

UCB General Meeting of Shareholders

29 April 2021



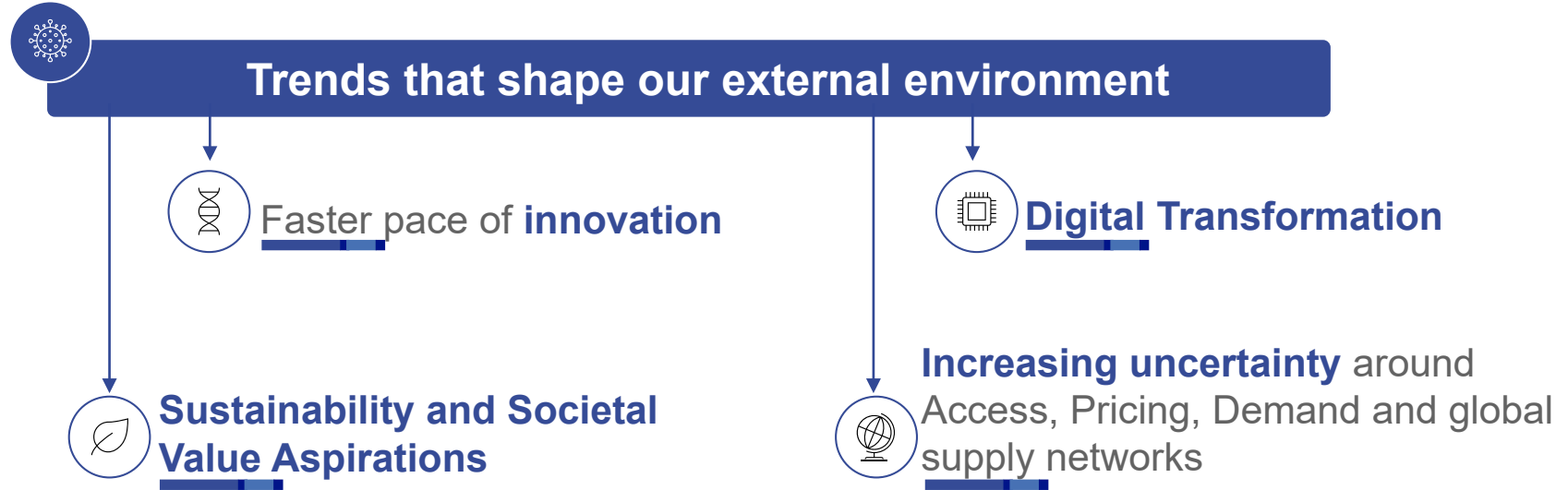
Victoria, living with psoriasis



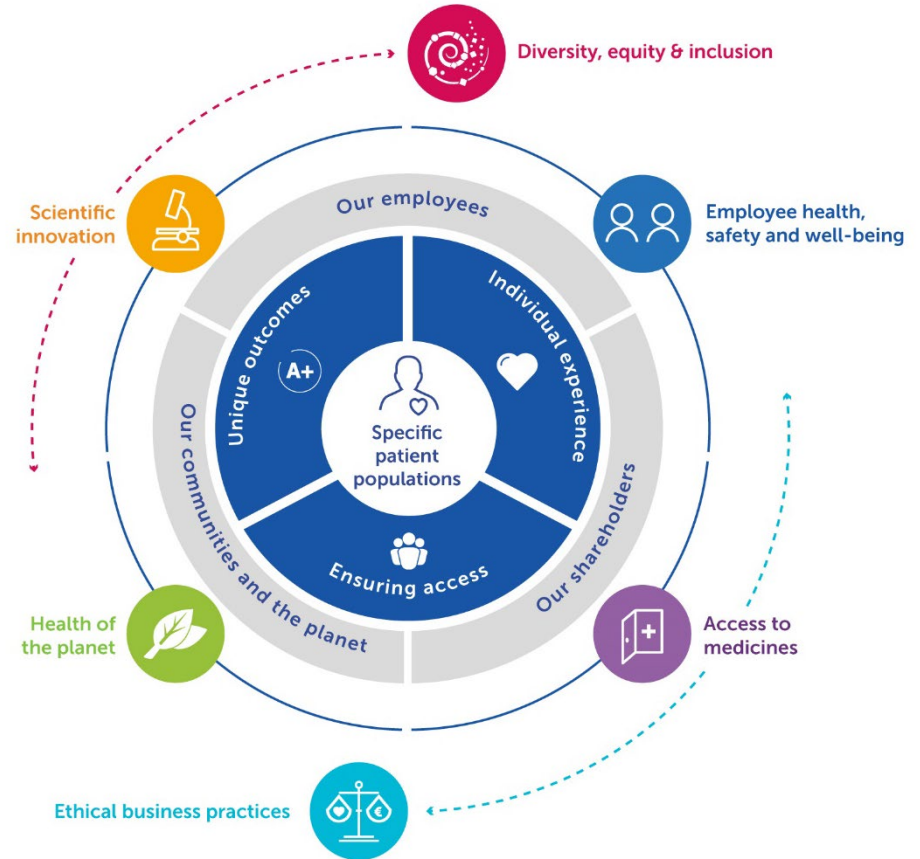
Susanne, living with ankylosing spondylitis

