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LAURA S. FRANCO

OVERVIEW

C-Suite executive advising Board and Management on strategy, risk management, M&A, international expansion, and human capital issues:

- IPO of Bumble Inc. (Nasdaq: BMBL)
 - Global M&A experience (\$30B merger CBS and Viacom)
 - People and Culture issues (CBS cultural transformation post #MeToo; Bumble HR initiatives)
 - Data privacy and trust and safety issues
 - Global digital and product strategy
 - Key member of international expansion team (MTV Networks worldwide; CBS international joint venture board member, Bumble expansion)
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- Board member/Chair of Risk Committee – Virgin Voyages cruise line

PROFESSIONAL EXPERIENCE

BUMBLE INC.

Chief Legal and Compliance Officer

Nov. 2020 to present

Senior Executive reporting to Founder/CEO for a global, social networking platform that operates the top dating apps Bumble and Badoo, which is controlled by Blackstone and completed its initial public offering in February 2021. Bumble Inc. raised \$2.1 billion in the IPO and had a market cap of approximately \$13 billion at time of IPO. Bumble is a mission-driven company focused on creating healthy, equitable relationships and promoting kindness and accountability on the internet.

- Prepared Bumble for its transformation from a private company to a publicly listed corporation; worked with Board of Directors and Blackstone to design and implement Board committee charters, governance documents, compliance policies, public company infrastructure and compensation programs; implemented Bumble's first public company D&O insurance program.
- Member of Executive Leadership Team; advise on brand and trust and safety strategy, building and protecting the intellectual property portfolio, product extensions and international expansion.
- Senior advisor to the Chief Executive Officer and the management team on SEC and Nasdaq compliance, investor relations matters, litigation, and employment matters.
- Senior advisor on risk management programs, including global privacy and data security; people and culture issues, matters of reputational risk and general compliance.

- Manage a global team with offices in Austin, London, Dubai, and Spain, responsible for public policy initiatives, interfacing with government agencies and regulatory developments.

CBS CORPORATION

Executive Vice President, General Counsel

March 2019 to Oct. 2020

Chief legal and compliance officer and senior member of the executive team for publicly-traded, Fortune 500, global, mass-media company with broadcast television, cable and digital entertainment properties, including CBS television broadcasting, entertainment network, television stations group, Showtime and Simon and Schuster. CBS Corporation (NYSE: CBS) was the predecessor company to ViacomCBS (Nasdaq: VIAC) and had a market cap of approximately \$20 billion prior to the merger.

- Senior advisor to the Board of Directors, the Chief Executive Officer and other senior management on all major domestic and international business, strategic, legal, and corporate governance matters.
- Leading role in all M&A transactions, strategic planning, business development and critical company initiatives; lead role in all aspects of the merger with Viacom (combined market value at the time of the merger was approximately \$30 billion).
- Managed corporate governance and public company legal matters (including securities, capital markets, shareholder matters, disclosure and related-party transactions).
- Member of the Risk Committee to advise management and Audit and Nominating and Governance Committees on the effectiveness of the Company's risk management systems and provide recommendations as appropriate.
- Directly oversaw and managed privacy, compliance, and anti-piracy programs, including the business ethics and compliance program.
- Extensive human resources experience; CBS had approximately 13,000 employees; helped lead the team responsible for rebuilding the culture at CBS including working with the Board of Directors and the Audit Committee on pay equity, diversity, coaching and leadership programs and measurement for accountability and compliance.
- Extensive litigation management experience, including regulatory and governmental actions, class actions, and arbitrations in matters relating to securities disclosure, antitrust, commercial disputes, intellectual property and employment matters, with a strong track record of successful outcomes.
- Significant media, investor relations, government affairs, regulatory and crisis-management experience.
- Managed a global legal department of more than 300 professionals in over 20 offices in 10 countries: 20 direct reports.

Executive Vice President, Associate General Counsel

Jan. 2006 to March 2019

Led legal team responsible for mergers and acquisitions, joint ventures, exchange offers, securities and disclosure matters, antitrust matters, cable distribution, significant commercial licensing transactions and related risk management, dispute resolution, litigation strategy and intellectual property matters.

- Lead role in all domestic and international M&A transactions, debt financings and post-closing transition and integration teams, such as:
 - the initial public offering of the CBS Outdoor division (\$4B), including conversion to REIT, SEC filings, governance documents and all aspects of establishing and financing a new public company.
 - the Reverse-Morris trust transaction of the radio division (\$3B), including negotiations of all documents with buyer.
 - the tender offer for the acquisition of CNET (\$1.8B);
 - the sale of Television City studio operations and site to private equity buyer (\$750M);
 - strategic joint venture with Turner for broadcasting the NCAA games; and
 - the acquisition of the Ten television broadcast network in Australia.

- Key role in all aspects of the strategic evolution of CBS network's traditional legacy media business to digital platforms, including establishing CBS as first broadcaster to be paid by cable and satellite distributors and to form its own direct to consumer digital offering.

- International JV Board Member: Served as board member for CBS international channel joint ventures in India (with Reliance Media), UK and EMEA (with Liberty Global and AMC), overseeing strategy, business plans and budgets.

- Handled complex and varied commercial contract negotiations (e.g., media rights, distribution agreements, services agreements, intellectual property licensing, sports and other program rights agreements).

- Lead role in all antitrust matters; interfaced with DOJ, FCC, SEC, and other governmental agencies.

VIACOM INC.

Vice President, Associate General Counsel

Jan. 1995 to Jan. 2006

Head of the securities and mergers and acquisitions group responsible for all securities filings, mergers and acquisitions (including as lead attorney for the initial public offering of Blockbuster; acquisition of

BET, global joint ventures for MTV the acquisition of CBS and subsequent split of CBS into a separate public company) and corporate housekeeping for Viacom and its subsidiaries.

BAKER & BOTTS, L.L.P.

Associate, Corporate Department

Feb. 1993 to Dec. 1994

Mergers and acquisitions and corporate finance practice. Responsible for general representation of Tele-Communications, Inc., including Securities Act filings and transactions, including the merger with Liberty Media Corporation.

SIMPSON THACHER & BARTLETT

Associate, Corporate Department

Sept. 1987 to Feb. 1993

Handled transactions including leveraged buyouts for private equity firms, mergers, acquisitions and divestitures of public and private corporations; joint ventures and other strategic alliances; tender offers; public offerings and private placements of debt and equity securities.

BOARD EXPERIENCE

Virgin Voyages

Board Member and Chair of Risk Committee

January 2022 to present

A cruise line formed as a joint venture between Bain Capital and the Virgin Group as its principal investors, which targets a unique customer for a premium lifestyle brand.

New York City Bar Fund

Member, Board of Directors

Feb. 2019 to Feb. 2021

EDUCATION

HARVARD LAW SCHOOL, Cambridge, MA.

J.D. 1987

THE WHARTON SCHOOL OF THE UNIVERSITY OF PENNSYLVANIA, Philadelphia, PA

B.S. 1984, Majors: Accounting and Economics, *magna cum laude*

Admitted - New York State Bar 1988

Gender Diversity Pays – Corporate Counsel Magazine, co-author