

UCB ESG Presentation

November 2022



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



Disclaimer & Safe Harbor

Forward-looking statements

This presentation contains forward-looking statements, including, without limitation, statements containing the words “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 guarantees of 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 presentation.

Important factors that could result in such differences include but are not limited to: the global spread and impact of COVID-19, changes in general economic, business and competitive conditions, the inability to obtain necessary regulatory approvals or to obtain them on acceptable terms or within expected timing, costs associated with research and development, changes in the prospects for products in the pipeline or under development by UCB, effects of future judicial decisions or governmental investigations, safety, quality, data integrity or manufacturing issues; potential or actual data security and data privacy breaches, or disruptions of our information technology systems, product liability claims, challenges to patent protection for products or product candidates, competition from other products including biosimilars, changes in laws or regulations, exchange rate fluctuations, changes or uncertainties in tax laws or the administration of such laws, and hiring and retention of its employees. There is no guarantee that new product candidates will be discovered or identified in the pipeline, or that new indications for existing products will be developed and approved. Movement from concept to commercial product is uncertain; preclinical results do not guarantee safety and efficacy of product candidates in humans. So far, the complexity of the human body cannot be reproduced in computer models, cell culture systems or animal models. The length of the timing to complete clinical trials and to get regulatory approval for product marketing has varied in the past and UCB expects similar unpredictability going forward. Products or potential products which are the subject of partnerships, joint ventures or licensing collaborations may be subject to disputes between the partners or may prove to be not as safe, effective or commercially successful as UCB may have believed at the start of such partnership. UCB’s efforts to acquire other products or companies and to integrate the operations of such acquired companies may not be as successful as UCB may have believed at the moment of acquisition. Also, UCB or others could discover safety, side effects or manufacturing problems with its products and/or devices after they are marketed. The discovery of significant problems with a product similar to one of UCB’s products that implicate an entire class of products may have a material adverse effect on sales of the entire class of affected products. Moreover, sales may be impacted by international and domestic trends toward managed care and health care cost containment, including pricing pressure, political and public scrutiny, customer and prescriber patterns or practices, and the reimbursement policies imposed by third-party payers as well as legislation affecting biopharmaceutical pricing and reimbursement activities and outcomes. Finally, a breakdown, cyberattack or information security breach could compromise the confidentiality, integrity and availability of UCB’s data and systems.

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 presentation, and do not reflect any potential impacts from the evolving COVID-19 pandemic, unless indicated otherwise. The company continues to follow the development diligently to assess the financial significance of this pandemic to UCB.

UCB expressly disclaims any obligation to update any forward-looking statements in this presentation, either to confirm the actual results or to report or reflect any change in its forward-looking statements with regard thereto or any change in events, conditions or circumstances on which any such statement is based, unless such statement is required pursuant to applicable laws and regulations.

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

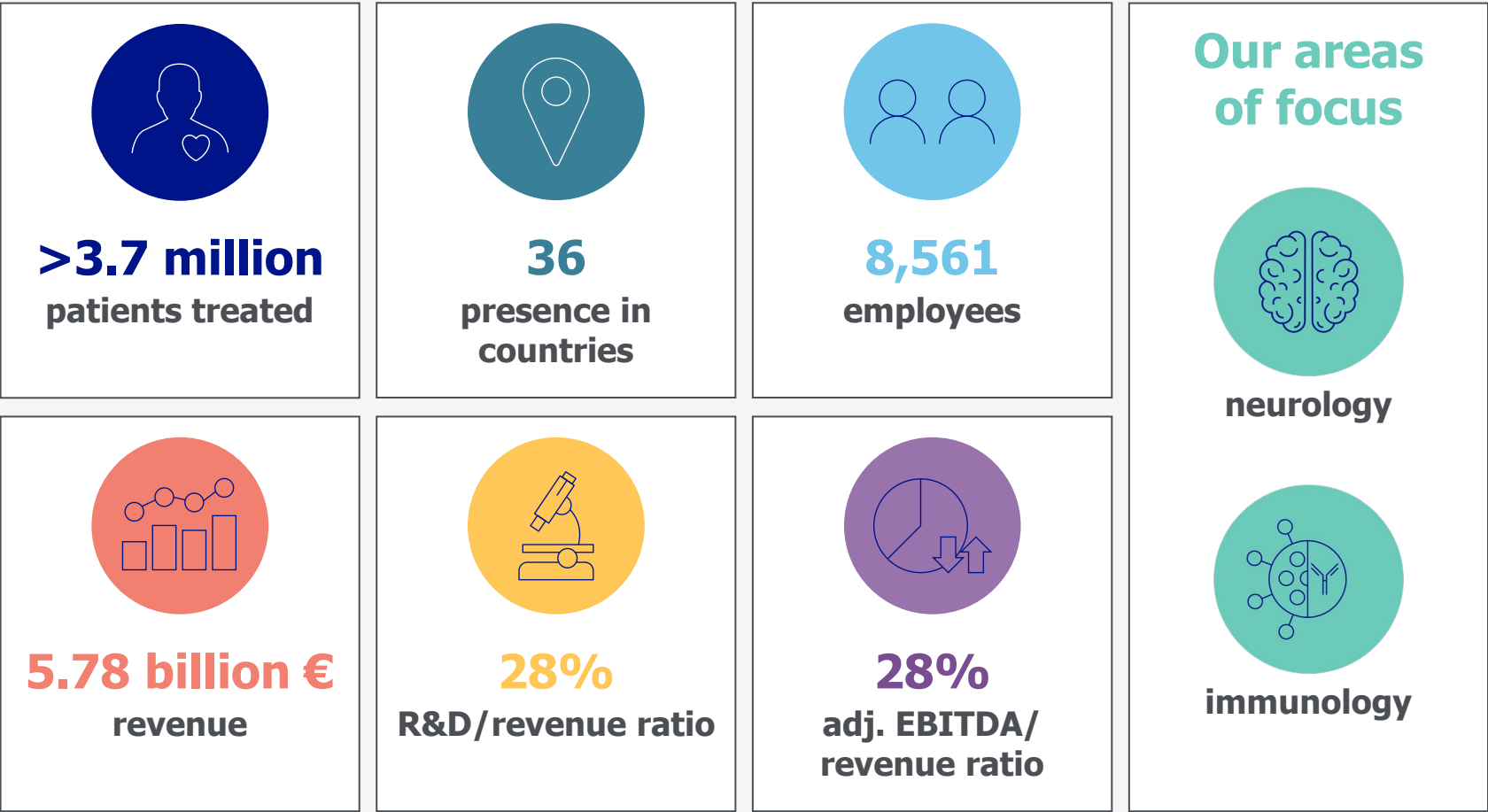
Agenda

- 01** Sustainability is an integrated part of UCB
- 02** Creating value for our key stakeholders in society
- 03** Summary of our performance



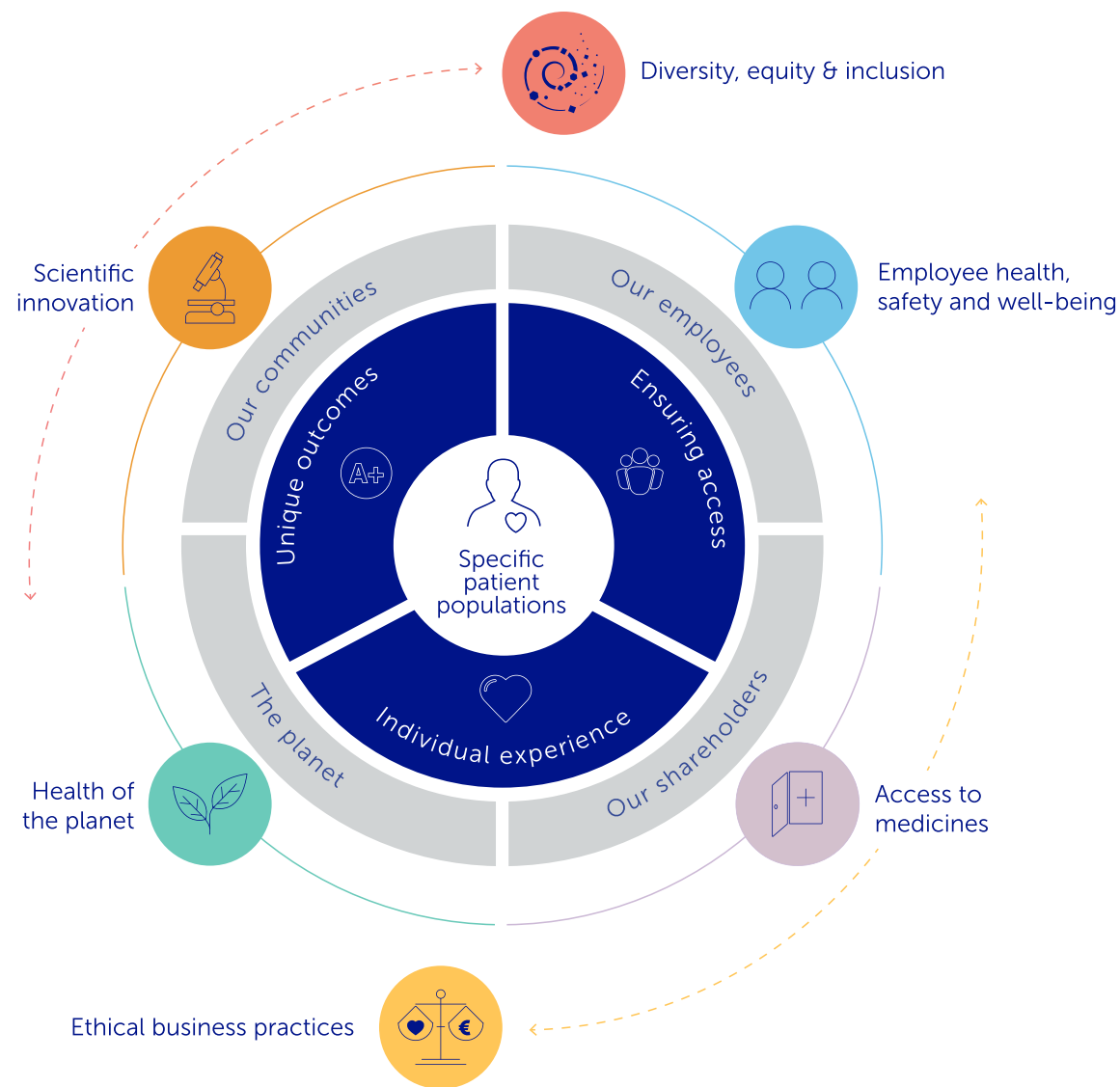
01 Sustainability is an integrated part of UCB

UCB key figures*



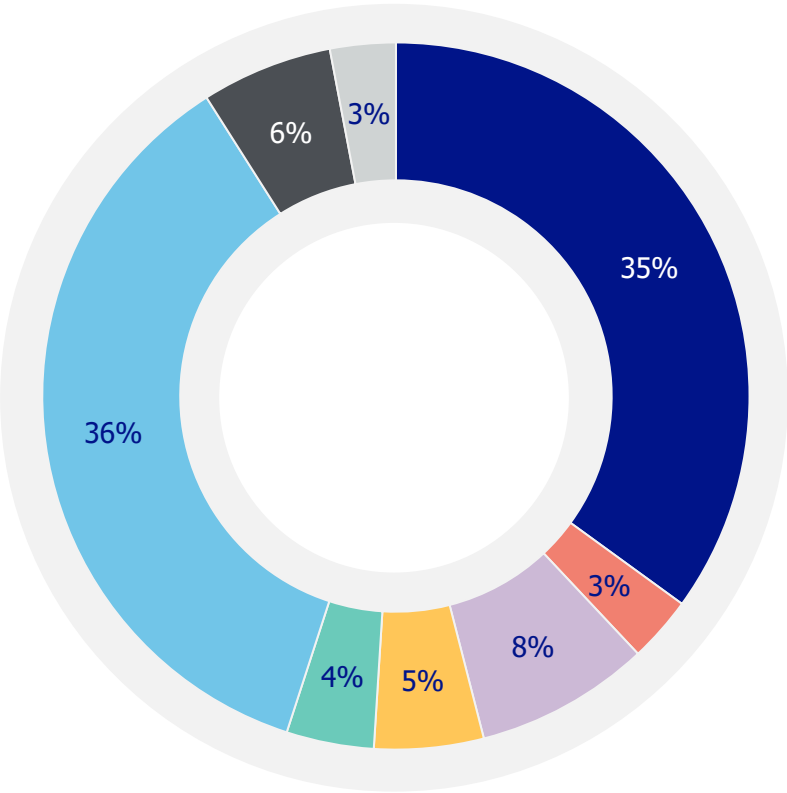
We are defined by our purpose:
**Creating value for patients
now and into the future.**

**And sustainability is at our
core,** guided by our materiality
assessment.



Sustainability is at the core of UCB

Our focus on long term value creation is supported by Financiere de Tubize, our reference shareholder



Shareholder structure*

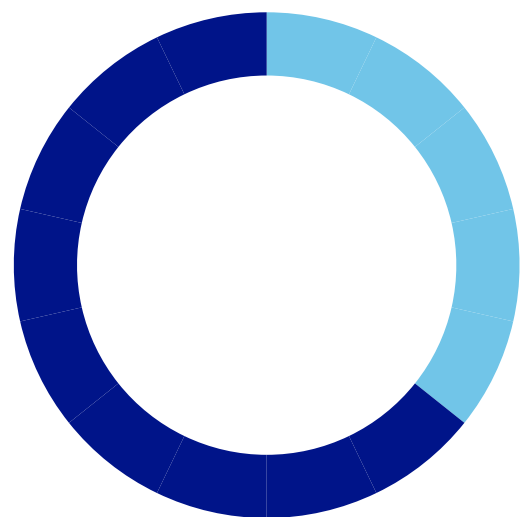
- Financiere de Tubize
- Treasury shares
- Wellington
- Blackrock
- FMR
- Other institutional investors
- Retail investors
- Unidentified

Sustainable value creation in Art. 3.1.1 of the UCB Corporate Governance Charter

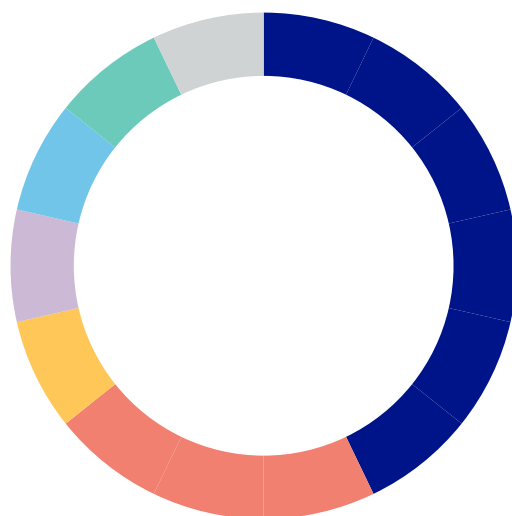


* Latest notifications and shareholder identification (as of January 2022), UCB underlying ownership analysis.

