Disclaimer and safe harbor

Forward-looking statements

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In the event of any differences between this Presentation and the Annual or Half Year Report, the information included in the Report shall prevail.
UCB FY 2017 information flow

A strong year 2017, reinforcing a solid foundation for investing in future growth
  • Jean-Christophe Tellier, CEO

Increasing value of UCB's early and late-stage pipeline
  • Dhavalkumar Patel, CSO

_Bimekizumab Phase 2b: 3 x positive results_
  • Dominique Baeten, Head of the New Patient Value Mission

Continued above market growth in 2017
  • Detlef Thielgen, CFO

Conclusion
  • Jean-Christophe Tellier, CEO

Q&A
Driving value for patients

Examples for 2017 achievements

From Solution to Patient
- Innovative extrapolation - faster access for patients
  Briviact® monotherapy, Vimpat® pediatric epilepsy
- Algorithm defined with Georgia Tech to predict the best next treatment for epilepsy patients

From Patient to Science
- Cimzia® for women of childbearing age
- UCB0107 – Tau antibody

From Science to Solution
- bimekizumab: specific antibody targeting both IL-17A and IL-17F
- padsevonil: high drug-resistant epilepsy
UCB is progressing on our strategic growth path

2017 achievements – delivering on our commitments

**Grow core products**
- Cimzia®, Vimpat®, Keppra®, Briviact® + Neupro®
- Combined net sales: € 3.6 billion (+13%)

**Advance and prepare launch of next wave**
- Bimekizumab with strong positive & competitive Phase 2b results
- EVENITY™ ARCH topline results + CRL¹ in the U.S., filed in the EU

**Deliver breakthrough solutions**
- Translating scientific hypotheses into clinical development
- Clinical pipeline with 12 NMEs²

**Continued focus**
- Out-licensing of Xyzal® as OTC³ treatment in allergy
- Acquisition of Beryllium, LLC.

**Increased 2017 financial outlook met**
- 30% recurring EBITDA / revenue ratio achieved

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¹ CRL: complete response letter
² NME: New Molecular Entity
³ OTC: over the counter

*The trademark EVENITY™ is provisionally approved for use by the U.S. Food and Drug Administration (FDA) and the European Medicines Agency (EMA). EVENITY™ (romosozumab) is developed in partnership with Amgen globally.*
Increasing value of UCB's early and late-stage pipeline

Dhavalkumar Patel, MD, PhD
CSO
Increasing value of UCB's early and late-stage pipeline

Driven by strong UCB science and technology platforms

UCB0599
UCB0107
UCB4144
UCB6673
UCB7858
UCB0159

Phase 1

radiprodil
seletalisib
padsevodil

Phase 2

dapirolizumab pegol
Lupus
rozanolixizumab
immune thrombocytopenia

Phase 3

bimekizumab
psoriasis, psoriatic arthritis and ankylosing spondylitis

Filing

romosozumab
osteoporosis
We keep strengthening our leadership in epilepsy with padsevonil

**Key facts**

*Padsevonil’s unique impact…*

- ~30% of epilepsy patients are **drug-resistant and lack treatment options**

- *Padsevonil showed **positive results** in study aimed at **highly drug-resistant epilepsy** patients¹*

- *Padsevonil has a **remarkable synergy** between two clinical anti-seizure mechanisms (SV2A & GABA-A)*

**Key insight**

... is driven by a unique dual mechanism

**Pre- & Post-Synaptic Inhibition (PPSI)**

Source: Brodie & Kwan (2002), Staged approach to epilepsy management. Neurology 58(Suppl 5):S2-S8

¹ patients who failed four anti-epileptic drugs and have at least four seizures/week
UCB0107, an anti-Tau antibody for Progressive Supranuclear Palsy & Alzheimer’s disease

**Key facts**

- **UCB0107** blocks tau uptake and aggregation

  - **PSP** is a rare, rapidly progressing tauopathy with debilitating cognitive & motor symptoms

  - **Alzheimer’s Disease** is also a tauopathy, with high prevalence and economic impact

  - **Tau misfolding and aggregation** leads to neuronal death and disease spread

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**Key insights**

- UCB0107 was generated to block spreading of tau seeds from patient materials

  - Tau seeds spread from dying cells to infect other neurons

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Source: UCB internal data

AD: Alzheimer’s disease

PSP: Progressive Supranuclear Palsy
**Rozanolixizumab**, a first-in-class SubQ treatment for IgG-mediated diseases like ITP & Myasthenia Gravis

**Key facts**

- **Pathogenic IgG autoantibodies are key** in multiple debilitating IgG autoantibody-mediated diseases like immune thrombocytopenia (ITP), myasthenia gravis (MG) and chronic inflammatory demyelinating polyneuropathy (CIDP)

- **Rozanolixizumab** blocks FcRn-IgG interactions so inhibiting IgG recycling & inducing removal of pathogenic IgG autoantibodies

- **Novel approach** should allow patients to live a more independent life

**Key data**

Data indicate dose-dependent lowering of IgG serum levels in healthy volunteers

![Graph showing relative change from baseline (% - serum IgG concentration in healthy subjects)](image)

*Route of administration: SC*

Source: Kiessling et al. STM 2017

*Note: SubQ, sub-cutaneous; PEX, plasma exchange; FcRn, neonatal Fc receptor; IgG, immunoglobulin; Immune thrombocytopenia (ITP); Myasthenia gravis (MG); Chronic inflammatory demyelinating polyneuropathy (CIDP)*
Our antibody technology platform is a core value driver of our pipeline

