UCB's Decade+ of Growth

Elevating lives of people through our medicines

Jean-Christophe Tellier, CEO

43rd Annual J.P. Morgan Healthcare Conference
January 15th, 2025

Disclaimer & Safe harbor

This document contains forward-looking statements, including, without limitation, statements containing the words "potential", "believes", "anticipates", "expects", "intends", "plans", "seeks", "estimates", "may", "will", "continue" and similar expressions. These forward-looking statements are based on current plans, estimates and beliefs of management. All statements, other than statements of historical facts, are statements that could be deemed forward-looking statements, including estimates of revenues, operating margins, capital expenditures, cash, other financial information, expected legal, arbitration, political, regulatory or clinical results or practices and other such estimates and results. By their nature, such forward-looking statements are not guaranteeing future performance and are subject to known and unknown risks, uncertainties, and assumptions which might cause the actual results, financial condition, performance or achievements of UCB, or industry results, to be materially different from any future results, performance, or achievements expressed or implied by such forward-looking statements contained in this document.

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Given these uncertainties, the public is cautioned not to place any undue reliance on such forward-looking statements. These forward-looking statements are made only as of the date of this document, and do not reflect any potential impacts from the evolving event or risk as mentioned above as well as any other adversity, unless indicated otherwise. The company continues to follow the development diligently to assess the financial significance of these events, as the case may be, to UCB.

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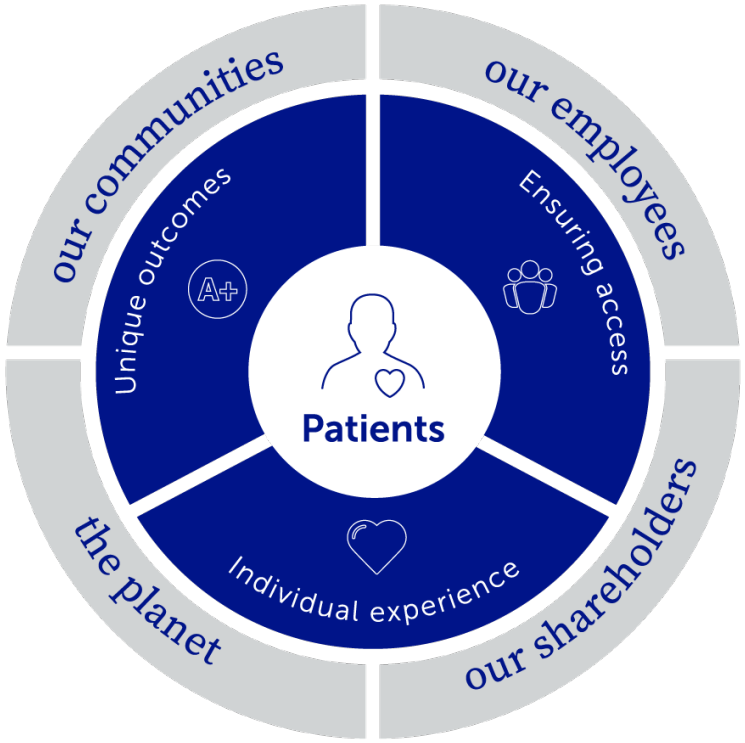
Introduction to UCB

Creating **VALUE FOR PATIENTS** now and into the future



Longstanding legacy and leadership

- **~100 yrs** Excellence in Biopharmaceuticals
- **3.2 M** Patient Lives Impacted*
- **>9,000** Employees*
- **25%-30%** R&D Ratio Above Industry Average in the Past Decade

Differentiated Innovation and Solid Performance

Transforming lives through advanced solutions in **Immunology** and **Neurology**

- **~€6 bn** 2024 Projected Revenue
- **23.0% to 24.5%** 2024 EBITDA margins – at the upper part of the range

Sustainability Leader

Among only few biopharma companies & the only BEL20 company**
with validated net-zero targets by the SBTi***

*Data as of 31st of December 2023; ** BEL20= stock market index of the 20 largest companies listed on Euronext Brussels; ***Science Based Targets initiative