UCB Board of Directors



■ Women ■ Men



■ Belgium ■ France
■ U.K. ■ U.S.
■ Denmark / Sweden
■ Swiss ■ Germany

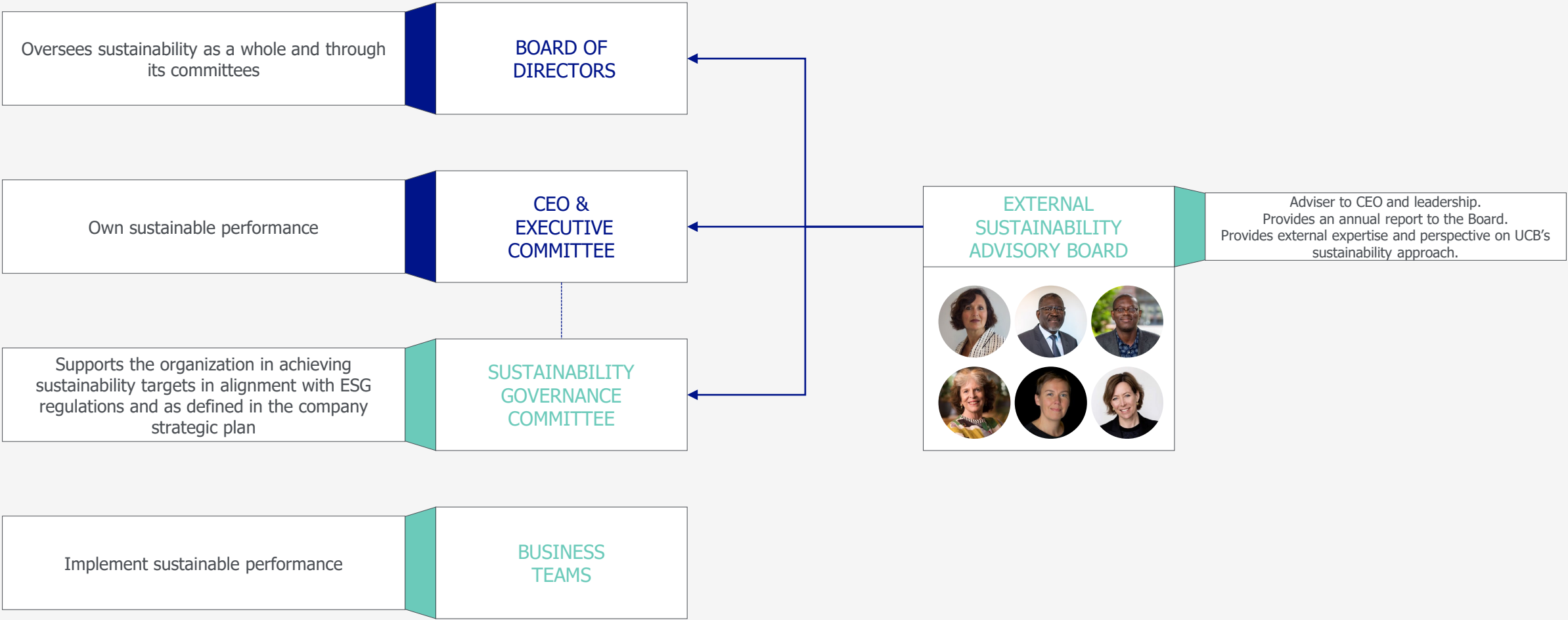
Composition and biographies available on:
<https://www.ucb.com/investors/UCB-Governance>

- **14 members**
 - Mandate: 4 year
 - Age limit: 70
- **5 women** (36%)
- **8 independent directors** (57%)
- **7 nationalities**
- **One executive board member (CEO)**
- Convincing mix of **skills & experience** including on sustainability and ESG matters

Board Skill Distribution

Core Industry Expertise*	64%	9/14
Business Leadership and Strategy	86%	12/14
Finance, Accounting and Risk	50%	7/14
Sustainability and ESG	29%	4/14

Our governance supports our commitment to sustainable performance



UCB External Sustainability Advisory Board



Charlotte ERSBØLL

Founding partner at Hansen & Ersbøll Agenda
Chair of the UCB ESAB

Background

Senior advisor UN Global Compact
VP Stakeholder Engagement Novo Nordisk



Teresa FOGELBERG

Background

Co-founder and Deputy Chief Executive of the Global
Reporting Initiative



Bright SIMONS

Founder and President of mPedigree

Background

Member Lancet Commission on the Future of Health in Africa
MIT Tech Review 35 Under 35 laureate



Elhadj As SY

Chair Kofi Annan Foundation

Background

Secretary-General and CEO of the International Federation of
Red Cross and Red Crescent Societies
UNICEF Leadership roles



Sandrine DIXSON-DECLEVE

Co-President Club of Rome

Background

Senior Associate Cambridge Institute for Sustainability
Leadership
Co-founder Women Enablers Change Agent Network



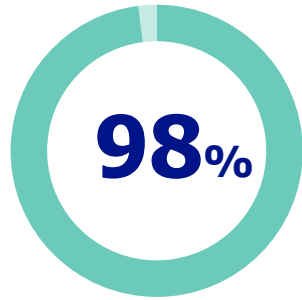
Hannah JONES

CEO The Earthshot Prize

Background

Chief Sustainability Officer at NIKE
Founder and President of NIKE Valiant lab.

Our ethics in action



of UCB employees completed the Code of Conduct training in 2021*

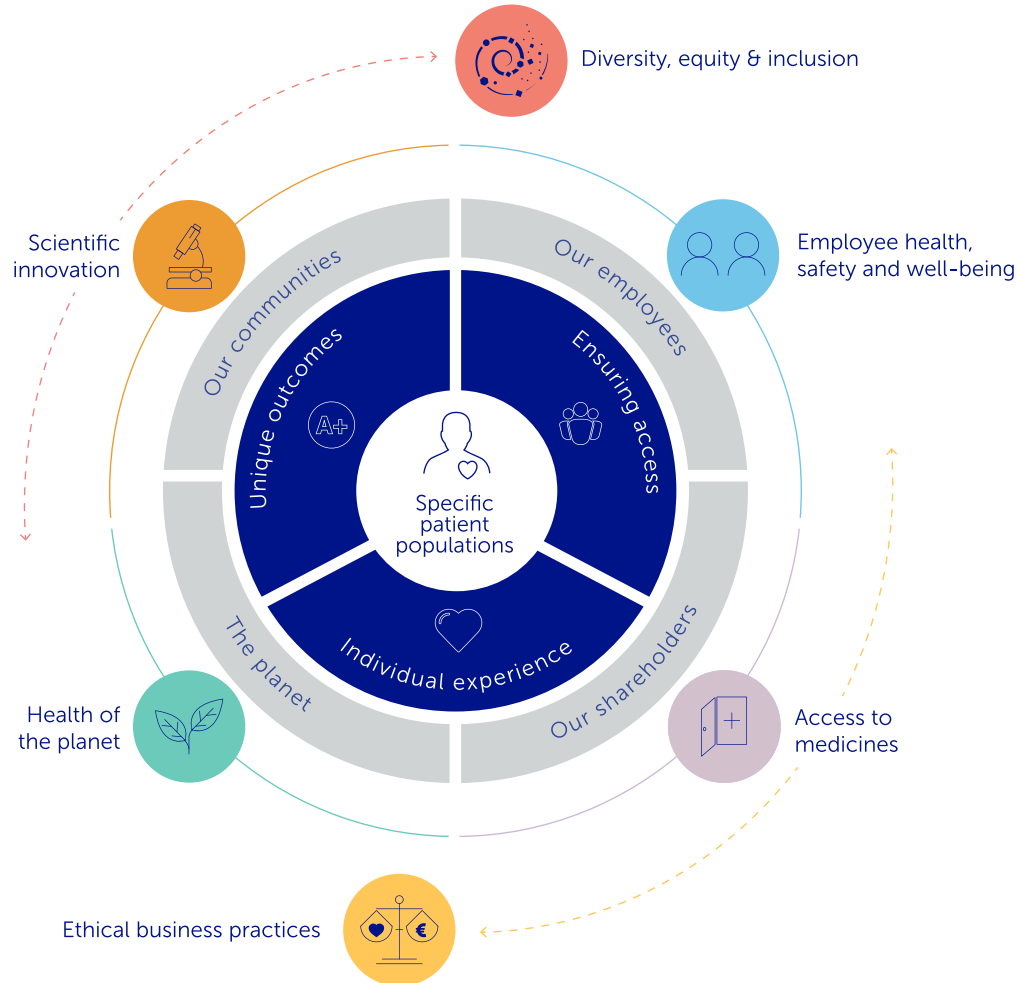
Yearly ethical culture survey has shown in 2021 that:

- **93.5%** of respondents agree they have a personal responsibility for making sure UCB behaves ethically
- **91%** of respondents believe their managers are committed to ethical conduct at all times
- UCB should communicate more clearly and broadly on its policies.



Driving sustained growth while making a positive impact on society

(as of Dec 2021*)



Value for patients

- ✓ **>3.7 million** patients treated
- ✓ **31%** reimbursement for all patients within regulatory labels
- ✓ **55%** reimbursement for some patients but not all within regulatory labels
- ✓ **7** late-stage assets in pipeline



Value for people at UCB

- ✓ **1 359** jobs created
- ✓ **81.9%** for our Health, Safety and Wellbeing index
- ✓ **37%** women at executive level
- ✓ **1,800** employees engaged in **8** Employee Resource Groups (ERGs)



Value for our communities

- ✓ **99** projects supported by the UCB Community Health Fund since 2020
- ✓ **>20,000** STEM students supported in the US via **18** no-for-profit organizations



Value the planet









- ✓ **-62%** CO₂ emissions we directly control vs. 2015 (-7% vs. 2020)
- ✓ **23%** of emissions by suppliers covered by Sciences-Based Targets alike
- ✓ **-29%** absolute reduction in water withdrawal vs. 2015




Value for shareholders

- ✓ **€5.78 billion** revenues
- ✓ **€1.64 billion** adj. EBITDA
- ✓ **5** ESG ratings improved with **MCSI AA** in 2022

We are recognized for our ESG performance across key ESG rating providers

	2020	2021	2022	Industry rank
	25.4	16.8	16.3*	3/443 of the biotechnology sub-industry 
	A	A	AA	UCB is a leader (top 24%) in the pharmaceutical industry
	C	C+	C+	Top 10% of pharmaceutical & biotechnology industry 
	B- B	B** B***	Not yet available	Supplier engagement leader in 2021 
	55%	60%	Not yet available	Above Belgium companies' average



FTSE4Good

UCB is a
constituent of the
FTSE4Good Index
Series

*Sustainalytics ESG risk rating: the lower the score, the better.

** climate change

*** water security

Linking remuneration to sustainable performance

We aim to **drive sustainable value creation** while fostering a working environment where **people can thrive**.

Our **reward principles** serve as a basis for what UCB aims to incentivize and reward at all levels in the organization.



Stimulating sustained high performance and delivering on our purpose in a dynamic talent landscape.



Enabling an environment of innovation, collaboration and personal growth.



Providing an optimal individual experience by caring about our employees as we do for patients.

Collective financial and extra-financial key performance indicators influence executive remuneration as of 2022

BONUS

Individual
performance



Corporate
performance



Negative
modifier

- A **negative modifier**, linked to UCB employee **health, safety & wellbeing index**
- This modifier would **reduce the bonus** of UCB CEO & Executive Committee by **5%** if a specific threshold is not reached.