A word from Jean-Christophe Tellier CEO UCB

Covid Pandemic Accelerates Key Trends



Integrating Sustainability - Our Business Approach



Deliver care where it's needed



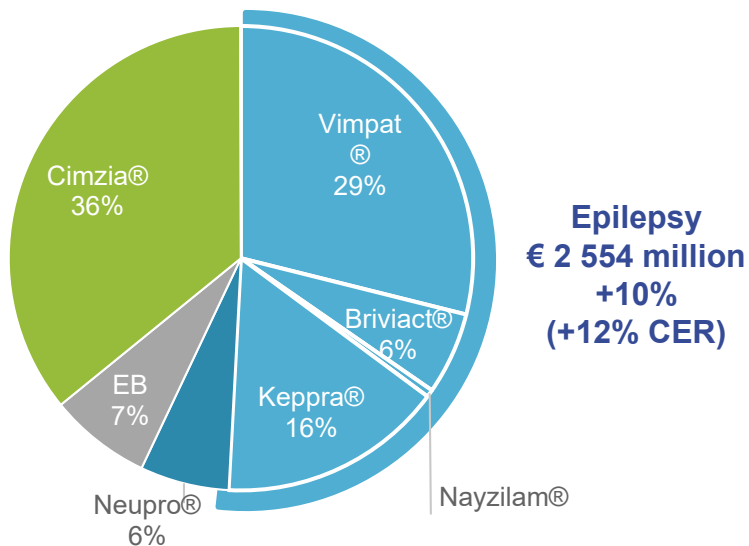
Sustain growth



Strong underlying net sales growth

Resilient Product Portfolio & New Launches

2020 FY net sales*
€ 5 023 million +5% (+7% CER)



		Act	CER
Cimzia®	€ 1 799 million	+5%	+7%
Driven by new patient populations			
Vimpat®	€ 1 451 million	+10%	+12%
Strong, sustainable growth in all markets			
Keppra®	€ 788 million	+2%	+5%
Mature, established brand			
Neupro®	€ 311 million	-2%	-1%
At its peak			
Briviact®	€ 288 million	+31%	+33%
Reaching more and more patients			
Nayzilam®	€ 26 million		
Evenity®	€ 2 million		
Established brands	€ 358 million	-19%	-16%

Our ability to deliver

8



**Focus on patients
who can benefit most**



2 launches



**Strengthen
our R&D***

Bimekizumab positive Phase 3
results in psoriasis & filed

Zilucoplan

Staccato® *alprazolam*

Phase 3 programs:

Bimekizumab (PsA, AxSpA &
HS)

Rozanolixizumab (MG & ITP)

Dapirolizumab pegol (lupus)

