



## LAURENCE DEBROUX

Non-Executive Director

Laurence Debroux was born in France in 1969. She holds a Master in Management from HEC Paris.

Mrs. Debroux is a member of the Board of Directors of Novo Nordisk A/S, and of the Supervisory Board of Randstad N.V. She is also a Non-Executive Director at Institut Mérieux, at Kite Insights (The Climate School) and at HEC Paris.

Previously, Mrs. Debroux was CFO and member of the Executive Board of Heineken N.V. from April 2015 until April 2021. Before joining Heineken, she had been Chief Financial and Administrative Officer and a member of the Executive Board of JCDecaux since July 2010. Prior to this, Mrs. Debroux spent 14 years with the global healthcare company SANOFI where she held various executive positions including CFO and Chief Strategic Officer.

Mrs. Debroux began her career in investment banking. She has had Executive responsibility for Global functions such as Strategic Planning & Business Control, Tax & Financial Markets, Business Development, Financial Processes & Internal Control, Accounting & Reporting, Procurement and Information Systems.