LTI – PERFORMANCE SHARES

- Incentivize the achievement of 3-year **revenue** and **cashflow** targets
- Focus on **access to medicines** as an extra-financial indicator, with the objective to increase patients' reach in a timely manner.
- For 2023, we are currently considering other **financial and extra-financial goals** to focus upon for the cycle 2023-2025 (related to earnings ratio, DE&I goals and our environmental impact)



02 Creating value for our key stakeholders in society

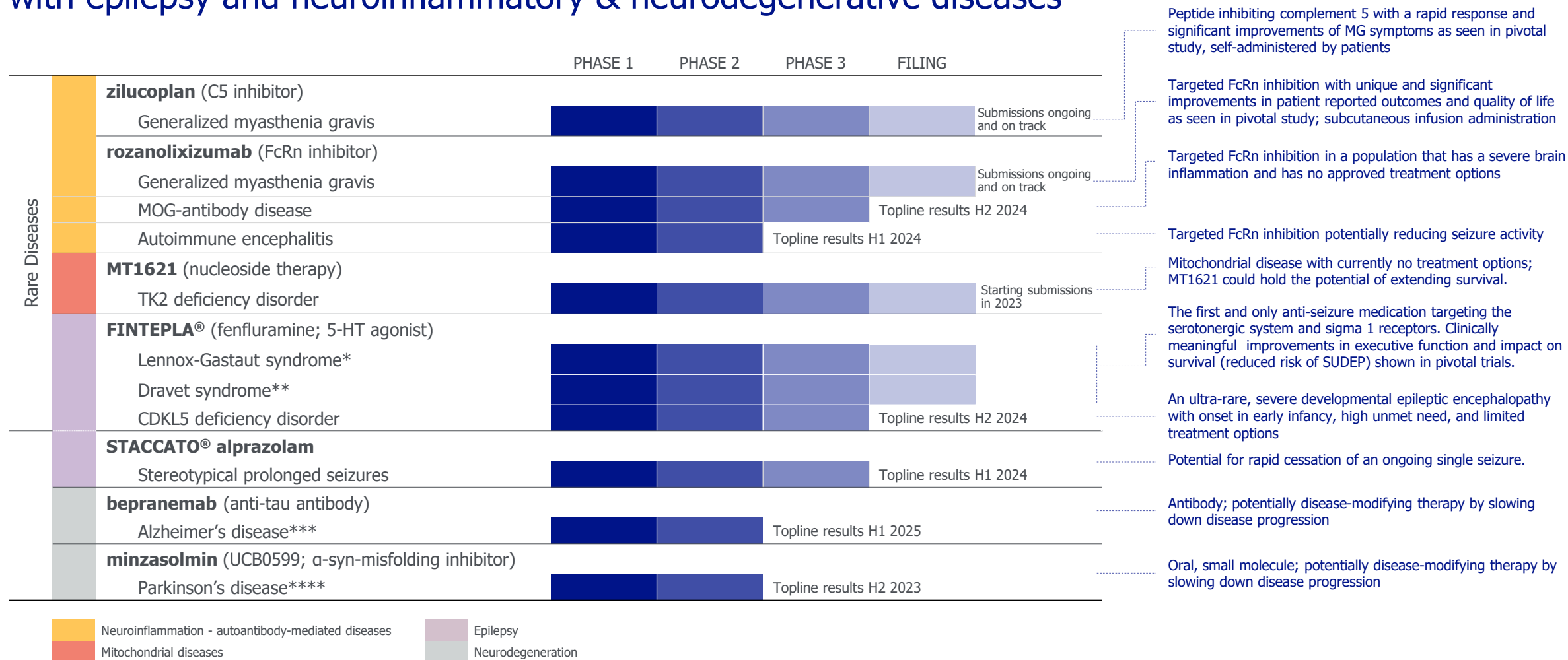


Creating Value for Patients

We innovate to bring differentiated solutions with unique outcomes that help diverse patients achieve their life goals. We are committed to improving access to these solutions for all patients who need them in a way which is viable for UCB, our investors and society.

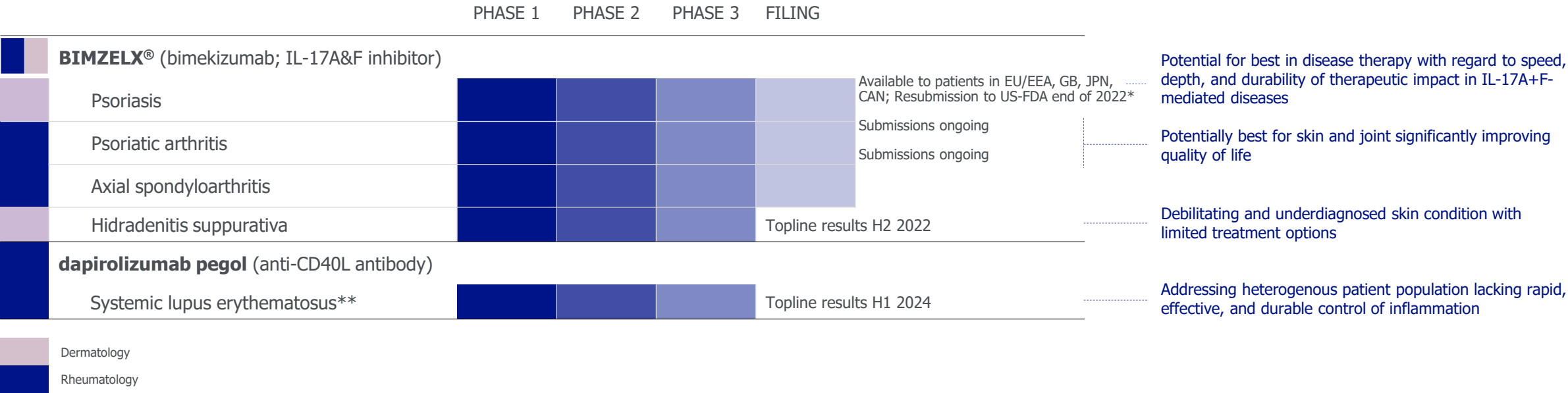
UCB late-stage pipeline

Addressing unmet medical needs and bringing clinically-meaningful improvements to people living with epilepsy and neuroinflammatory & neurodegenerative diseases



UCB late-stage pipeline

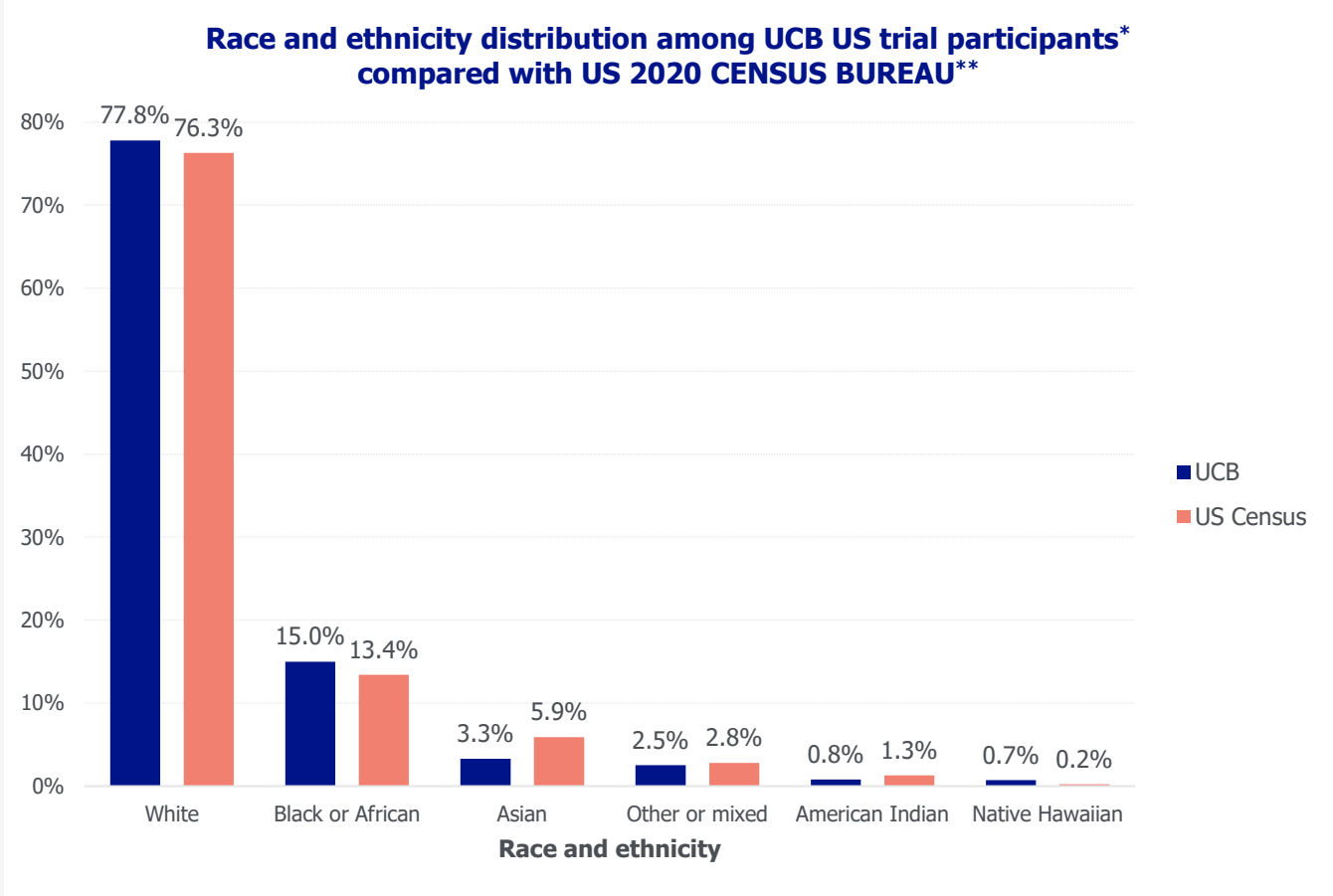
Addressing unmet medical needs and bringing clinically-meaningful improvements to people living with severe dermatological and rheumatological diseases



*UCB aims to submit the response to the bimekizumab complete response letter to the U.S. Food and Drug Administration by the end of 2022; BIMZELX® is available to people living with psoriasis in the EU/European Economic Area, GB, JPN, CAN, and is approved in AUS; **in partnership with Biogen; CD40L – CD40 ligand; H – half-year; IL – interleukin; Q – quarter

Working to ensure that participants in UCB clinical trials are reflective of the populations that will ultimately benefit from our new medicines

Increasing diversity in clinical trials



Key Programs

- Patient friendly protocols
- Implementation of Decentralized Clinical Trials (DCTs)
- New guidance and training module on “enhancing diversity, equity and inclusion in our clinical trials” available to UCB clinical development teams
- Addressing the need for an ethnic representation in the clinical research teams



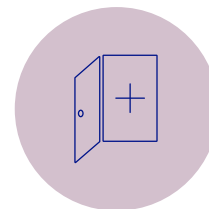
External collaborations



We put access to our solutions high on our agenda

Our goal is that by 2030, **all patients who need our medicines in countries where we operate have access to them**, in a way which is viable for UCB, our investors and society.

In addition, we aim to improve access to quality care and medicines **for persons living with epilepsy in low- and medium-income settings**.



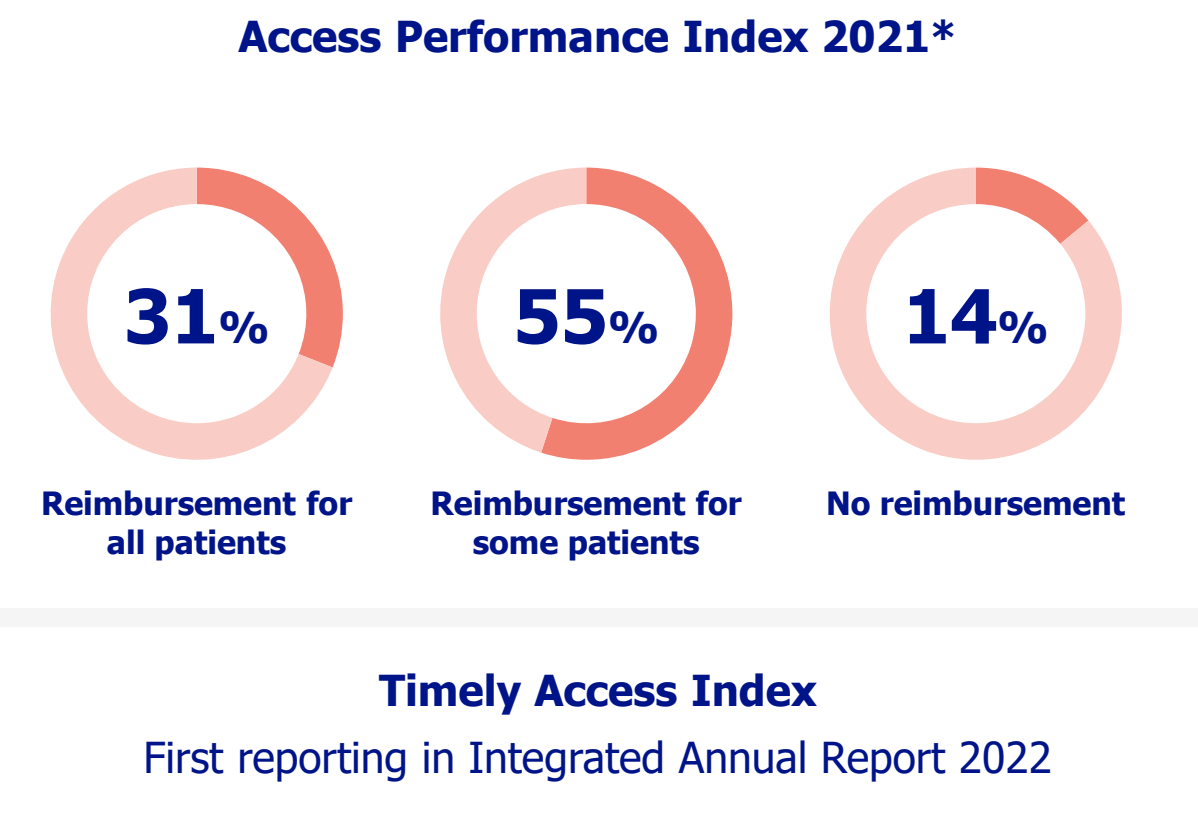
OUR APPROACH

- Integrating access from early development
- Engaging with external stakeholders
- Conducting health equity research projects
- Value assessment principles developed with patients and healthcare systems
- Measuring access at a geographic level meaningful for patients
- Tiered pricing that allows us to better align medicines' prices with countries' ability-to-pay
- Offering managed access programs as well as patient assistance programs and developing health equity research while working towards long-term and sustainable solutions
- A social business approach to improve the situation of persons with epilepsy on a sustainable basis