Our Strategy

Our Legacy Defines Us

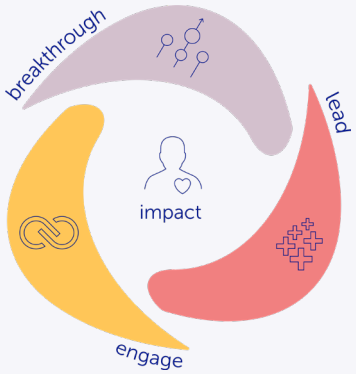
Initiated in 2015, **PATIENT VALUE STRATEGY** (PVS) is our **COMPANY STRATEGY**

2015-2018

Grow & Prepare

2019-2021

Accelerate & Expand



2022-2023-**2024**-2025

Breakthrough & Lead

Where we are today

25 approvals & launches in key regions (U.S., EU and Japan) in the last 24 months and many more around the globe

Industry-leading **R&D productivity***
An impressive tally of **multiple positive Phase 3**

A legacy of patient-centered innovation since 2015, as part of our **Patient Value Strategy** (PVS), offering **differentiated** solutions

* CMR Benchmark (PDM): Success rates NBE & NCE lead indications (2013-2022) End-to-end success rate 3x higher than industry benchmark

UCB – 43rd Annual J.P. Morgan Healthcare Conference, 15th January 2025

Our Present Positions Us

We have in our hands a **STRONG COMMERCIAL PORTFOLIO** and **CUTTING-EDGE PIPELINE**

Decade+ of Growth

Unique & differentiated portfolio serving **9 patient populations**

Bimzelx® (bimekizumab)	**First and only IL-17A & IL-17F** inhibitor
EVENITY® (romosozumab-aqqg) injection 105 mg/1.17 mL	**Only sclerostin-inhibitor**
Fintepla® (fenfluramine)	**Foundational** therapy in DS a **recognized option** in LGS
RYSTIGGO® (rozanolixizumab-noli)	**First agent** for **anti-AChR+** & **anti-MuSK+** gMG
ZILBRYSQ® (zilucoplan) Injection	**First and only once-daily** subcutaneous C5 inhibitor

Long-Term Growth (Beyond Decade+)

Pipeline progress securing the growth*

- **5** **Phase 2** Clinical Development Projects
- **4** **Phase 3** Clinical Development Projects
- **1** **Submission-ready** end of 2024

Bepranemab
Alzheimer's disease
Phase 2a data presented at CTAD

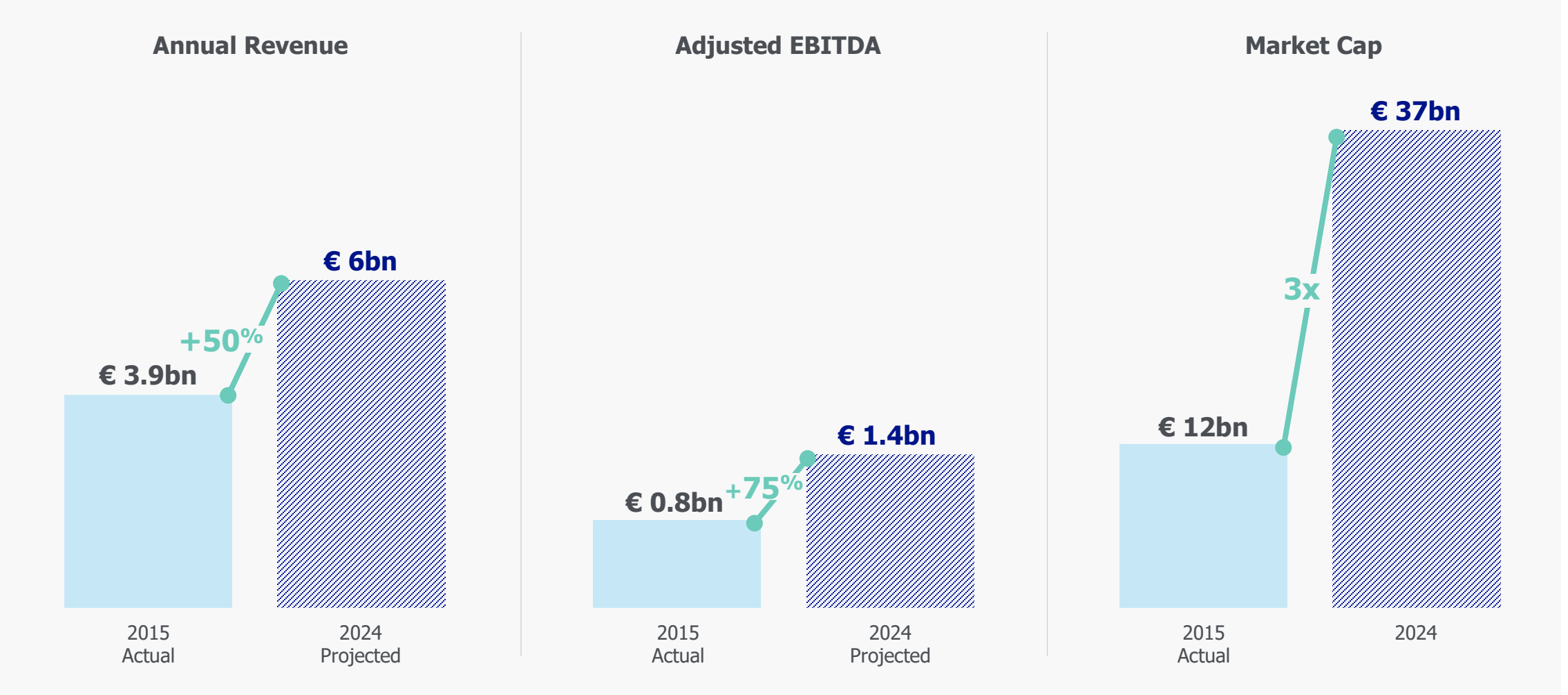
Dapirolizumab
Systemic lupus erythematosus
Phase 3 data presented at ACR Convergence Where Rheumatology Meets #ACR24