Key facts

- Strong antibody platform
  - Highly automated and efficient discovery process
  - Proprietary transient and stable mammalian expression platforms
  - Range of different formats including Fab and bispecific antibody

Key example

UCB0159 is our first bispecific antibody in the clinic, more to follow

- UCB0159 has good potency for multiple cytokines (IL17 dimers, TNF) & Albumin
- Targeting both TNF and IL17A/F pathways, may reduce biological redundancy through greater/synergistic inflammation suppression
Bimekizumab Phase 2b: 3 x positive results

Dominique Baeten, MD, PhD
Professor of Rheumatology
Head of the New Patient Value Mission
Translating **scientific hypotheses** into clinical differentiation

**Dual blockade of IL-17F and IL-17A by bimekizumab**

IL-17F and IL-17A are twin cytokines driving joint and skin inflammation

Dual blockade of IL-17F on top of IL-17A will improve therapeutic efficacy versus targeting IL-17A alone

**Bimekizumab** specifically and completely blocks IL-17F and IL-17A
Translating scientific hypotheses into clinical differentiation

*Bimekizumab* proof of concept

### Migration of neutrophils

- **1:10 Th17 supernatant**

### ACR50 - Joint

- **Week 8**
  - Placebo: 7%
  - Bimekizumab: 40%
- **Week 20**
  - Placebo: 15%
  - Bimekizumab: 57%

### PASI90 - Skin

- **Week 8**
  - Placebo: 1%
  - Bimekizumab: 87%
- **Week 20**
  - Placebo: 1%
  - Bimekizumab: 93%

Depth of response to *bimekizumab* versus anti-IL-17A in multiple in vitro assays

*Bimekizumab* induced rapid and profound joint and skin responses in psoriatic arthritis

Glatt et al, *Annals of the Rheumatic Diseases* 2018
Bimekizumab current development program

First monoclonal antibody neutralizing IL-17F on top of IL-17A

**Psoriatic arthritis**
- (NCT02969525)
- 206 patients living with active psoriatic arthritis
- 48 weeks
- placebo
- ACR50 response @ week 12

Results: Phase 2b results Dec 2017

**Ankylosing spondylitis**
- (NCT02963506)
- 303 patients living with ankylosing spondylitis
- 48 weeks
- placebo
- ASAS40 response @ week 12

Results: Phase 2b results Dec 2017

**Psoriasis**
- (NCT02905006)
- 250 patients living with chronic plaque psoriasis
- 48 weeks
- placebo
- PASI90* response @ week 12

Results: Phase 2b results July 2017

All 3 studies in mixed population of anti-TNF-naïve and anti-TNF-incomplete responder patients

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1 moderate to severe chronic plaque psoriasis
* Defined as a patient who achieves 90% reduction from baseline in the PASI score
Source: www.clinicaltrial.gov
Bimekizumab: Strong positive results from BE ACTIVE

Significantly improve joint and skin symptoms in phase 2b

206 patients living with active psoriatic arthritis:
Up to 46% achieved ACR50\(^1\) with bimekizumab vs. 7% placebo

ACR50: patients experiencing at least 50% improvement in joint symptoms
Bimekizumab: Strong positive results from BE ACTIVE

Significantly improve joint and skin symptoms in phase 2b

... and up to 65% of patients with bimekizumab achieved at least 90% skin clearance (PASI90) vs. 7% placebo
**Bimekizumab: Strong positive results from BE AGILE**

Significant improvement in multiple dose groups in phase 2b

303 patients living with active ankylosing spondylitis:

Up to 47% achieved ASAS40¹ with bimekizumab vs. 13% placebo

---

ASAS40: at least 40% improvement in symptoms, such as pain, physical function, and inflammation
Bimekizumab: Strong positive results from BE ABLE

Significantly improve skin symptoms in phase 2b

250 patients living with moderate to severe chronic plaque psoriasis¹:

Up to 79% achieved at least 90% skin clearance (PASI90) with bimekizumab vs. 0% placebo

¹ Affected body surface area of at least 10% and PASI of at least 12
PASI90: patients experiencing at least 90% skin clearance
**Bimekizumab: Strong positive results from BE ABLE**

**Significantly improve skin symptoms in phase 2b**

**250 patients** living with moderate to severe chronic plaque psoriasis\(^1\):

Up to 60% achieved **complete skin clearance (PASI100)** with *bimekizumab* vs. 0% placebo

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\(^1\) Affected body surface area of at least 10% and PASI of at least 12

PASI90: patients experiencing at least 90% skin clearance
Next: Phase 3 programs for clinical differentiation

Robust Phase 2b studies in 3 related indications

- All 3 studies met primary and secondary endpoints
- Rapid and profound clinical efficacy on relevant endpoints
- Both for joints and for skin
- Consistent across the three 12-week, mixed population, Phase 2b studies
- With a favorable safety profile

Data support initiation of Phase 3 program for clinical differentiation in all 3 indications
Continued above market growth in 2017

Detlef Thielgen, CFO
UCB FY 2017 financial highlights

Core product growth drive top and bottom line

Revenue
- Net sales up by 9% (+11% CER) to € 4.2 billion driven by core products (€ 3.6 billion; +13%)

Total operating expenses
- Overall operating expense ratio improved to 48%
- R&D expense +4%

Recurring EBITDA
- Higher gross profit
- Improved operating expenses ratio

Profit of the Group
- € 753 million attributable to UCB shareholders (+45%)

Core earnings per share
Based on 188 million weighted average shares outstanding
(2016: 188 million)