Working in partnership with healthcare systems to ensure timely access to patients who need our solutions in countries where we operate

All assets under patent protection

32 countries/channels



How we calculate UCB Access Performance Index

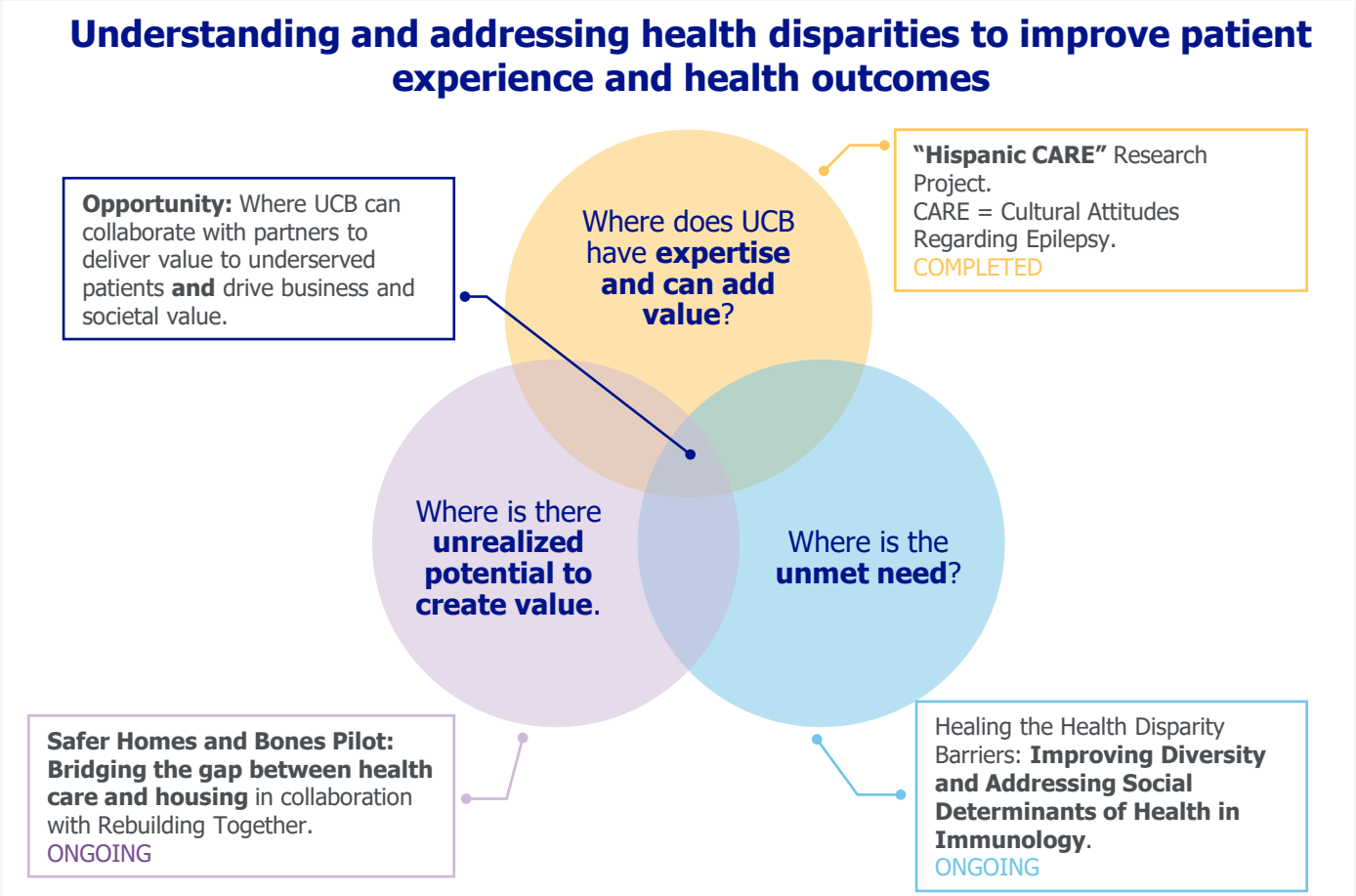
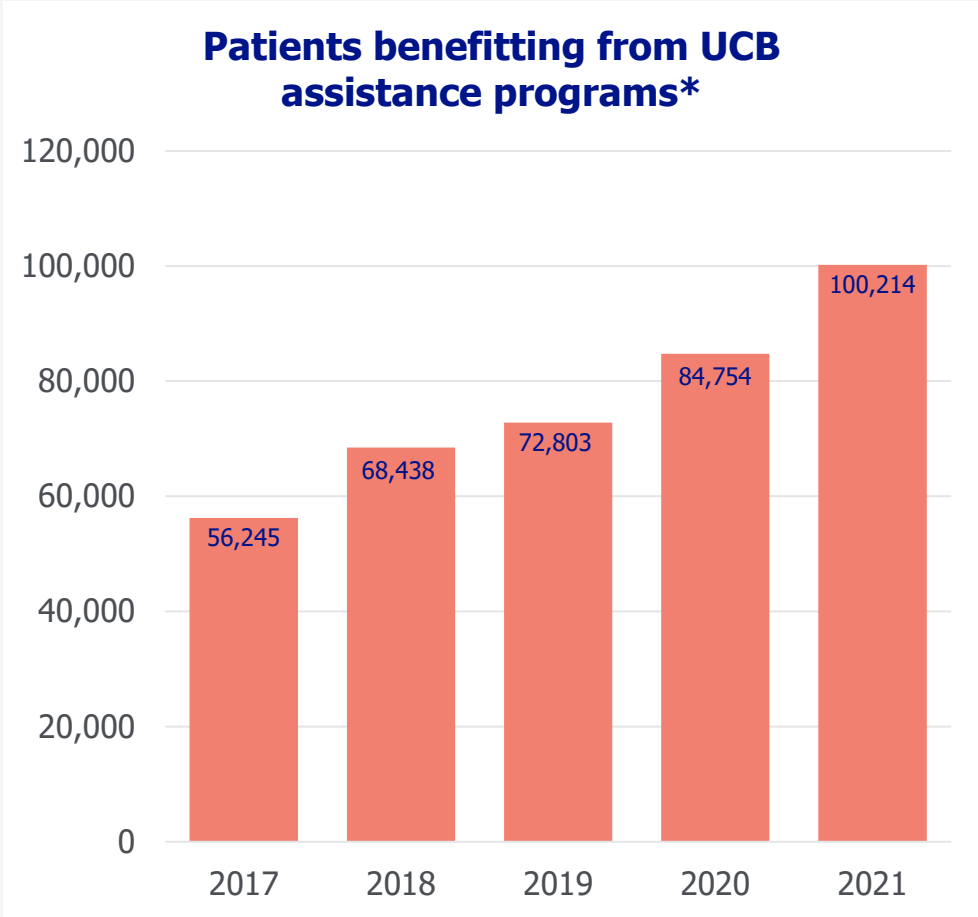
- In a specific country, **access** is evaluated at decision making unit level (DMU) and **expressed as a % in each DMU**
 - Ex: France has 1 DMU while Germany has 17 DMUs
- For countries with several DMUs, each **DMU is weighted** based on their size
- Patient access in a country = SUM (DMU access rate * DMU weight)**
- If patient access >66%, it is defined as "reimbursement for all patients" ; if <66% it is defined as "reimbursement for some patients"

Concretely

- Cimzia** (for moderate to severe plaque psoriasis in adults) Patient Access in **Germany** = 91% -> **Reimbursement for all patients**
- Cimzia** (for moderate to severe plaque psoriasis in adults) Patient Access in **Spain** = 46% -> **Reimbursement for some patients**

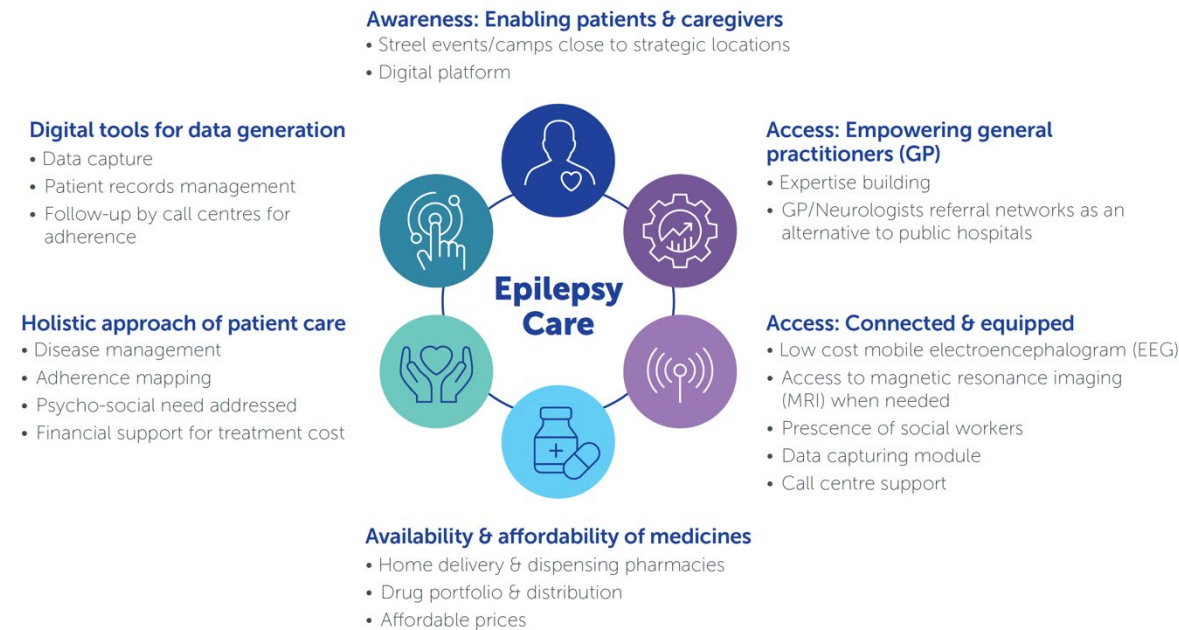
* More details in the 2021 UCB Integrated Annual Report

Patient assistance programs and health equity research projects to address the needs of under-served populations in the US

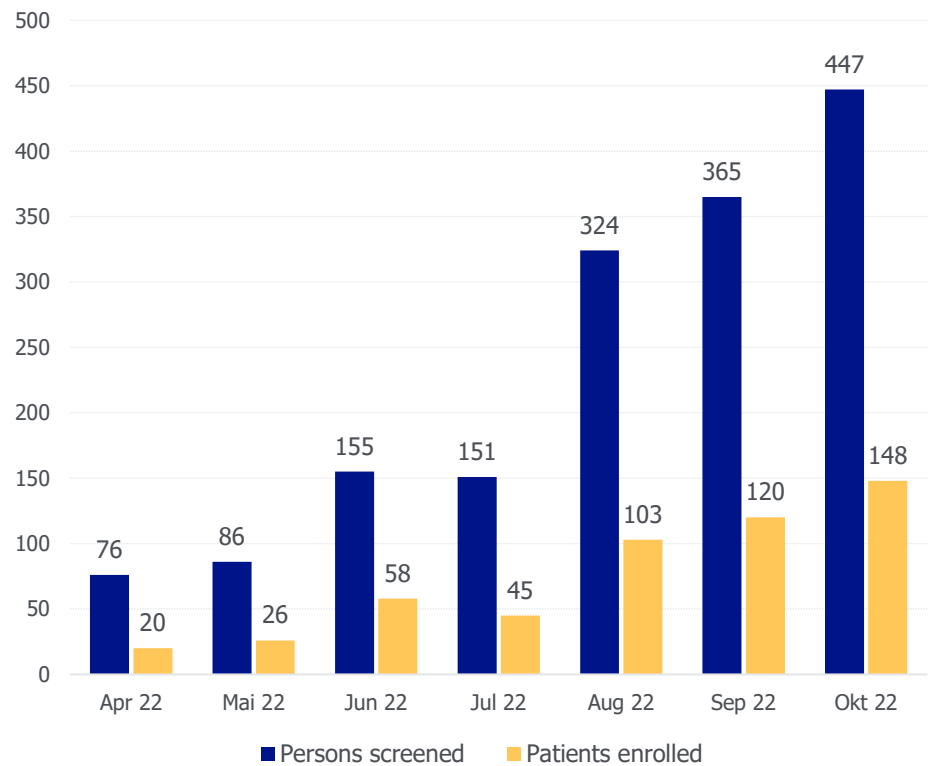


Our 1st social business in Mumbai, India for persons with epilepsy

Goal is to improve the situation of persons with epilepsy on a sustainable basis*



