bono for Brazilian women
- Sept. 2014 "**Outstanding Contribution to the Legal Profession**", Chambers & Partners - Latin America Awards, In-House, Miami, U.S.A.

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<sup>1</sup> Carmen is permanently taking and teaching legal courses and certifications in order to keep updated with the latest trends and developments (LGPD, Law and Tech, ADR's, amendments to the restructuring and bankruptcy law, Infrastructure in Public Sector, Company law matters, and so on).

## LANGUAGES

Spanish, English, Portuguese, and German