

## Michel Lagarde

Executive Vice President & Chief Operating Officer Thermo Fisher Scientific

Michel was named Executive Vice President in September 2019 and became Chief Operating Officer in January 2022. Michel has responsibility for Thermo Fisher's Pharma Services, Customer Channels, BioProduction, Analytical Instruments and Clinical Research Groups, as well as the company's Corporate Accounts function and Chief Medical Office. He joined the company as Senior Vice President and President of the Pharma Services Group through the acquisition of Patheon in 2017. Michel previously served as President and Chief Operating officer of Patheon from 2016 to 2017, and prior to that, he was Managing Director at JLL Partners, a leading middle-market private equity firm focused on healthcare. At JLL, Michel worked with several of the organization's portfolio companies, including Patheon, where he helped the executive committee transform the company into a global provider of biopharma development and commercial manufacturing services. Before joining JLL, Michel was Chief Executive Officer and Chief Financial Officer (CFO) of the Domestic Appliances and Personal Care division of Philips Electronics North America. He also previously served as CFO of Philips Electronics in Indonesia and Financial Controller of Philips Electronics Hong Kong. Michel earned a bachelor's degree in business administration from European University in Antwerp and an executive master's degree in finance and control from the University of Maastricht and University of Amsterdam.