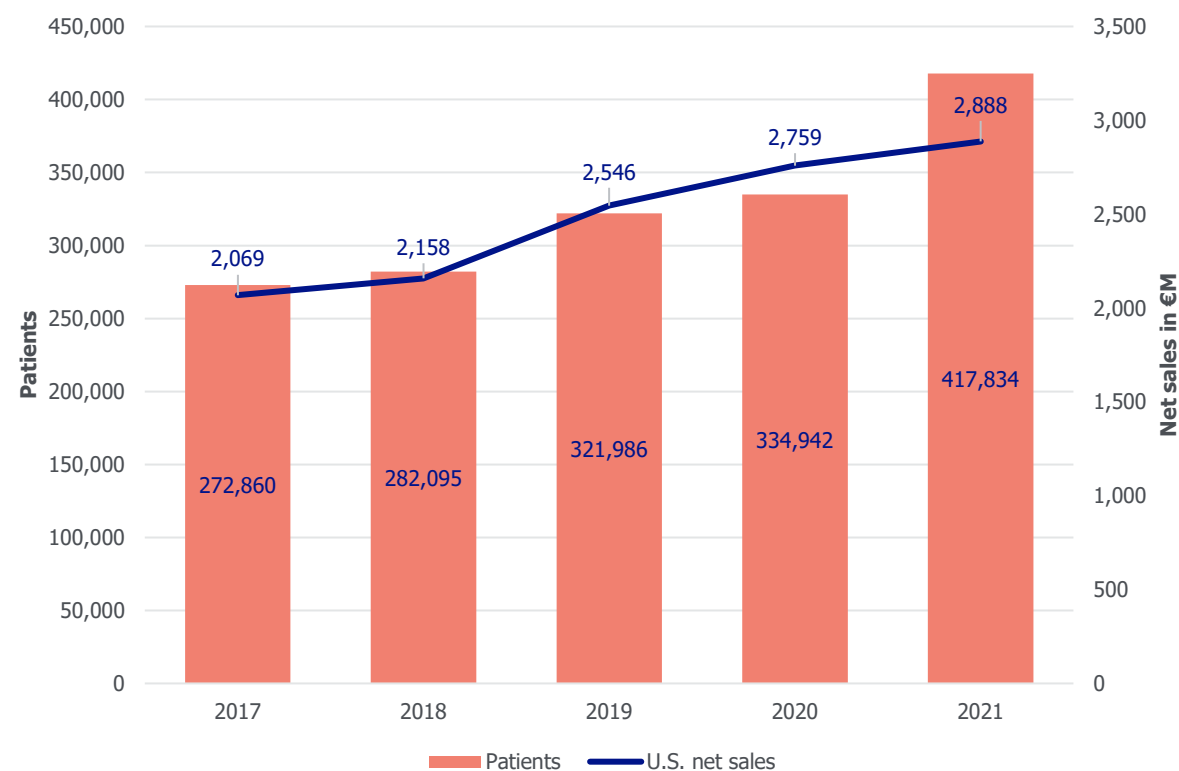
Number of persons screened and patients enrolled in UCB 1st social business as of October 2022 (per month)



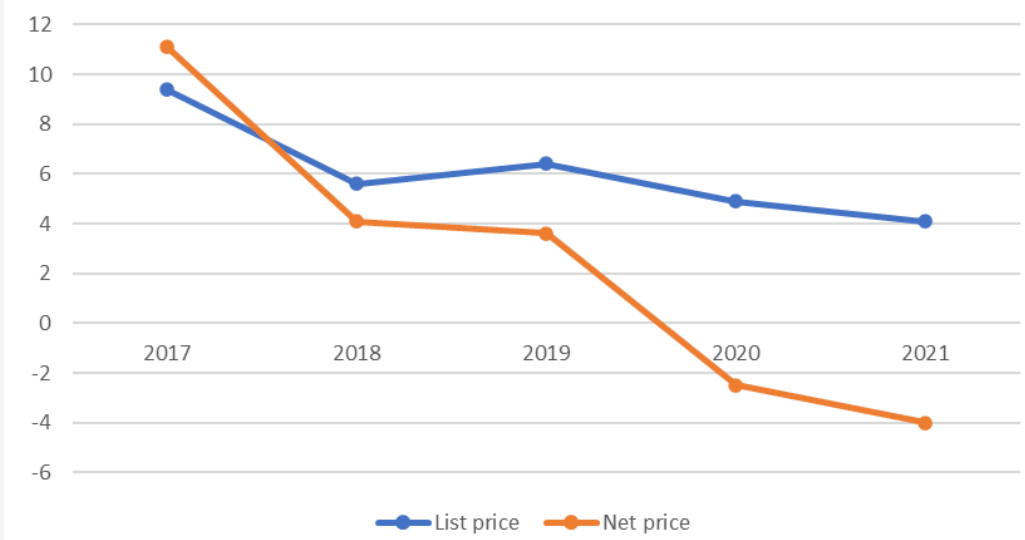
* More details in the 2021 UCB Integrated Annual Report

We are increasing patient reach and revenues in the US while our net prices have declined in the last 2 years

Patients* treated by UCB products in the US and US net sales



Change in UCB US product portfolio pricing 2017-2021*



We are increasing patient reach and revenues with our key assets including in Low-and-Medium Income Countries

UCB assets available to patients in LMIC	2021 Revenues in million	Number of patients reached in 2021	Progress in patient reach vs. 2020	Presence in countries (UCB and distributors)
CIMZIA®	€ 1 841	170 000	+29 000	44 countries including 9 LMIC
VIMPAT®	€ 1 549	>800 000	+66 000	49 countries including 11 LMIC
KEPPRA®	€ 970	>2 million	-90 000	43 countries including 10 LMIC
BRIVIACT®	€ 355	140 000	+14 000	37 countries including 7 LMIC
NEUPRO®	€ 307	385 000	+11 000	42 countries including 6 LMIC

Cimzia® in Brazil

In 2021, close to 15,000 patients (+37% vs. 2020) treated by Cimzia –including 80% treated in the public sector

- Medical education from diagnostic to treatment
- Support to patients and health care professionals to optimize patients' reimbursement process
- Patient support programs
- Affordability optimized both in the public and private sectors

Keppra® and Benvida® (Vimpat®) in Turkey

In 2021, close to 182,000 patients were treated by Keppra and 15,000 by Benvida (+16% vs. 2020)

- Social awareness campaign on social and traditional media "look for epilepsy" to overturn stigma





Creating value for our employees

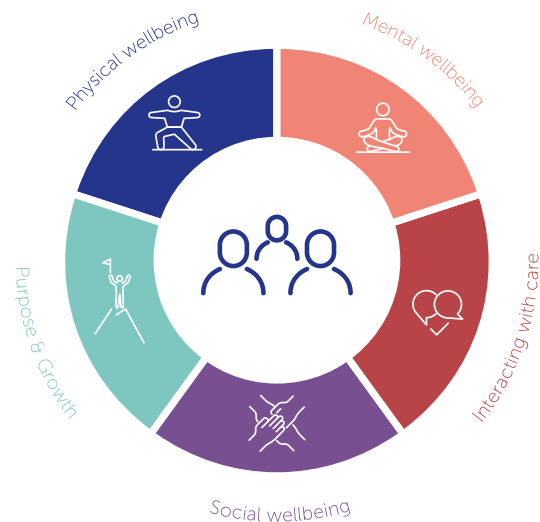
At UCB, we value and nurture diverse perspectives and backgrounds and show respect and care for each other. We are made stronger because of our culture of innovation and collaboration which allows us to create value for patients, for each other and for society as a whole.

UCB employees see purpose in their work



* Global survey performed in 2022
** High-performing benchmark of the top 25% high performing global companies across industries (using Glint platform)

We continue to prioritize the health, safety and wellbeing of our people



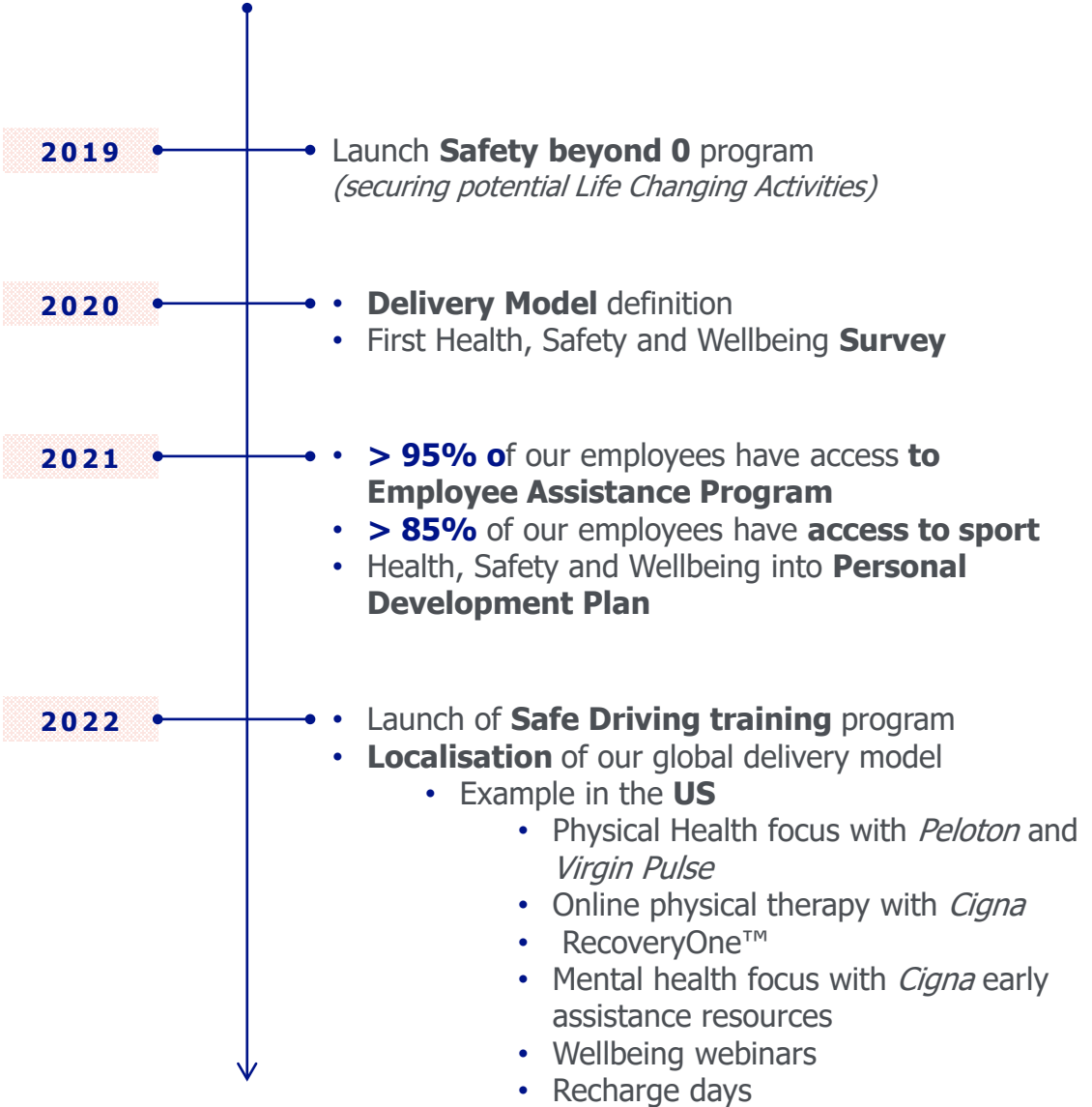
Mental wellbeing
I am able to align my thoughts, emotions and actions

Interacting with care
I embrace the uniqueness of my colleagues and create the conditions for them to thrive

Social wellbeing
I have fulfilling connections inside and outside the organization

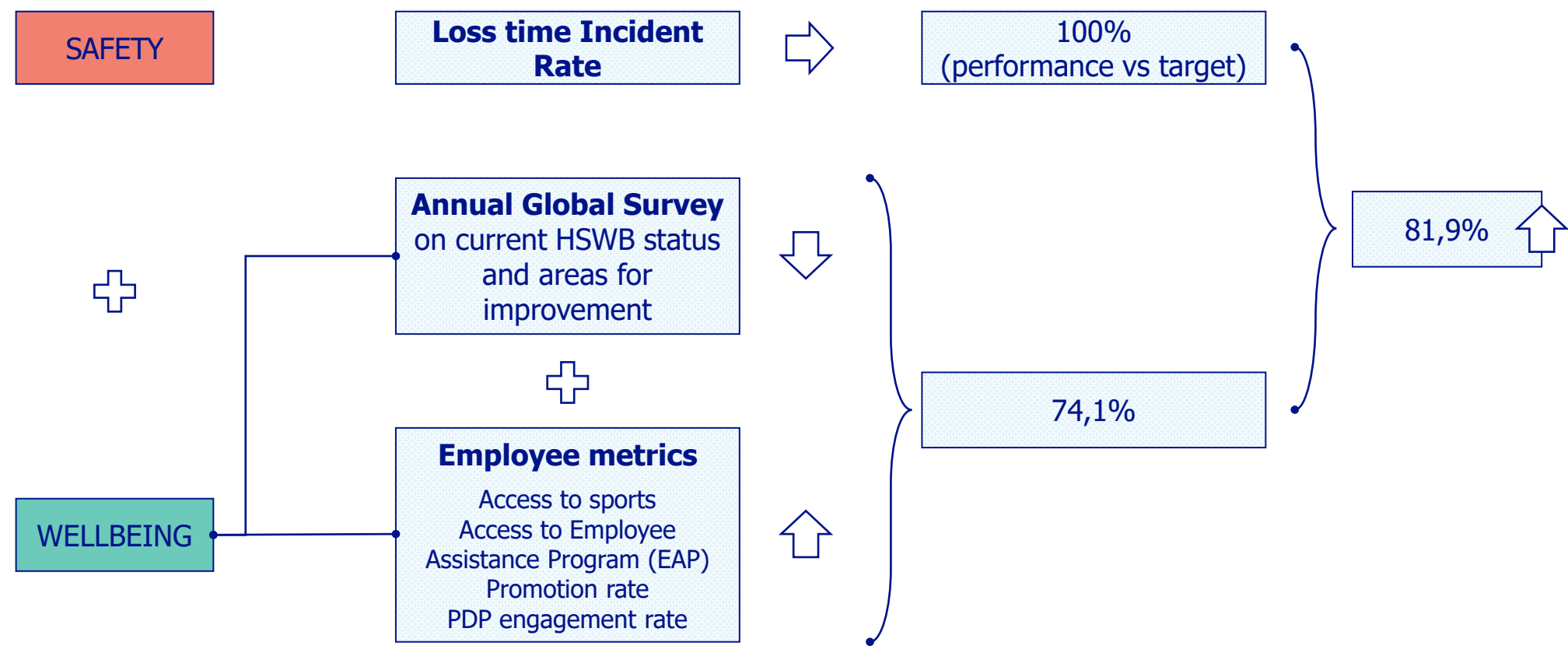
Purpose & Growth
I am fulfilled by what I do each day and have the opportunity to continuously develop

