



Carolyn Herzog CarolynHerzog@icloud.com / +1-650-314-3991

San Francisco Bay Area

Native English, Proficient French

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Carolyn Herzog is a business leader and Chief Legal Officer that has worked in a variety of U.S. and international companies predominantly in the technology and SaaS industries, with more than 10 years' experience as a Director. She has exercised broad c-suite leadership, having been responsible for advising the CEO and board on global business expansion, licensing strategy, cybersecurity, data privacy, M&A and enterprise risk management. With over 25 years of experience, Ms. Herzog has expertise in corporate governance, regulatory compliance, crisis management, strategic planning, ethics, stakeholder engagement, human capital strategy, and business sustainability. Ms. Herzog's experience extends globally, providing her with a deep understanding of the distinct cultural and business practice differences that impact shareholder value creation.

CAREER CHRONOLOGY

Boards-For Profit

EndGame Systems LLC, Inside Director

Arm Subsidiary Governance Board / President, Arm France

IPWatch Systems Corp., Advisory Board

Non Profit

Association of Corporate Counsel, Audit, NomGov, Advocacy

Business Software Alliance, Executive Committee

Hispanic Foundation of Silicon Valley, Finance Committee

National Cyber Security Alliance, Director

Association of Corporate Counsel Europe, Vice President

Board Education

Corporate Directors Academy (Maggie Wilderotter)

Stanford Directors College

NACD Directors Summit

Direct Women Board Institute

Honors and Leadership

Top 50 Powerful Women in Tech., National Diversity Awards

Most Influential Women in IP, World IP Review

Silicon Valley Social Venture Fund (SV2), Partner

American Leadership Forum, SV, Senior Fellow

OnCon Icon Awards, Top 10/50 Global Corp. Counsel

Silicon Valley Business Journal C-Suite Awards

American Legal Technology Awards, Exceptional Achievement

Distinguished General Counsel, Directors Roundtable

Attorneys That Matter, Ethisphere Magazine

Sector Experience

▪ Technology/ SaaS / Cloud / AI/ cybersecurity / Semiconductor IP

▪ International Development

▪ International Policy / International Relations / Government

Technology and Operational Experience

▪ Cybersecurity, SaaS, AI, Cloud, Semiconductor IP

▪ IP Licensing, Services, Trade Compliance

▪ Incident Response, Crisis Management, Government Affairs

Transactions

M&A, Divestitures, Publicly Traded, Privately Held; Technology tuck-ins, Outsourcing, Insourcing, Global Expansion, Startup, JVs

Education

▪ J.D. University of Wisconsin, Madison

- Sorbonne, Panthéon-Assas (exchange)

▪ B.A. Washington University, St. Louis

- Vanderbilt-en-France, Aix-en-Provence (3rd year)

Carolyn Herzog Bio, April 2025

OTHER BUSINESS EXPERIENCE:

- Nearly three decades as a global business executive with board advisement and governance experience in the US, UK, China, France and Japan
- Seasoned leader of global high performing teams, including human capital management and succession management
- Managed budgets up to \$90m, including leading license compliance P&L of < \$40m
- Frequent keynote speaker, including Gartner, WSJ, Economist, RSA, DAC, WebSummit, CyberlawCon
- M&A transaction/integration leader including + 30 acquisitions and divestitures at Symantec, leading the acquisition and integration of AXENT by Symantec for \$1b, the acquisition of and the \$8b divestiture of Veritas from Symantec, and leading for Arm the acquisition by NVIDIA for approximately \$40B+ (to ~\$80b, transaction terminated in favor of IPO due to regulatory concerns)

Current Employer:

- **Elastic NV**, May 2022 – Present, Chief Legal Officer, Corporate Secretary
- **Legal & Company Corporate Strategy Leader**; business initiatives, including **Board of Directors Advisor on governance and risk matters**
- Chair/ Exec Sponsor for committees including: Disclosure, ESG, Compliance, Crisis Management

Prior Employment:

- **Arm Ltd., January 2017- February 2022**, EVP, General Counsel Corporate Secretary & Chief Compliance Officer
- **Symantec Corporation**, December 2000-January 2017 Deputy GC & CCO (previously VP, EMEA Legal, UK)
- **AXENT Technologies, Inc.**, December 1997-December 2000, GC (May 2000) – acquired by Symantec
- **International Law Institute**, December 1996-December 1997, Staff Attorney
- **The World Bank**, December 1990-August 1993, Africa Department, Project Coordinator

References furnished upon request