



AGM 2022 – Speech Jean-Christophe Tellier, CEO UCB - English Version

Disclaimer: spoken word prevails.

Dear shareholders of UCB, Ladies and Gentlemen,

Beste aandeelhouders, Dames en Heren,

Chers actionnaires, Mesdames et Messieurs,

Hello and welcome. First of all, I'd like to start by saying how delighted I am to stand before you in person and virtually to provide an overview around UCB's activities and performance in 2021

But before I do this, I want to briefly mention the war situation in Ukraine where the country and people continue to be the victims of a terrible conflict. In these difficult and turbulent times, we are guided by our purpose of creating value in the lives of the people we serve, now and into the future. That's why we are supporting our colleagues in the affected region and taking action as a company, offering humanitarian support via financial donations to the German International Rescue Committee and the Belgian International Red Cross, as well as donating medicines to NGOs who are delivering drug donations to patients in the war zone.

And so looking back at the past twelve + months, if there's one lesson to take away from a period of time where the world continues to navigate uncertainties – it is that events that compromise our health and wellbeing impact every sector and segment of society. Investing in health to make progress towards a healthier and more equitable society is therefore an investment into a better future for all.

At UCB, making a positive impact on society is part of our core mission. That's why we look to drive sustainable growth with solutions that make real improvements to people's lives. We have a strong commitment to working together with partners across the healthcare value chain to deliver innovative solutions to people living with severe diseases, anchored in a strong sense of purpose. It is our belief that as well as creating value for patients, we need to create value for our employees, our shareholders, and the communities in which we operate, all while respecting the planet.

In 2021, we touched on the lives of over 3.7 million patients around the world by ensuring continuity of supply and distribution chains, despite the ongoing COVID-19 pandemic and the current conflict in Ukraine and Russia. We continued to expand access to our solutions, and track progress through our Access Performance Index.

Most notably, our new solution BIMZELX® was approved in Europe, Great Britain and Japan among others for the treatment of psoriasis.





Financial and Extra Financial highlights

Looking at our financial performance and for the 8th year in a row, we delivered another strong performance showing the strength of our core product portfolio, with revenue reaching €5.78 billion (+8%; +10% at CER) and net sales going up by 8% to €5.47 billion (+11% CER).

Underlying profitability (adjusted EBITDA) reached €1.64 billion (+14%; +21% CER), driven by continued revenue growth and moderately growing operating expenses, reflecting the investments into the future of UCB, namely into product launches and clinical development.

What's more, we continued to integrate sustainability for business and societal impact, resulting in steadily improving our environmental, social and governance (ESG) ratings. A key agency called Sustainalytics upgraded UCB's ESG risk rating score from medium- to low (16.8), sending a clear external validation of our progress in creating more sustainable value for stakeholders.

Preparing the future

When it comes to our solutions for patients, several exciting achievements came to fruition over the past months. Indeed, over the past few months, UCB has delivered an unprecedented string of 6 positive key clinical trial milestones, achieving all crucial endpoints, thereby exceeding expectations of many stakeholders.

To begin with and on top of the Bimzelx approvals in psoriasis that I already mentioned, we reported highly promising results for phase 3 studies evaluating this molecule for the treatment of psoriatic arthritis and across the spectrum of axial spondyloarthritis (nr-axSpA; r-axSpA).

But that's not all. We also reported positive phase 3 results for both rozanolixizumab and zilucoplan for the treatment of generalized myasthenia gravis, bringing hope and the potential of new treatment options for patients and healthcare professionals in this debilitating disease.

UCB also laid the foundation for our future growth with the acquisition of Zogenix, a US based company specialized in specific and rare forms of epilepsies. We recently closed this deal which has further reinforced our commitment and leadership in epilepsy. Indeed, the acquisition complements our existing therapeutic offering with Fintepla, an approved medicine for Dravet syndrome and now also Lennox-Gastaut syndrome, a new indication that was approved late March of this year by the US FDA.

Partnering with other players in the healthcare ecosystem is allowing us to bring value to patients in new ways. We signed an agreement with Novartis to co-develop and market two disease-modifying treatments for people with Parkinson's disease (PD). We have now fully integrated Handl Therapeutics BV, a rapidly growing and transformative gene therapy company based in Leuven, Belgium. This is allowing us to advance our ambitions in gene therapy as a means to eventually move from symptomatic treatment towards disease modification and cures for severe chronic diseases.

Moving ahead with our digital care transformation we expanded our multiyear collaboration with Microsoft, bringing together Microsoft's computational, cloud and AI services with our drug discovery and development capabilities, to discover new medicines in a more efficient and innovative way.





Looking ahead to deliver on our ambitions

We are confident in our ability to deliver on our future ambition to lead in five specific populations. Patients living with partial onset/focal epileptic seizures, psoriatic arthritis, myasthenia gravis; patients experiencing osteoporosis-related fractures; and women of childbearing age living with immune-inflammation and/or epilepsy.

We have also prepared the loss of exclusivity of Vimpat this year and are well positioned with a portfolio of new and promising products such as Bimzelx (bimekizumab) with 4 indications, zilucoplan and rozanolixizumab with one indication and Fintepla with 2 indications. In total this equates to 4 products and numerous indications that have been de-risked to compensate the patent loss of Vimpat.

This year, due to the patent loss of Vimpat, we are entering a transition phase followed by expected accelerated company growth.

We are therefore aiming for revenue in the range of € 5.15 – 5.4 billion in 2022 and an underlying profitability (adj. EBITDA) in the range of 26 - 27% of total revenue (excluding the Zogenix acquisition, which is expected to add to revenue and be earnings dilutive in 2022 and contribute to earnings from 2023 onwards – a new guidance will be provided within the first semester of this year).

By 2025, we want to achieve at least €6 billion in annual revenues, a low-mid-thirties adj. EBITDA margin, and improve our ESG rating performance even further.

Conclusion

2021 was a very strong year, and 2022 is shaping up into a key transition year with the launch of Bimzelx and the loss of Vimpat exclusivity. Our continued strong financial performances coupled with impressive clinical milestone achievements and strategic partnerships have provided us the building blocks we need to lead us to our 2025 guidance.

Looking at UCB today, we have built solid foundations, allowing us to focus on the execution of our strategy in the coming years. We are therefore convinced we can live our ambition and commitment to delivering patient value now and into the future.

Before finishing this speech, I'd like to take a moment to thank UCB's Board of Directors. Under the guidance of our Chair Stefan Oschmann, the Board has been instrumental on our transformational and growth journey. As Aristotle once said, the whole is greater than the sum of its parts, and I believe this easily can be applied to UCB and the Board.

I'd also like to recognise the dedication, resilience and engagement of UCB employees throughout the world, without whom the strong performance over the past years would not have been possible. It is deeply gratifying to work with people who share the company's purpose and see the person beyond the disease.





UCB News

Last, and by no means least, I would like to thank you, our shareholders, for your continued support. I am incredibly grateful for the commitment you have shown UCB over the past years and especially during this past year 2021.

I would like to close my speech by sharing a short video of a patient suffering from psoriasis. I believe the video illustrates better than words UCB's sense of purpose and the reason we are fully dedicated to creating patient value, now and into the future.