Physical wellbeing
I am safe, in good health and energized

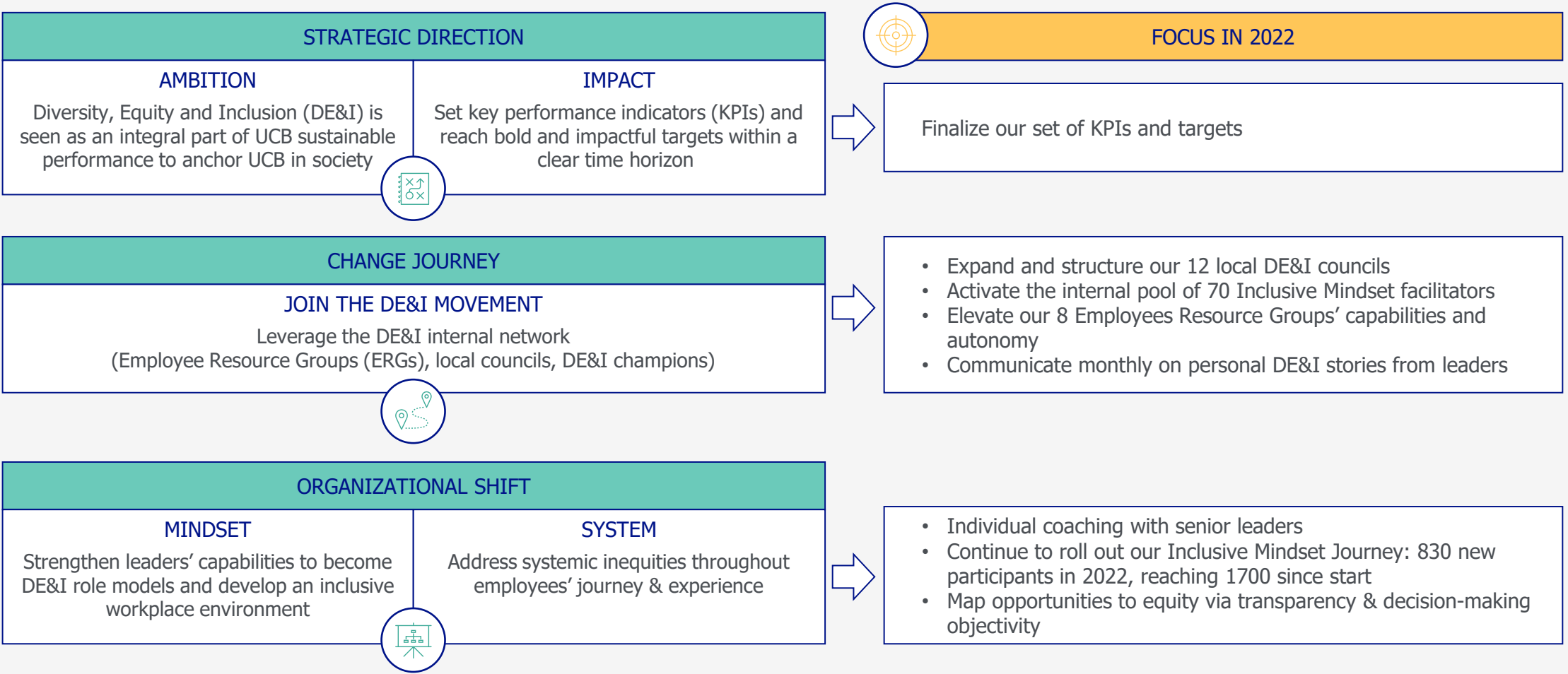


And we measure our progress on health, safety and wellbeing

Health, Safety and Wellbeing Index 2021*



We inspire a culture of inclusion by providing equitable opportunities to all employees, embracing diverse talents and leveraging diversity of thought and experience



We are on track to deliver on our DE&I aspirations

2025 Aspirations

Our progress towards 2025



8 Employee Resource Groups (ERGs) in 2021*



Overall membership of our ERG communities grew by

1,800

members



This accounts for

21%

of our workforce

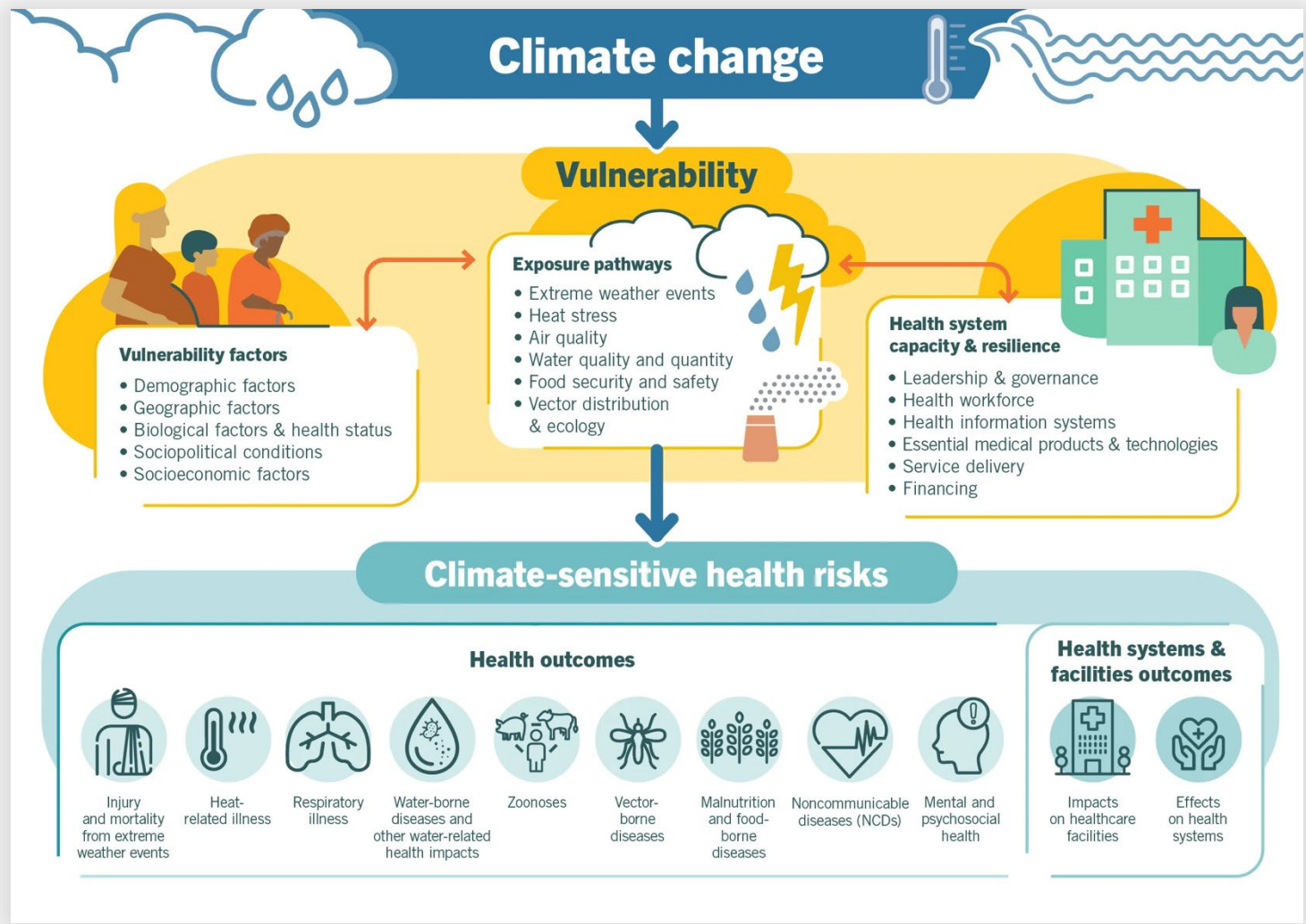
- **ACES:** Asians Committed to Excellence and Success
- **Avid:** UCB colleagues living with a health condition, a disability, or who are a caregiver
- **B.E.I.N.G.:** Black Employee Interconnecting Network Group
- **EMERGE** (Formerly Youngsters): Generational ERG
- **RAÍZ:** Hispanic and Latinx colleagues
- **UCB+:** LGBTQ+ colleagues
- **UNITED FOR VETERANS:** Veterans and Veteran Champions
- **WiL:** Women in Leadership



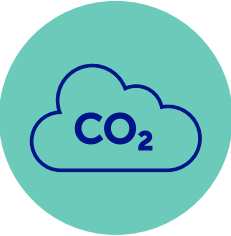
Valuing the Planet

We take a long-term view of our business activities. We strive to uncouple our growth from our environmental footprint so that we can protect the planet for future generations.

It is now clearer than ever that protecting human health also means safeguarding the health of our planet



We set clear targets* for becoming carbon neutral by 2030 and reducing our environmental impact



Reduce CO_{2e} emissions and become carbon neutral for the operations we control directly by 2030.

Have 60% of the emissions created by our suppliers covered by Science Based Target-like objectives by 2025.

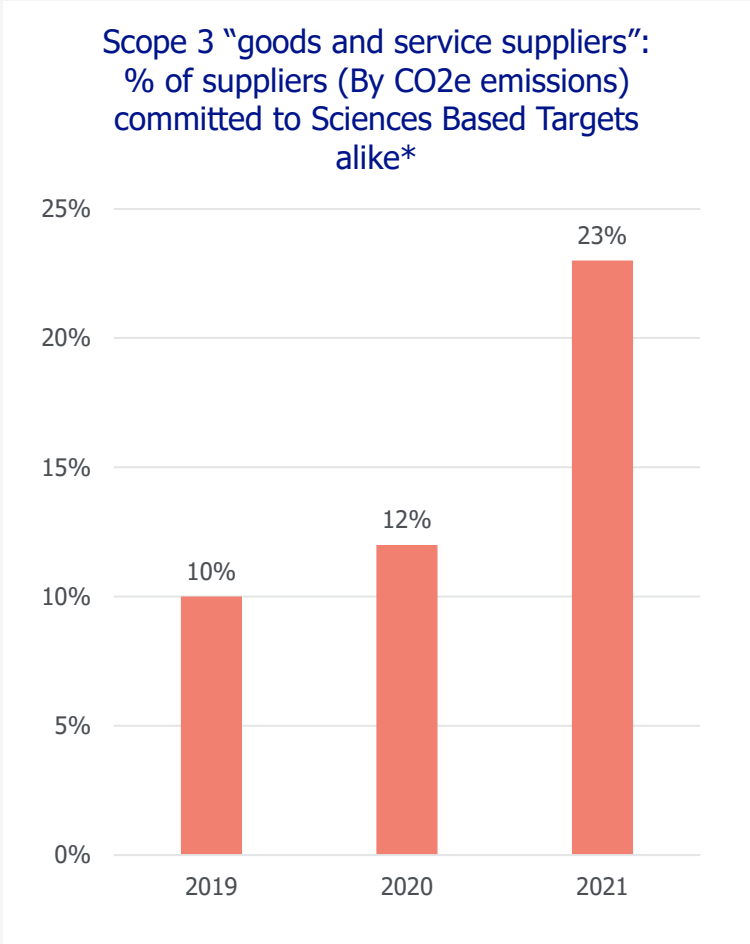
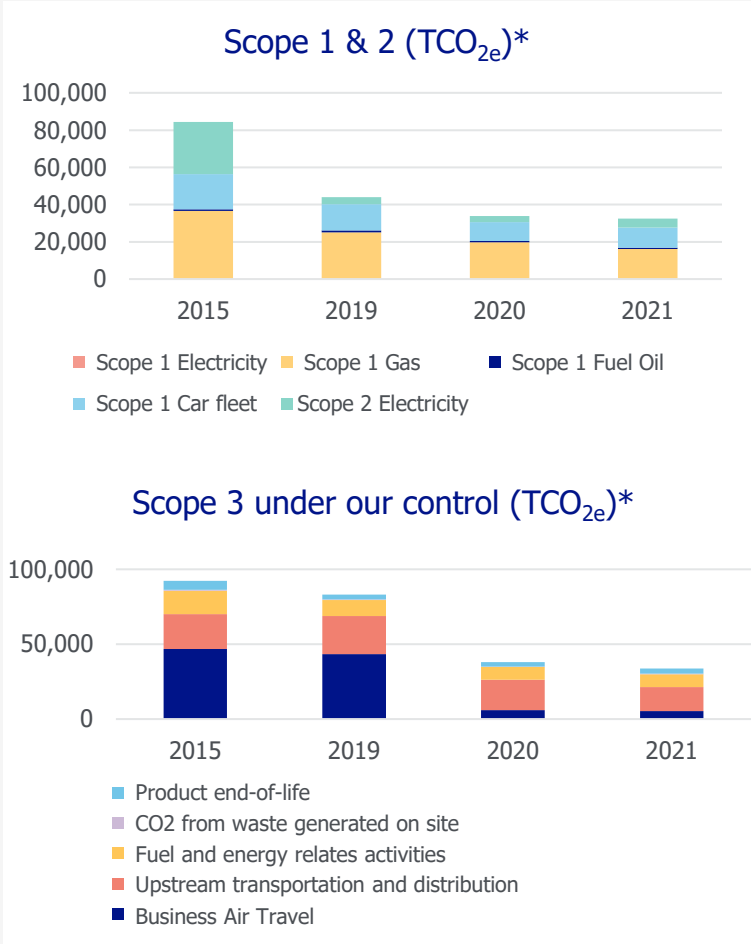


Reduce water withdrawal by 20% by 2030.




