

Francis Lepoutre

A results-oriented, international business professional with a strong finance background. Demonstrated abilities to develop and coach other leaders and peers, manage multiple disciplines, and effectively build, communicate and deliver business strategies with impact. Using high energy to deploy key strengths, including; thoughtful & courageous decision making, ability to rapidly adapt, capacity to establish cross functional partnerships to jointly deliver results. Leader who focussed on the bigger picture without losing attention to operational feasibility.

PROFESSIONAL EXPERIENCE

General Manager (CEO) - Pharma Croatia Nov. 24 - current / Roche; Zagreb, Croatia

Overall responsible for the commercial affiliate with the aim of bringing medicines to patients faster, empowering teams to thrive, and shaping the future of healthcare through strong partnerships.

Integrated Squad Lead (BU head) - NMD Sep. 23 – Oct. 24 / Roche; Paris, France

BU head of the Neuro Muscular Diseases (NMD) team, a cross-functional team (Access, Analytics, Customer Experience, Field Engagement, Finance, Marketing and Medical) with the aim to deliver our solutions to the NMD patients and ecosystem. Member of the global NMD squad.

CFO - Pharma France Sept. 19 – Aug. 23 / Roche; Paris, France

Finance head of the commercial affiliate (~ 1.2 Bio Mio CHF sales; ~ 500 FTE). Member of the local mgmt team and global Pharma International Finance mgmt team. Leading a team of ~ 70 people accountable for: Finance, IT, Supply Chain, Site Services, Procurement, Internal Communication, Employee Experience and Transformation.

Global head of finance (CFO) - CMC Aug. 16 – Sep. 19/ Roche; San Francisco, USA

Finance head for the global CMC (Chemistry, Manufacturing and Control) division (~ 1.4 Bio CHF Opex; ~ 2'600 FTE) . Member of the global CMC management team and global manufacturing finance mgmt team. Leading a team accountable for all finance matters across locations in the USA, Germany and Switzerland.

CFO - Pharma Hong Kong Aug. 13 – Jul.16 / Roche; Hong Kong, China

Finance head of the commercial affiliate (~ 150 Mio CHF sales; ~ 120 FTE). Member of the local mgmt team and APAC finance mgmt team. Leading a team accountable for: Finance, IT, Supply Chain, Site Services, Procurement and Compliance.

Finance roles of increased scope of responsibility

Apr. 08 – Jul. 13 / Roche, Multiple locations (Madrid, Spain / Shanghai, China / Basel, Switzerland)
Sep.04 – Feb.08 / PriceWaterhouseCoopers; Brussels, Belgium

EDUCATION

Master in General Mgmt; Vlerick Management School; Belgium (03-04)

Master in Economics; KU Leuven; Belgium (02-03)

Master in Applied Engineering, Electronics; KAHO; Belgium (98-02)

LANGUAGES

Dutch : Mother tongue ; English:Fluent; French:Fluent ; Spanish:Moderate; German: Basic

ANSWERS - Francis Lepoutre

- **Why do you think membership in the AmCham is important for businesses operating in Croatia?**

AmCham is crucial for creating a transparent and competitive business environment in Croatia. It provides an essential platform for companies to engage with policymakers and amplifies our collective voice to advocate for a more predictable, investment-friendly climate. For businesses like Roche - a group which is Swiss headquartered, but with a very significant footprint in the USA - AmCham's network is very valuable for accelerating innovation and fostering the sustainable partnerships needed to benefit society. Furthermore, it allows for cross-industry networking and the exchange of best practices on key business topics, which strengthens all members.

- **What motivates you to be an AmCham Board Member?**

Personally, I am very motivated by the opportunity to contribute even more actively than today to improving Croatia's business environment and to support initiatives that attract investment, encourage innovation, and build sustainable growth. As General Manager of Roche Croatia, I see daily the importance of constructive dialogue between the private sector, institutions, and society. Serving as a Board Member would allow me to leverage both my international experience and my local role to strengthen AmCham's impact, while also representing the healthcare and life sciences sector in the broader business community.

- **Why do you feel you are qualified? What skills do you bring to the position of Board Member?**

Over the past 20 years, I have held senior finance and management positions across Europe, Asia, and the United States, leading diverse teams and managing a wide scope of activities with many stakeholders. This has honed my expertise in strategic decision-making, governance, and building partnerships across industries and borders.

Today, I am focused with my team on delivering innovation in healthcare, fostering partnerships, and shaping sustainable access models. In particular to mention are two 'real life experiences'. The first one is 'personalized oncology solution' project (POS); which is a unique and nationwide public private partnership, bringing personalized medicine approaches in oncology into the Croatian healthcare system. The second one, evolved our business model from a traditional sales oriented model to a patient-centric one. We now partner with stakeholders across the healthcare ecosystem to create end to end patient impact and broader societal value, moving beyond a product-first approach.

These skills, I am confident, can be of use to the wider AmCham community. Hence I believe, the combination I bring of global leadership experience and local engagement together with the financial acumen, strategic vision, and healthcare innovation makes me well positioned to contribute to AmCham's mission.

- **How have you been active in AmCham in the course of the past year?**

Roche has been an AmCham member since 2011, and since becoming General Manager for Croatia, I have personally deepened our engagement through the following activities:

Healthcare Initiatives:

- Championed my team's active participation in the Healthcare Committee, contributing to position papers on key topics like HTA, the Critical Medicines Act, and drug shortages.
- Served as a golden sponsor for the AmCham "Trends in Healthcare" conference, where I also presented on "Partnerships in Patient-Centric Innovations."

Talent Development:

- Sponsoring the ongoing AmCham Talents program, including personally delivering a lecture on "Global Career Development."
- Fostering Roche's involvement with three employees participating as talents and

one team member serving as a judge.

Consistent Engagement:

- Regularly attending and contributing to GM Breakfasts (6 in the last 12 months).
- Actively participated with my team in various AmCham events on topics such as Competition Law and Sustainable Taxation.
- Continued connection, even outside Amcham forums, with selected Amcham members.
- **What activity or Committee would you like to participate in and be responsible for?**

Besides contributing to the Healthcare Committee, I would also seek to support initiatives around innovation, sustainability and people development. With my personal background in both finance and healthcare leadership, I believe I can add value in shaping constructive dialogue on healthcare policy and investment. In addition, I am passionate about helping position Croatia as an attractive market for global investment and supporting people development programs that build the next generation of leaders.