CER: constant exchange rate
One-time other revenue of € 56 million for out-licensing the OTC-allergy drug Xyzal® (levoceterizine)
Strong net sales growth from core products

Generating € 3.6 billion (+13%)

Cimzia® € 1.42 bn +9% (+11% CER)
- Sustainable performance

Vimpat® € 0.98 bn +19% (+21% CER)
- Strong, sustainable growth in all markets

Keppra® € 0.78 bn +8% (+11% CER)
- Strong growth in international markets, especially in Japan

Briviact® € 87 million > +100%
- Launched in EU countries and North America

Neupro® € 314 million +5% (+7% CER)
- Sustainable growth in all geographies

Established brands -16% (-15% CER)
- High value divestitures to increase focus and enhance strategic flexibility – adjusted** -3%

2017 FY results

2017 FY net sales*
€ 4 154 million

** adjusted for venlafaxine ER divestiture (net sales of €89m in 2016)
30% rEBITDA target for 2018 - already reached in 2017

Top line growth, efficient resources allocation and tight cost control lead to improved ratios*

Gross margin / revenue

Operating expense / revenue

Recurring EBITDA / revenue
Solid, sustainable top and bottom line growth

Strong foundation enabling future growth and investment in innovation

Revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>€ billion</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>3.14</td>
</tr>
<tr>
<td>2014</td>
<td>3.34</td>
</tr>
<tr>
<td>2015</td>
<td>3.88</td>
</tr>
<tr>
<td>2016</td>
<td>4.15</td>
</tr>
<tr>
<td>2017</td>
<td>4.53</td>
</tr>
</tbody>
</table>

+9.6% CAGR

Recurring EBITDA

<table>
<thead>
<tr>
<th>Year</th>
<th>€ billion</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>0.54</td>
</tr>
<tr>
<td>2014</td>
<td>0.61</td>
</tr>
<tr>
<td>2015</td>
<td>0.82</td>
</tr>
<tr>
<td>2016</td>
<td>1.03</td>
</tr>
<tr>
<td>2017</td>
<td>1.38</td>
</tr>
</tbody>
</table>

+26.5% CAGR
### 2017 financial targets achieved

| 30.3 % rEBITDA margin – one year ahead of guidance |

#### 2017 financial targets vs. 2017 achievements

<table>
<thead>
<tr>
<th>Target</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>€ 4.4 - 4.5 billion</td>
</tr>
<tr>
<td></td>
<td>€ 4.53 billion (+9%)</td>
</tr>
<tr>
<td>rEBITDA</td>
<td>€ 1.25 – 1.35 billion</td>
</tr>
<tr>
<td></td>
<td>€ 1.38 billion (+33%)</td>
</tr>
<tr>
<td>Core EPS*</td>
<td>€ 4.10 – 4.50</td>
</tr>
<tr>
<td></td>
<td>€ 4.82 (+51%)</td>
</tr>
</tbody>
</table>

#### Mid-term financial targets vs. 2017 achievements

<table>
<thead>
<tr>
<th>Target</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net debt / rEBITDA = 1:1 by 2018</td>
<td>0.8 in 2016; 0.4 in 2017</td>
</tr>
<tr>
<td>rEBITDA / revenue ratio 30% in 2018</td>
<td>30.3% in 2017</td>
</tr>
<tr>
<td>'CVN' net sales ≥ € 3.1 billion by 2020</td>
<td>€ 2.7 billion in 2017 (+12%)</td>
</tr>
<tr>
<td>Briviact® net sales ≥ € 450 million by 2026</td>
<td>€ 87 million (+&gt;100%) in 2017</td>
</tr>
</tbody>
</table>

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rEBITDA: recurring Earnings Before Interest, Taxes, Depreciation and Amortization charge

* Based on 188 million shares
Maximize (new) growth drivers and strengthen sustainability

2018 financial targets

- **Revenue** € 4.5 - 4.6 billion
  - Continued strong core product growth
  - One-time effects in 2017
  - Weak US$

- **rEBITDA** € 1.3 – 1.4 billion
  - R&D expense ratio of ~26% (+/-1% point)
  - Launch preparations

- **Core EPS** € 4.30 – 4.70
  - Expected underlying tax ratio in the "low twenties"

Guidance target 2021 and beyond

- **rEBITDA / revenue ratio** of 31% in 2021
  - UCB investing into the pipeline complemented with inorganic growth opportunities

- **Updated peak sales guidance**
  - Briviact® > € 600 million in 2026

rEBITDA: recurring Earnings Before Interest, Taxes, Depreciation and Amortization charge

* ~188 million shares weighted average outstanding
Our ambition is to be the patient preferred biotech leader, creating **patient value** for specific populations through unique **outcomes**, the best **experience** and improving as many of these **lives** as possible.

This will lead to **sustainable growth** for UCB and its shareholders.
Your Questions, please

UCB's strategic growth path
True differentiation drives leadership and sustainability
Further facts and figures
Recurring EBITDA