Reduce waste production by 25% by 2030.

Our path to carbon neutrality by 2030



Key initiatives across scope 1,2 and 3

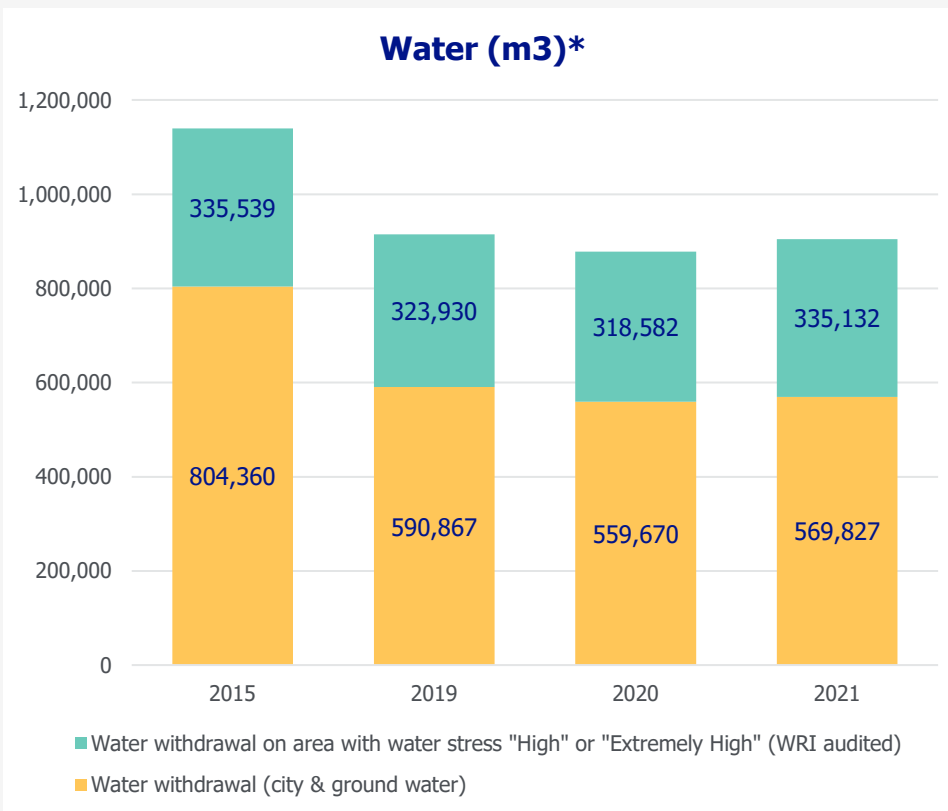
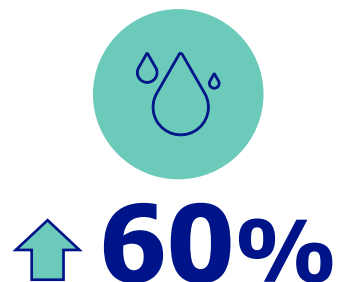
- Move to energy generated from **renewable sources**, purchased or produced on UCB sites (solar farm in Braine L’Alleud, Belgium)
- Shift transport for both our raw materials and finished goods **from airplanes to boats**
- Achieve **green building certification** for all new or significantly refurbished buildings and facilities across the globe (UCB’s Atlanta Warehouse is the first dually certified WELL Platinum and LEED Gold pharmaceutical project in the world)
- Reduce the environmental impact of our products through their lifecycle and aim at scoring our medicines’ environmental performance based on a systematic **“Cradle-to-grave” lifecycle analysis**.
- **TCFD** reporting as of 2022**



* More details in the 2021 UCB Integrated Annual Report
** TCFD = Task Force on Climate-Related Financial Disclosures

Reducing water withdrawal by 20% by 2030 compared to our 2015 baseline

Forecasting "Do Nothing" Scenario – from 2019 to 2030



Key programs

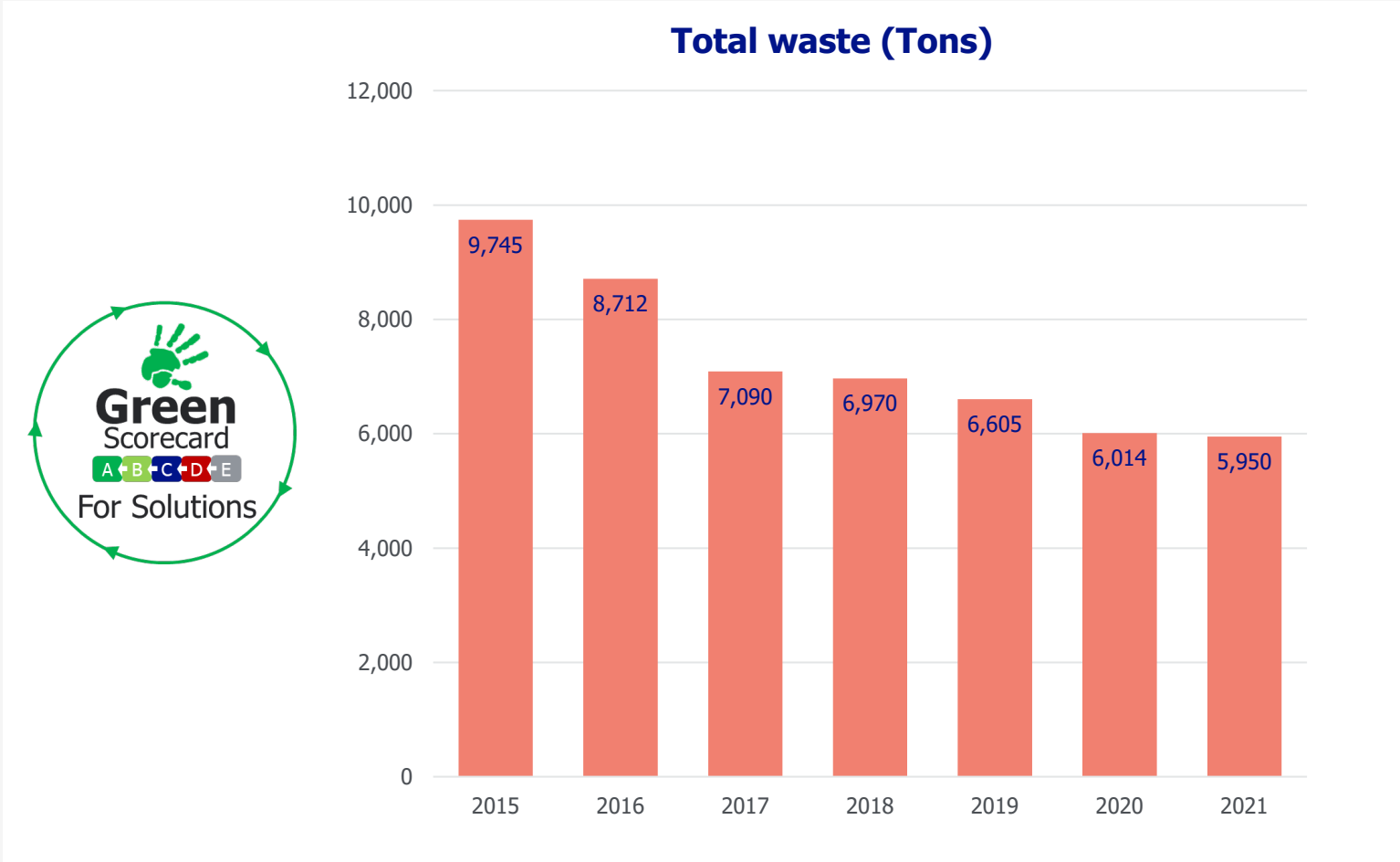
Reducing

- Replace existing equipment, processes and behaviors with more **ecofriendly equivalents**
- Launch a program to make our **cleaning processes more efficient**
- Organize a technical Hackathon aimed at building best practices on **GREEN HVAC** (Heat, Ventilation and Air Conditioning)

Recycling

- Use of **collected rainwater**
- **Re-use of water** for some activities
- **Recycling of sewage water** with additional treatments (looking at zero liquid discharge factory): Pilot launched in our main site at Braine-l'Alleud, Belgium

We follow a green-by-design approach to minimize waste generation



- ### Key programs
- **Reducing fresh raw materials use** in new chemical synthesis
 - **Zero domestic plastic** in all our sites
 - Reduce use of plastic and **shift to sustainable plastic** when possible for our packaging
 - **Reuse raw materials** for example our solvents in pharmaceutical production
 - **Recycle:** treat the raw materials wastes either in-house or externally to make them reusable.



Creating value for our communities

We aim to support people living in the communities where we operate, deepening our local connections and helping to address disparities in health and education amongst under-served populations



Inspired by patients.
Driven by science.

We are committed to create value for communities where we live and work

Supporting underserved populations through philanthropy



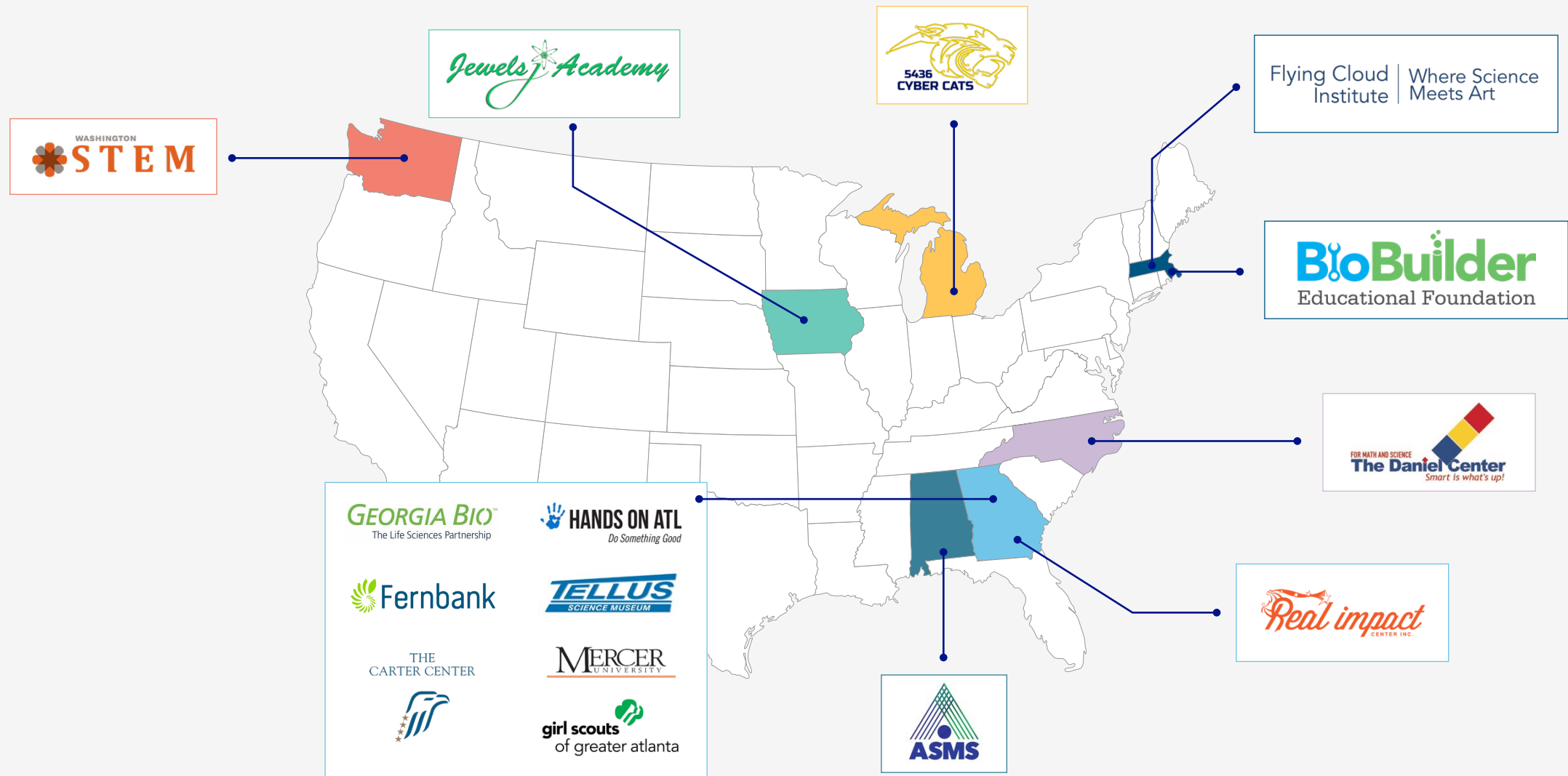
Supported 18 organizations in the US that provided **STEM*** **education** opportunities to more than 20,000 students in communities where UCB has an office



UCB Community Health Fund

99 projects that support **mental health initiatives** for underserved young people around the world

Supporting STEM education for more than 20,000 students in 2021 with a focus on K-12 youngsters in underserved populations



UCB Community Health Fund

Supporting underserved populations in communities where UCB operates

€4.5 million distributed in...
99 ... projects worldwide

In collaboration with
 **King Baudouin Foundation**
Working together for a better society



Mission


At UCB, we want to support the communities in which we operate. Since 2020, through the Community Health Fund, we were able to fund 99 projects that support mental health initiatives for under-resourced young people around the world.