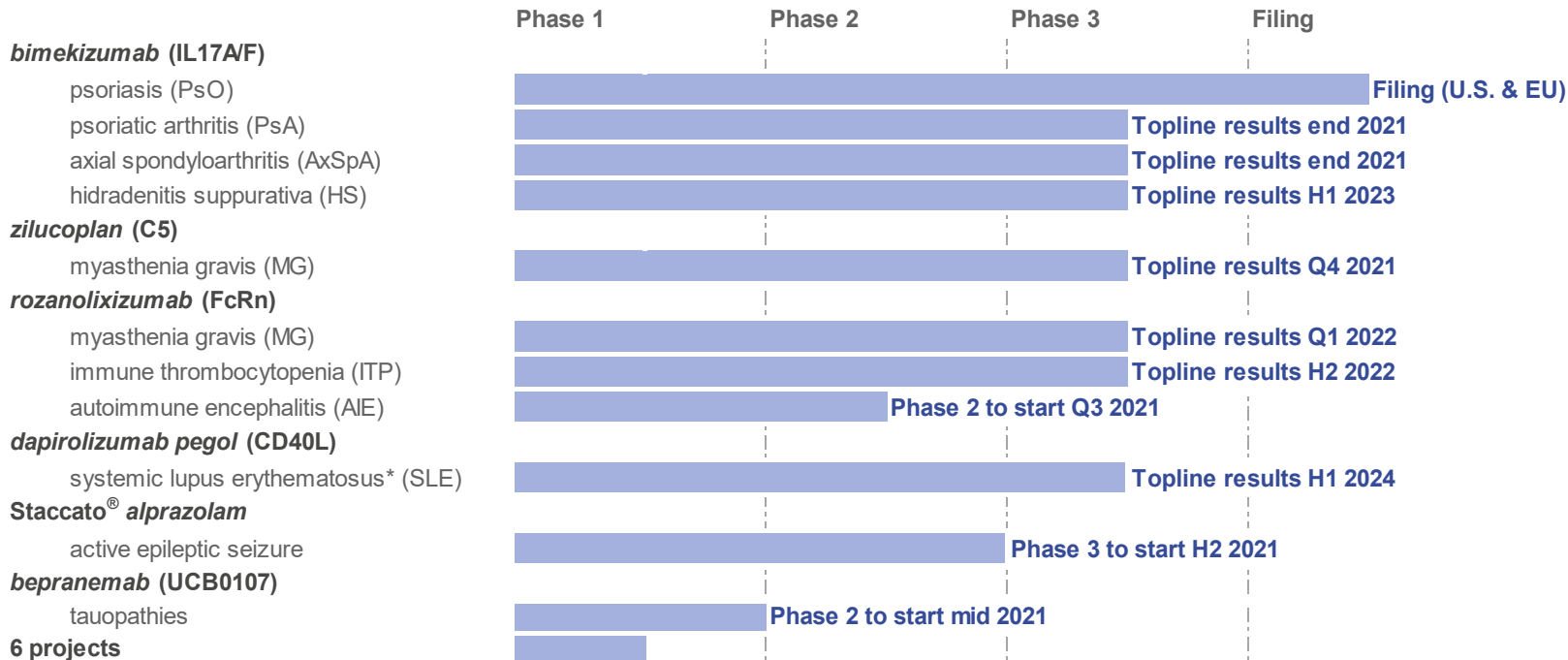


**Identify & act on
potential opportunities**



UCB's rich development pipeline

All timelines confirmed



Leadership in 5 specific patient populations

Financial outlook: at least € 6 billion top line,
low – mid-thirties EBITDA margin



2025

2030 targets from UCB's green strategy:

Be carbon neutral
-20% water withdrawal
-25% waste production
(base 2015)

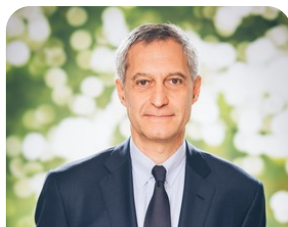


2030

Where we aim to be in 2025+



Evelyn du Monceau



Pierre Gurdjian



Jean-Christophe Tellier



Jan Berger



Kay Davis



Albrecht De Graeve



Roch Doliveux



Susan Gasser



Charles-Antoine
Janssen



Cyril Janssen



Viviane Monges



Cédric van Rijckevorsel



Ulf Wiinberg

Board of Directors