IL = interleukin; DS = Dravet Syndrome; LGS = Lennox-Gastaut Syndrome; AChR+ = Acetylcholinesterase Receptor Positive; gMG = generalized Myasthenia Gravis; MUSK+ = Muscle Specific Kinase Positive; * Comprehensive update to be shared in FEB25 with UCB Full-year Results

Our Execution

10 Years of Strong Growth and More to Come

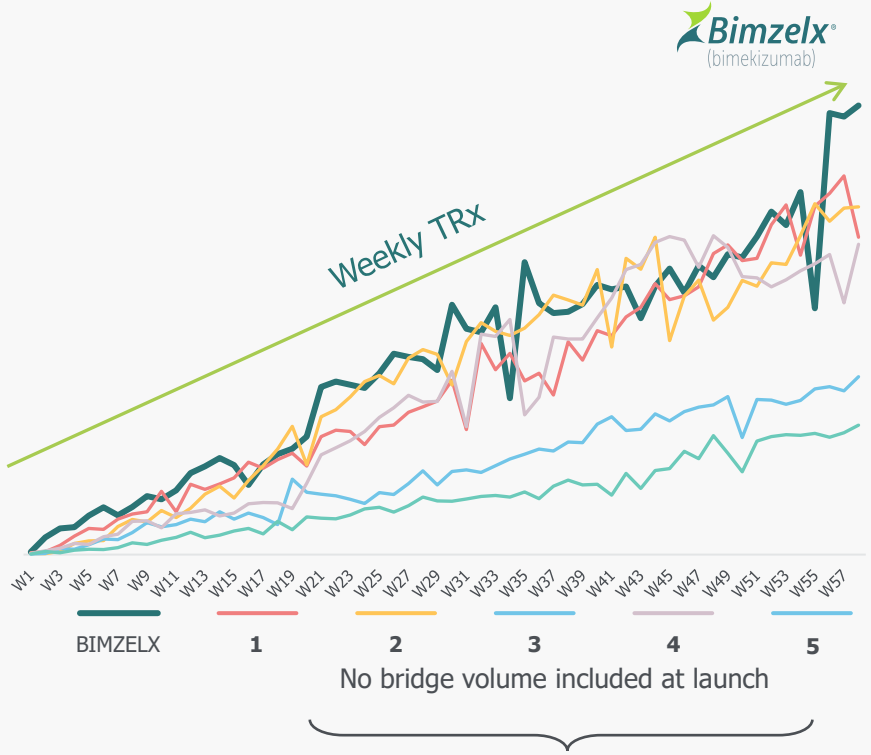
Continued **INVESTMENT IN INNOVATION** to deliver growth and **SHAREHOLDER VALUE**