Solid growth - Improved operating expenses ratio

<table>
<thead>
<tr>
<th>€ million</th>
<th>ACTUAL 2017</th>
<th>2016 (Restated)</th>
<th>VARIANCE Actual rates</th>
<th>CER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>4 530</td>
<td>4 147</td>
<td>9%</td>
<td>11%</td>
</tr>
<tr>
<td>Net sales</td>
<td>4 182</td>
<td>3 827</td>
<td>9%</td>
<td>11%</td>
</tr>
<tr>
<td>Royalty income and fees</td>
<td>108</td>
<td>125</td>
<td>-13%</td>
<td>-10%</td>
</tr>
<tr>
<td>Other revenue</td>
<td>240</td>
<td>195</td>
<td>23%</td>
<td>23%</td>
</tr>
<tr>
<td>Gross profit</td>
<td>3 330</td>
<td>2 945</td>
<td>13%</td>
<td>15%</td>
</tr>
<tr>
<td>Marketing and selling expenses</td>
<td>-940</td>
<td>-938</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Research and development expenses</td>
<td>-1 057</td>
<td>-1 020</td>
<td>4%</td>
<td>5%</td>
</tr>
<tr>
<td>General and administrative expenses</td>
<td>-192</td>
<td>-184</td>
<td>4%</td>
<td>5%</td>
</tr>
<tr>
<td>Other operating income/expenses (-)</td>
<td>-11</td>
<td>-7</td>
<td>44%</td>
<td>59%</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>-2 200</td>
<td>-2 150</td>
<td>2%</td>
<td>4%</td>
</tr>
<tr>
<td>Recurring EBIT (rEBIT)</td>
<td>1 130</td>
<td>796</td>
<td>42%</td>
<td>43%</td>
</tr>
<tr>
<td>Add: Amortization of intangible assets</td>
<td>160</td>
<td>169</td>
<td>-5%</td>
<td>-4%</td>
</tr>
<tr>
<td>Add: Depreciation charges</td>
<td>85</td>
<td>66</td>
<td>30%</td>
<td>32%</td>
</tr>
<tr>
<td>Recurring EBITDA (rEBITDA)</td>
<td>1 375</td>
<td>1 031</td>
<td>33%</td>
<td>34%</td>
</tr>
</tbody>
</table>

Restated after reclassification due to IFRS 15
CER: constant exchange rate
EBIT: Earnings before interest and taxes
EBITDA: Earnings before interests, taxes, depreciation and amortization charges
### 2017 profit

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2017</td>
<td>2016</td>
</tr>
<tr>
<td>Recurring EBIT</td>
<td>1,130</td>
<td>796</td>
</tr>
<tr>
<td>Impairment charges</td>
<td>-1</td>
<td>-12</td>
</tr>
<tr>
<td>Restructuring expenses</td>
<td>-23</td>
<td>-33</td>
</tr>
<tr>
<td>Gain on disposals</td>
<td>3</td>
<td>171</td>
</tr>
<tr>
<td>Other non-recurring income/expenses (-)</td>
<td>-22</td>
<td>-46</td>
</tr>
<tr>
<td>Total non-recurring income/expenses (-)</td>
<td>-43</td>
<td>80</td>
</tr>
<tr>
<td>EBIT (operating profit)</td>
<td>1,087</td>
<td>876</td>
</tr>
<tr>
<td>Net financial expenses (-)</td>
<td>-99</td>
<td>-112</td>
</tr>
<tr>
<td>Result from associates</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Profit before income taxes</td>
<td>988</td>
<td>764</td>
</tr>
<tr>
<td>Income tax expenses</td>
<td>-218</td>
<td>-199</td>
</tr>
<tr>
<td>Profit from continuing operations</td>
<td>770</td>
<td>565</td>
</tr>
<tr>
<td>Profit/loss (-) from discontinued operations</td>
<td>1</td>
<td>-23</td>
</tr>
<tr>
<td>Profit</td>
<td>771</td>
<td>542</td>
</tr>
<tr>
<td>Attributable to UCB shareholders</td>
<td>753</td>
<td>520</td>
</tr>
<tr>
<td>Attributable to non-controlling interests</td>
<td>18</td>
<td>22</td>
</tr>
<tr>
<td>Profit attributable to UCB shareholders</td>
<td>753</td>
<td>520</td>
</tr>
</tbody>
</table>

CER: constant exchange rate
EBIT: Earnings before interest and taxes
## Core earnings per share

### Strong growth of core net profit

<table>
<thead>
<tr>
<th>€ million</th>
<th>Actual 2017</th>
<th>Actual 2016</th>
<th>Actual rates</th>
<th>CER</th>
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<tbody>
<tr>
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<td><strong>753</strong></td>
<td><strong>520</strong></td>
<td><strong>45%</strong></td>
<td><strong>46%</strong></td>
</tr>
<tr>
<td>Total non-recurring income (-)/expenses</td>
<td>43</td>
<td>- 80</td>
<td>-100%</td>
<td>-100%</td>
</tr>
<tr>
<td>Income tax on non-recurring expenses (-)/credit</td>
<td>12</td>
<td>15</td>
<td>-11%</td>
<td>-11%</td>
</tr>
<tr>
<td>Financial one-off income (-)/expenses</td>
<td>0</td>
<td>23</td>
<td>-100%</td>
<td>-100%</td>
</tr>
<tr>
<td>Income tax on financial one-off income/expenses (-)</td>
<td>0</td>
<td>- 1</td>
<td>-100%</td>
<td>-100%</td>
</tr>
<tr>
<td>Profit (-)/loss from discontinued operations</td>
<td>- 1</td>
<td>23</td>
<td>-100%</td>
<td>-100%</td>
</tr>
<tr>
<td>Amortization of intangibles linked to sales</td>
<td>125</td>
<td>126</td>
<td>-1%</td>
<td>0%</td>
</tr>
<tr>
<td>Income tax on amortization of intangibles linked to sales</td>
<td>- 25</td>
<td>- 26</td>
<td>-5%</td>
<td>-5%</td>
</tr>
<tr>
<td><strong>Core profit attributable to UCB shareholders</strong></td>
<td><strong>907</strong></td>
<td><strong>600</strong></td>
<td><strong>51%</strong></td>
<td><strong>52%</strong></td>
</tr>
<tr>
<td>Weighted average number of shares (million)</td>
<td>188</td>
<td>188</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td><strong>Core EPS attributable to UCB shareholders (€)</strong></td>
<td><strong>4.82</strong></td>
<td><strong>3.19</strong></td>
<td><strong>51%</strong></td>
<td><strong>52%</strong></td>
</tr>
</tbody>
</table>
## 2017 key product net sales performance