Impact

Projects selected have addressed the following problems:


Mental health


Education


Drop out prevention


Migrant refugees integration


Social inequality

With the following solutions:


Therapeutic support


Coaching


Psycho social wellbeing


Outdoor activities

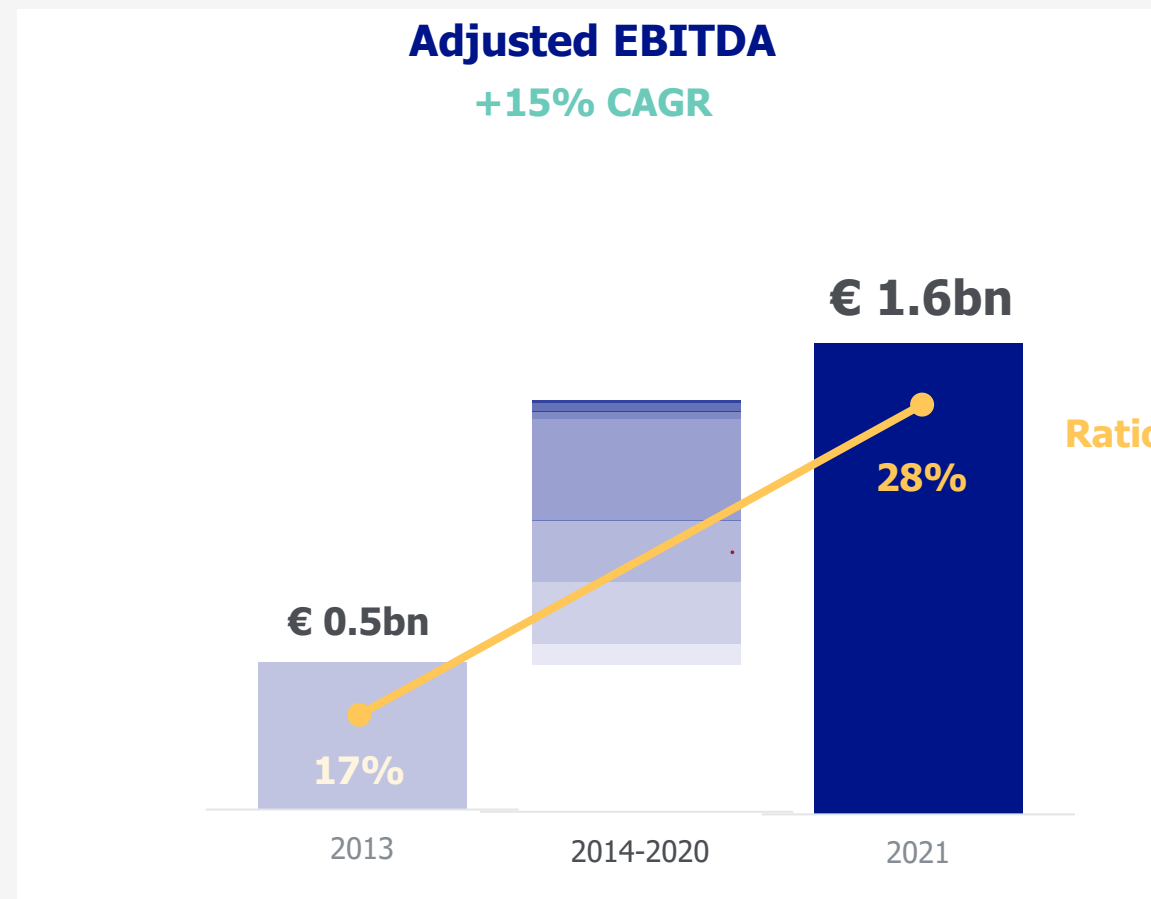
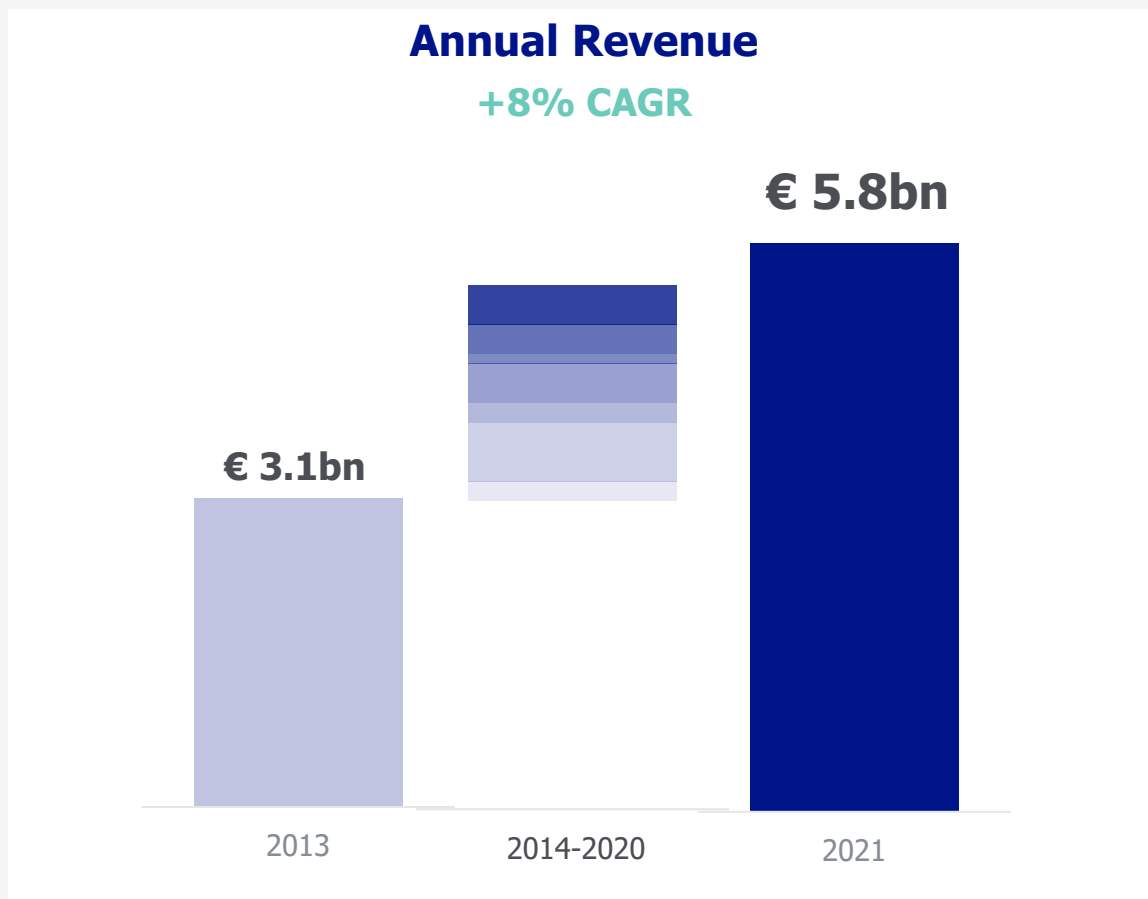


Creating value for our shareholders

We pay attention to patient insights and societal challenges to guide how we do business, create value and generate sustainable business growth. We aim to deliver long-term value to our shareholders, now and into the future

Eight Years of Strong Growth

Continued investment in innovation to deliver growth



2022 HY Financial Highlights

		HY 2022	Actual	CER
Revenue	Net Sales € 2 705 million +2% (-1% CER) Driven by good portfolio growth, compensated by generic erosion to VIMPAT/U.S. and E KEPPRA/Japan; Other revenue with one-off € 70m	€ 2 925 million	+5%	+3%
Gross Profit	Gross margin declined from 75% to 71% due to FINTEPLA® amortization Write-off of some bimekizumab commercial product	€ 2 080	0%	-2%
Adjusted Gross Profit	<u>adjusted</u> for amortization of intangible assets linked to sales: 77% after 78%	€ 2 250 million	+4%	+2%
Total Operating Expense <i>€ 85m added due to Zogenix</i>	+21% marketing and selling expenses : launches & pre-launch activities FINTEPLA®/ EVENITY®/ BIMZELX®; preparations in gMG +6% R&D expenses: Late-stage pipeline with 6 Phase 3 assets, termination costs ITP – Ratio stable 27% Higher other operating income of € 114m: € 108m (+96%) net contribution from Amgen in connection with the commercialization of EVENITY®	€ 1 529 million	+9%	+5%
Adjusted EBITDA*	Adjusted EBITDA / revenue ratio 28% after 30% in H1 2021	€ 814 million	-3%	-2%
Profit	Higher amortization charges and fees in connection with the Zogenix acquisition Lower financial expenses due to positive on-off currency effects Tax Rate 17% - inability to launch bimekizumab in the U.S. in 2022	€ 399 million	-30%	-25%
Core Earnings per Share	Based on 190 million weighted average shares outstanding* (H1 2021: 189 million)	€ 3.15	-7%	-4%

Updated Financial Guidance for 2022 - Confirmed

As of 24 June 2022

Revenue expected **€ 5.30 - 5.40bn**

Continued core products growth,
loss of exclusivity for E KEPPRA® in Japan,
for VIMPAT® in the U.S. and the EU,
FINTEPLA® sales

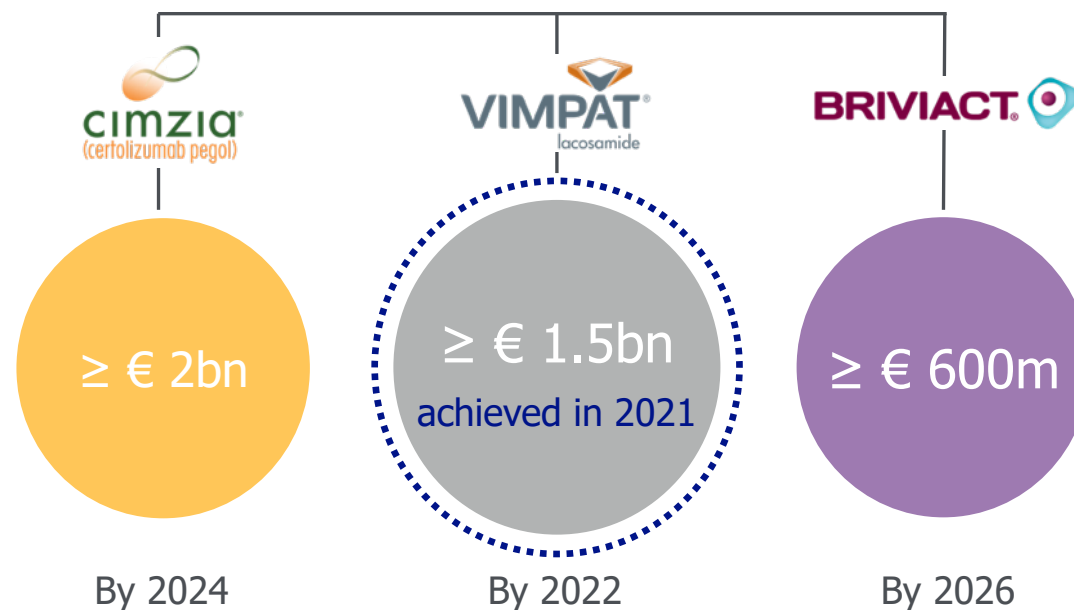
**Adjusted EBITDA* /
revenue margin expected** **21 - 22%**

Reflects impact of Zogenix acquisition

Core EPS **€ 3.70 - 4.00****

Tax rate expected "around 17%" ***

Peak sales guidance



Inspired by patients.
Driven by science.

* Earnings before Interest Taxes Depreciation & Amortization,

** Based on 189 million shares outstanding

*** excluding potential tax reforms

Guidance 2025

Financial guidance

At least € 6bn top line
Low- to mid-thirties adj. EBITDA margin
Improved ESG rating performance

2025 How We Get There...

Topline Evolution

BRIVIACT®
NAYZILAM®
EVENTITY®

NEUPRO®, E KEPPRA®, VIMPAT®
and CIMZIA® patent expiration

BIMZELX® in 5 indications*
rozanolixizumab and *zilucoplan*
launches

FINTEPLA® in 2 indications**

2025

> € 6 billion
revenue

Building Blocks Margin

Low- to mid-thirties
% EBITDA margin

Adjusted
Gross
Margin

Improving thanks to product mix***

Operating
Leverage

M&S and R&D decreasing
as a % of revenues

EVENTITY®
Margin

Higher share of contribution
vs share of revenues

* Psoriasis, psoriatic arthritis, axial spondyloarthritis (non-radiographic axial spondiloarthritis (nr-axSpA) & ankylosing spondylitis (AS)) and hidradenitis suppurativa (HS)
** Dravet syndrome, Lennox-Gastaut syndrome
*** Adjusted by amortization of intangible assets linked to sales



03 Summary of our performance

2021 UCB performance as reported in our integrated annual report



7 late-stage assets in pipeline
>3.7 million patients treated
31% reimbursement for all patients within regulatory labels
55% reimbursement for some patients but not all within regulatory labels

Value for patients



1359 jobs created
81.9% for our health, safety and wellbeing index
37% women at executive level
8 Employee Resource Groups (ERG)
1,800 employees involved in ERGs

Value for people at UCB



Strong financial performance

5 on 5 improved ESG ratings*

SUSTAINALYTICS
a Morningstar company
ESG **INDUSTRY TOP RATED**

CDP
SUPPLIER ENGAGEMENT LEADER
2021

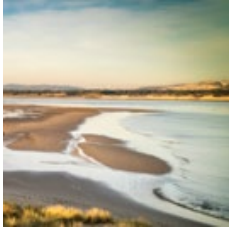
Corporate ESG Performance
RATED BY ISS ESG
Prime

Value for shareholders



99 projects supported by the UCB Community Health Fund since 2020
>20,000 STEM students supported in the US via **18** no-for-profit organizations

Value for our communities



7% reduction in CO2 emissions vs. 2020 (and **62%** reduction since 2015)
23% of emissions by suppliers covered by Sciences-Based Targets alike
-29% absolute reduction in water withdrawal (vs. 2015)

Value the planet



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