Key Growth Driver: BIMZELX®

Recognition of **INNOVATION LEADING TO PATIENT VALUE** I Significantly improved access in the U.S.*

BIMZELX® | Uptake vs. other interleukin antibodies **Performance with 2024 Coverage****



Achieved 5 major approvals*** in only **two months** (SEP24 and NOV24)
Enhanced patient **access and reimbursement** pathways continue to drive uptake

Very favorable commercial coverage among all IL-17s for Psoriasis (JAN25), with **zero exclusions******

PSORIASIS	BEFORE	**As of JAN25**
A	DSE	1ST LINE
B	DSE	SSE
C	EXCLUDED	DSE

PsA, AS, nr-axSpA	BEFORE	**As of JAN25**
A	EXCLUDED	DSE
B	DSE	SSE
C	EXCLUDED	DSE

Vast majority of Medicare & Medicaid patients with access to BIMZELX®

*As of January 2025; **2024 formulary access: BIMZELX® covered and available for 6 out of 10 commercially insured lives at double-step edit or better; ***4 indications and one additional 2mL Device Presentations; ****Commercial coverage across top payers; PsA = Psoriatic Arthritis; AS = Ankylosing Spondylitis; nr-axSpA = non-radiographic Axial Spondyloarthritis; IL = interleukin; 1st Line = no prior biologic steps required; SSE = single step edit; DSE = double step edit.

Further Growth Drivers: RYSTIGGO®, ZILBRYSQ ®, EVENITY®, FINTEPLA®

Increasing the **BREADTH AND DEPTH** of our portfolio

RYSTIGGO® & ZILBRYSQ®

- First and only company with differentiated gMG portfolio
- RYSTIGGO® - First agent for anti-AChR+ and anti-MuSK+ gMG
- ZILBRYSQ® - First & only C5 inhibitor peptide, convenient daily subcutaneous self-administration
- Market authorization in **>20 countries, Launches ongoing**

EVENITY®

Global > 725 000 patients at high risk of fracture reached since launch*

FINTEPLA®

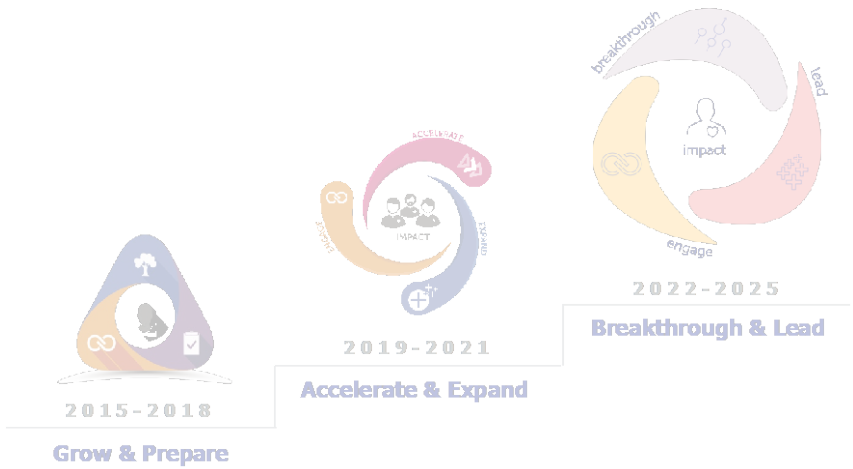
Approved in **U.S., Europe and Japan** in Dravet Syndrome and Lennox-Gastaut Syndrome

Launched in **17 countries** and **additional 24 countries** with patients access a via the Access+ program

* As of June 2024

Our Mission Drives Us Forward in Our Decade+ of Growth

Our strategy is to **ELEVATE THE LIVES OF PEOPLE** through our medicines



Go beyond symptom management, targeting **disease modification and potential cures**

Deliver **measurable benefits** for patients, families, and healthcare systems

Culture of **well-being and social responsibility** & collaborating with partners to **enhance health equity**

2015 — 2019 — 2024 — **2025**

Delivering on a **Decade+ of Growth**

Breakthrough Innovation & Execution Excellence

Breakthrough innovation to elevate lives of people through our medicines

Differentiated solutions and cutting-edge pipeline to unlock **growth for a decade+** and **beyond**

Commitment to delivering value to patients, shareholders, employees and the planet

Inspired by **patients.**
Driven by **science.**