<table>
<thead>
<tr>
<th>€ million</th>
<th>2017</th>
<th>2016 (Restated(^1))</th>
<th>Actual rates</th>
<th>CER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immunology / Cimzia(^a)</td>
<td>1,424</td>
<td>1,304</td>
<td>9%</td>
<td>11%</td>
</tr>
<tr>
<td>Neurology</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vimpat(^b)</td>
<td>976</td>
<td>822</td>
<td>19%</td>
<td>21%</td>
</tr>
<tr>
<td>Keppra(^b)</td>
<td>778</td>
<td>720</td>
<td>8%</td>
<td>11%</td>
</tr>
<tr>
<td>Briviact(^b)</td>
<td>87</td>
<td>18</td>
<td>&gt;100%</td>
<td>&gt;100%</td>
</tr>
<tr>
<td>Neupro(^b)</td>
<td>314</td>
<td>298</td>
<td>5%</td>
<td>7%</td>
</tr>
</tbody>
</table>

### Established brands

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
<th>Actual rates</th>
<th>CER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zyrtec(^b)</td>
<td>103</td>
<td>117</td>
<td>-12%</td>
<td>-11%</td>
</tr>
<tr>
<td>Xyzal(^b)</td>
<td>104</td>
<td>101</td>
<td>3%</td>
<td>6%</td>
</tr>
<tr>
<td>venlafaxine ER</td>
<td>0</td>
<td>89</td>
<td>-100%</td>
<td>-100%</td>
</tr>
<tr>
<td>Other products</td>
<td>368</td>
<td>377</td>
<td>-3%</td>
<td>-1%</td>
</tr>
</tbody>
</table>

### Net sales before hedging

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
<th>Actual rates</th>
<th>CER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4,154</td>
<td>3,846</td>
<td>8%</td>
<td>10%</td>
</tr>
</tbody>
</table>

### Designated hedges reclassified to net sales

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
<th>Actual rates</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>28</td>
<td>-19</td>
<td>&gt;-100%</td>
</tr>
</tbody>
</table>

### Total net sales

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
<th>Actual rates</th>
<th>CER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4,182</td>
<td>3,827</td>
<td>9%</td>
<td>11%</td>
</tr>
</tbody>
</table>

\(^1\)After reclassification due to IFRS 15

Numbers may not add due to rounding
CER: constant exchange rate
Strong Cash Flows

"Net debt/rEBITDA ratio of 1:1" achieved ahead of time in 2016

CAGR: composite annual growth rate

* KU rEBITDA prior to KU divestment added back
Strong Cimzia® performance across all regions

For patients living with
- Rheumatoid arthritis
- Psoriatic arthritis
- Ankylosing spondylitis / axial spondyloarthritis
- Crohn’s disease

Net sales

<table>
<thead>
<tr>
<th></th>
<th>FY 2017</th>
<th>FY 2016</th>
<th>Act</th>
<th>CER</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.</td>
<td>918</td>
<td>846</td>
<td>8%</td>
<td>11%</td>
</tr>
<tr>
<td>Europe</td>
<td>370</td>
<td>339</td>
<td>9%</td>
<td>10%</td>
</tr>
<tr>
<td>International markets</td>
<td>136</td>
<td>118</td>
<td>15%</td>
<td>18%</td>
</tr>
<tr>
<td>Total Cimzia®</td>
<td>1 424</td>
<td>1 304</td>
<td>9%</td>
<td>11%</td>
</tr>
</tbody>
</table>

- Label extension to include WOCBA (EU)
- Psoriasis: potential approval (U.S. & EU)
- Nr axial spondyloarthritis²: Phase 3 results (U.S.)
- Psoriasis / psoriatic arthritis: Phase 3 results (Japan)
- Loss of exclusivity (U.S. & EU)
- Loss of exclusivity (Japan)

1 2016 figures have been restated reflecting IFRS 15 implementation in 2017
2 nr axSpA: non-radiographic axial spondyloarthritis

CER: constant exchange rates

<table>
<thead>
<tr>
<th>2018</th>
<th>2020</th>
<th>2024</th>
<th>2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Label extension to include WOCBA (EU)</td>
<td>• Net sales to reach ≥ € 1.5 billion</td>
<td>• Loss of exclusivity (U.S. &amp; EU)</td>
<td>• Loss of exclusivity (Japan)</td>
</tr>
</tbody>
</table>
Cimzia® in-market performance 2017

**U.S.**

- **Cimzia® vs. Rheumatology Market Growth 1**
  - Anti TNF: 0.1%
  - Biologics: 1.6%
  - Cimzia®: +5.4%

- **Cimzia® Rheumatology R3M Patient Share 2**
  - Nov-16: 5.5%
  - Nov-17: 6.2%

**Europe**

- **Cimzia® vs. Rheumatology Market Growth 1**
  - Anti TNF: 7.1%
  - Biologics: 10.0%
  - Cimzia®: 7.6%

- **Cimzia® Rheumatology R3M Patient Share 2**
  - Dec-16: 8.0%
  - Dec-17: 8.3%
  - Source: IMS MIDAS; In-Market KPI's are based on Exit Patients

