

**Sandrine Dufour****Executive Vice President
Chief Financial Officer****Joined UCB in July 2020****Appointed in 2020****Date of birth: 1966****Nationality: French****Introduction & Professional experience**

Sandrine Dufour joined UCB as Chief Financial Officer and Head of Corporate Development in July 2020. She is a member of UCB's Executive Committee. A French national, Sandrine has a proven track record and deep financial expertise that stems from 30 years leading with success national and global organizations.

Prior to joining UCB, Sandrine served as CFO of Proximus, a multibillion business and Belgium's flagship telecommunication company. Previously, Sandrine held several leadership roles at Vivendi, in France and in the US, covering areas including finance and strategy, M&A, innovation and transformation. Her most recent positions at Vivendi were Deputy Chief Financial Officer and EVP Innovation for the group, and then EVP Finance and Strategy at SFR, which was at the time the French telecoms subsidiary of Vivendi.

She began her career as a financial analyst. Mrs. Dufour holds several degrees from ESSEC Business School, the Société Française des Analystes Financiers, and the Chartered Financial Analyst (CFA) Institute. She is a Board member and chairs the audit committee of WPP.

Prior to UCB, Sandrine held the following positions:

2015 – 2020 Proximus

Chief Financial Officer, member of the Executive Committee CEO ad interim, Belgium

2013 – 2014 SFR

Executive Vice President, Finance & Strategy, member of the Executive Committee, France

Vivendi:

1999 – 2013 Deputy Chief Financial Officer, Executive Vice President Innovation, member of the Executive Committee, France

2007 – 2013 Chair of Vivendi Mobile Entertainment/Watchever, Germany

2004 – 2013 Deputy Chief Financial Officer, France

2002 – 2004 Senior Vice President, Audit & Special Projects, USA

July 2023



2000 – 2002 Chief Financial Officer, Member of the Executive Committee, Vivendi Universal Net, France

1999 – 2000 Special Advisor to CFO, Telecoms, France

1993 – 1999 Crédit Agricole Cheuvreux
Telecom Analyst, EU

1989 – 1993 BNP Paribas
Analyst, France

Education

2000 CFA Institute

1988 ESSEC Business School

Main external appointments

Member of the Board of WPP