**Japan**

- **Cimzia® vs. RA Market Growth 1**
  - Dec-16: 6.4%
  - Dec-17: 8.0%
  - Source: IMS MIDAS; Cimzia® patients are considered 100% in RA

- **Cimzia® RA R3M Patient Share 2**
  - Dec-16: 17.0%
  - Dec-17: 4.3%
  - Source: IMS MIDAS; In-Market KPI's are based on Exit Patients

---

2. Market share is calculated for R3M period
### Net sales

<table>
<thead>
<tr>
<th></th>
<th>FY 2017</th>
<th>FY 2016</th>
<th>Act</th>
<th>CER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>U.S.</strong></td>
<td>746</td>
<td>629</td>
<td>19%</td>
<td>21%</td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td>177</td>
<td>152</td>
<td>17%</td>
<td>17%</td>
</tr>
<tr>
<td><strong>International markets</strong></td>
<td>53</td>
<td>42</td>
<td>27%</td>
<td>28%</td>
</tr>
<tr>
<td><strong>Total Vimpat®</strong></td>
<td>976</td>
<td>822</td>
<td>19%</td>
<td>21%</td>
</tr>
</tbody>
</table>

**For patients living with**
- Epilepsy – POS²
- Adults, adolescents and children from 4 years of age (EU & U.S.)
- Adults (Japan)

1. 2016 figures have been restated reflecting IFRS 15 implementation in 2017
2. POS: Partial-onset seizures, also known as focal seizures
3. PGCTS: Primary Generalized Tonic-Clonic Seizures

**CER**: constant exchange rate

### Timeline

- **2018**
  - POS²: pediatric filing (Japan)
- **2019**
  - PGCTS³: Phase 3 results
- **2020**
  - Net sales to reach ≥ €1.2 billion
- **2022**
  - Patent expiry (U.S. & EU)
- **2024**
  - Loss of exclusivity (Japan)
Vimpat® in-market performance

**U.S.**

Vimpat® vs. AED Market Growth (TRx)

<table>
<thead>
<tr>
<th>Month</th>
<th>AED Market</th>
<th>Vimpat®</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec-16</td>
<td>0.7%</td>
<td>8.9%</td>
</tr>
</tbody>
</table>

Vimpat® – R3M TRx Share

<table>
<thead>
<tr>
<th>Month</th>
<th>TRx Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec-16</td>
<td>0.7%</td>
</tr>
<tr>
<td>Mar-17</td>
<td>8.9%</td>
</tr>
</tbody>
</table>

Vimpat® vs. AED Market Growth (TDx)

<table>
<thead>
<tr>
<th>Month</th>
<th>AED Market</th>
<th>Vimpat®</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec-16</td>
<td>1.6%</td>
<td>16.7%</td>
</tr>
</tbody>
</table>

Vimpat® – R3M TDx Share

<table>
<thead>
<tr>
<th>Month</th>
<th>TDx Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec-16</td>
<td>1.6%</td>
</tr>
<tr>
<td>Mar-17</td>
<td>16.7%</td>
</tr>
</tbody>
</table>

**Europe**

Vimpat® vs. AED Market Growth (TDx)

<table>
<thead>
<tr>
<th>Month</th>
<th>AED Market</th>
<th>Vimpat®</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec-16</td>
<td>0%</td>
<td>5.5%</td>
</tr>
</tbody>
</table>

Vimpat® – R3M TDx Share

<table>
<thead>
<tr>
<th>Month</th>
<th>TDx Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec-16</td>
<td>0%</td>
</tr>
<tr>
<td>Mar-17</td>
<td>5.5%</td>
</tr>
</tbody>
</table>

**Japan**

Vimpat® vs. AED Market Growth (TDx)

<table>
<thead>
<tr>
<th>Month</th>
<th>AED Market</th>
<th>Vimpat®</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec-16</td>
<td>0%</td>
<td>5.5%</td>
</tr>
</tbody>
</table>

Vimpat® – R3M TDx Share

<table>
<thead>
<tr>
<th>Month</th>
<th>TDx Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec-16</td>
<td>0%</td>
</tr>
<tr>
<td>Mar-17</td>
<td>5.5%</td>
</tr>
</tbody>
</table>

**Source data U.S.:** U.S. IMS NPA - In-Market KPIs are based on TRx

**Source data EU:** IMS MIDAS - In-Market KPIs are based on TDx

**Source data JP:** IMS MIDAS - In-market KPIs are based on TDx

AED market: All molecules in ATC3= N3A + Phenobarbital in N5B. In Europe and Japan, the TDx of all these molecules are factored for epilepsy usage.

In the U.S., the TRx of 26 of these molecules are factored for epilepsy usage.
### Net sales¹

<table>
<thead>
<tr>
<th></th>
<th>FY 2017</th>
<th>FY 2016*</th>
<th>Act</th>
<th>CER</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.</td>
<td>232</td>
<td>216</td>
<td>7%</td>
<td>9%</td>
</tr>
<tr>
<td>Europe</td>
<td>235</td>
<td>237</td>
<td>-1%</td>
<td>-1%</td>
</tr>
<tr>
<td>International markets</td>
<td>311</td>
<td>267</td>
<td>17%</td>
<td>22%</td>
</tr>
<tr>
<td>Total Keppra®</td>
<td>778</td>
<td>720</td>
<td>8%</td>
<td>11%</td>
</tr>
</tbody>
</table>

¹ 2016 figures have been restated reflecting IFRS 15 implementation in 2017

2 POS: Partial-onset seizures, also known as focal seizures

3 PGTCS: Primary Generalized Tonic-Clonic Seizures

For patients living with
- Epilepsy – POS²
- Epilepsy – PGTCS³
- Epilepsy myoclonic seizures

- Patent expiry (Japan)
Keppra® in-market performance

### U.S.

**Keppra® vs. AED Market Growth (TRx)**
- Keppra®: -13.0%
- AED Market: 0.7%

**Keppra® – R3M TRx Share**
- Keppra®: 0.8%
- AED Market: -13.7%

### Europe

**Keppra® vs. AED Market Growth (TDx)**
- Keppra®: 2.0%
- AED Market: 1.6%

**Keppra® – R3M TDx Share**
- Keppra®: 12.4%
- AED Market: -0.1%

### Japan

**Keppra® vs. AED Market Growth (TDx)**
- Keppra®: 31.6%
- AED Market: 5.5%

**Keppra® – R3M TDx Share**
- Keppra®: 15.6%
- AED Market: 26.1%

---

**AED market:** All molecules in ATC3= N3A + Phenobarbital in N5B. In Europe, the TDx of all these molecules are factored for epilepsy usage. In the U.S., the TRx of 26 of these molecules are factored for epilepsy usage. For U.S., Keppra® includes Keppra® XR. For EU, Keppra® does not include UCB levetiracetam.
<table>
<thead>
<tr>
<th></th>
<th>FY 2017</th>
<th>FY 2016*</th>
<th>Act</th>
<th>CER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>U.S.</strong></td>
<td>63</td>
<td>11</td>
<td>&gt; 100%</td>
<td>&gt; 100%</td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td>22</td>
<td>7</td>
<td>&gt; 100%</td>
<td>&gt; 100%</td>
</tr>
<tr>
<td><strong>International markets</strong></td>
<td>1</td>
<td>0</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Total Briviact®</strong></td>
<td>87</td>
<td>18</td>
<td>&gt;100%</td>
<td>&gt;100%</td>
</tr>
</tbody>
</table>

1 2016 figures have been restated reflecting IFRS 15 implementation in 2017
2 POS: Partial-onset seizures, also known as focal seizures

For patients living with
• Epilepsy – POS

Net sales

2020

• Epilepsy POS2
Phase 3 results (Japan)

2026

• Patent expiry (U.S. & EU)
• Net sales to reach ≥ € 600 million
Briviact® in-market performance

A new therapeutic option in the AED market

**U.S.**

![Graph showing Briviact® – R3M TRx Share](image)

Source data U.S.: U.S. IMS NPA
In-Market KPIs are based on TRx

**Europe**

![Graph showing Briviact® – R3M TDx Share](image)

Source data EU: IMS MIDAS
In-Market KPIs are based on TDx

**AED market:** All molecules in ATC3= N3A + Phenobarbital in N5B. In EU, the TDx of all these molecules are factored for epilepsy usage. In the U.S., the TRx of 26 of these molecules are factored for epilepsy usage.

2017 FY results
<table>
<thead>
<tr>
<th></th>
<th>€ million</th>
<th>FY 2017</th>
<th>FY 2016*</th>
<th>Act</th>
<th>CER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>U.S.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>96</td>
<td>85</td>
<td>13%</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>168</td>
<td>161</td>
<td>4%</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td><strong>International markets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>50</td>
<td>52</td>
<td>-4%</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Neupro®</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>314</td>
<td>298</td>
<td>5%</td>
<td>7%</td>
<td></td>
</tr>
</tbody>
</table>

- For patients living with Parkinson’s disease • Restless legs syndrome

- 2016 figures have been restated reflecting IFRS 15 implementation in 2017

- CER: constant exchange rate

- Numbers may not add due to rounding

- Patents expiry (U.S. & EU) in 2021
- Patent expiry (Japan) in 2024
Neupro® in-market performance

U.S.

Neupro® PD vs. PD (KC) Market Growth (TRx)

-1.0%
-2.0%
-3.0%
-4.0%
0.0%
2.0%
4.0%
6.0%
8.0%
10.0%

PD Market
PD Key Competitors
Neupro®

Neupro® PD vs. PD (KC) Market Growth (TDx)

0.0%
2.0%
4.0%
6.0%
8.0%
10.0%

PD Market
PD Key Competitors
Neupro®

Neupro® PD – R3M TRx Share

Source data U.S.: U.S. IMS NPA - In-market KPI’s are based on TRx

Europe

Neupro® PD vs. PD (KC) Market Growth (TDx)

0.0%
2.0%
4.0%
6.0%
8.0%
10.0%

PD Market
PD Key Competitors
Neupro®

Neupro® PD – R3M TDx Share

Source data EU: IMS MIDAS - In-market KPI’s are based on TDx

Japan

Neupro® PD vs. PD (KC) Market Growth (TDx)

0.0%
2.0%
4.0%
6.0%
8.0%
10.0%

PD Market
PD Key Competitors
Neupro®

Neupro® PD – R3M TDx Share

Source data JP: IMS MIDAS - In-market KPI’s are based on TDx

PD market: All molecules in ATC3= N4A. In the Europe and Japan, the TDx of all these molecules are factored for PD usage. In the U.S., only the TRx of Rotigotine, Pramipexole and Ropinirole are factored for PD usage. PD Key Competitors (KC) market: The 8 DA’s (Dopamine Antagonists): Bromocriptine, Cabergoline, Lisuride, Pergolide, Rotigotine, Pramipexole, Piribedil, Ropinirole. In the US, only Rotigotine, Pramipexole and Ropinirole are factored for PD usage, hence the PD market and PD KC market are the same.
Translating scientific hypotheses into clinical development

**Evenity™ (romosozumab)**
osteoporosis

*bimekizumab* (IL17A/F)
psoriasis
psoriatic arthritis
ankylosing spondylitis

dapirolizumab pegol (CD40L antibody)
  systemic lupus erythematosus

*padsevonil* (PPSI)
  highly drug-resistant epilepsy

*seletalisib* (PI3K δ inhibitor)
  Sjögren’s syndrome + APDS (Phase 1b)

*rozanolixizumab* (FcRn)
  immune thrombocytopenia + MG²

UCB4144 / VR942 - asthma
UCB6673 ; UCB7858 ; UCB0159
UCB3491 ; UCB0599

---

1 APDS - Activated PI3K Delta Syndrome
2 MG – myasthenia gravis

---

Evenity™ is the trade name of romosozumab which has been provisionally approved by the U.S. Food & Drug Administration (FDA) and the European Medicines Agency (EMA).
Evenity™ (*romosozumab*)

An innovative investigational bone-forming therapy

- Dual effect on bone - increases bone formation and decreases bone resorption
- Opportunity to build new bone and slow bone loss in osteoporosis patients at imminent risk of fragility fractures
- STRUCTURE, FRAME, BRIDGE and ARCH
  - Phase 3 studies completed
- Under regulatory review in the U.S., Canada, Japan, Australia, Brazil and EU, Switzerland
  - Complete Response Letter in the U.S. (July 2017)

*The trademark EVENITY™ is provisionally approved for use by the U.S. Food and Drug Administration (FDA) and the European Medicines Agency (EMA). EVENITY™ (*romosozumab*) is developed in partnership with Amgen globally.*
## R&D milestones in 2017

<table>
<thead>
<tr>
<th>Month</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan 2017</td>
<td>Cimzia® psoriasis Phase 3 results</td>
</tr>
<tr>
<td>Mar 2017</td>
<td>Vimpat® epilepsy POS – ped. adj. therapy Filing (U.S.)</td>
</tr>
<tr>
<td>Apr 2017</td>
<td>Vimpat® epilepsy POS – ped. adj. therapy Approval (Japan)</td>
</tr>
<tr>
<td>May 2017</td>
<td>Briviact® epilepsy POS – monotherapy Filing (U.S.)</td>
</tr>
<tr>
<td>Jun 2017</td>
<td>Cimzia® CRIB &amp; CRADLE filing (U.S.)</td>
</tr>
<tr>
<td>Jul 2017</td>
<td>Cimzia® CRIB &amp; CRADLE filing (EU)</td>
</tr>
<tr>
<td>Aug 2017</td>
<td>Briviact® epilepsy POS – ped. adj. therapy Filing (EU &amp; U.S.)</td>
</tr>
<tr>
<td>Sep 2017</td>
<td>romosozumab osteoporosis in post-menopausal women CRL (U.S.)</td>
</tr>
<tr>
<td>Oct 2017</td>
<td>Bimekizumab psoriasis Phase 2b results</td>
</tr>
<tr>
<td>Nov 2017</td>
<td>Bimekizumab psoriasis Phase 3 start (Japan)</td>
</tr>
<tr>
<td>Dec 2017</td>
<td>Bimekizumab ankylosing spondylitis Phase 2b results</td>
</tr>
</tbody>
</table>

**Notes:**
- POS: Partial-Onset Seizures, also known as focal seizures
- CHMP: Committee for Medicinal Products for Human Use
- CRL: complete response letter
- ITP: immune thrombocytopenia

**Abbreviations:**
- neurology
- immunology
- bone
Upcoming R&D milestones

**2018**
- Cimzia® CRIB & CRADLE label extension (EU)
- Tomosozumab osteoporosis in post-menopausal women Filing (EU)
- Vimpat® epilepsy POS – pediatric Filing (Japan)
- Padsevonil high drug resistant epilepsy Phase 2b start
- Cimzia® psoriasis regulatory feedback (U.S. / EU)
- Bimekizumab psoriatic arthritis Phase 3 start
- Seletalisib Sjögren’s syndrome Phase 2a results
- Rozanolixizumab myasthenia gravis Phase 2a results
- Dapirolizumab pegol SLE Phase 2b results

**2019**
- Vimpat® epilepsy PGTCS – adj. therapy Phase 3 results
- Padsevonil high drug resistant epilepsy Phase 2b results
- Bimekizumab psoriasis Phase 3 results
- Bimekizumab ankylosing spondylitis Phase 3 start
- Rozanolixizumab myasthenia gravis Phase 2a results
- Cimzia® psoriasis / psoriatic arthritis - Phase 3 results (Japan)

**2020**
- Romosozumab osteoporosis in post-menopausal women Filing (EU)
- Padsevonil high drug resistant epilepsy Phase 2b start
- Bimekizumab psoriatic arthritis Phase 3 start
- Seletalisib Sjögren’s syndrome Phase 2a results
- Cimzia® CRIB & CRADLE label extension (EU)
- Vimpat® epilepsy POS – pediatric Filing (Japan)

nr axSpA: non-radiographic axial spondyloarthritis
SLE: Systemic Lupus Erythematosus
PGTCS: Primary generalized tonic-clonic seizures
One UCB today: A global player

Presence in 38 countries complemented by a robust network of partners
Stable shareholder base with free-float of 62%

Weighted average shares outstanding in 2017: 188 million

Source: Notifications and UCB underlying ownership analysis, Dec. 2017
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