UCB:
Five Growth Drivers For a Decade+

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

Disclaimer & Safe harbor

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.

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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 Patient Value Strategy

Sustained company growth – superior shareholder value

Creating Value For Patients

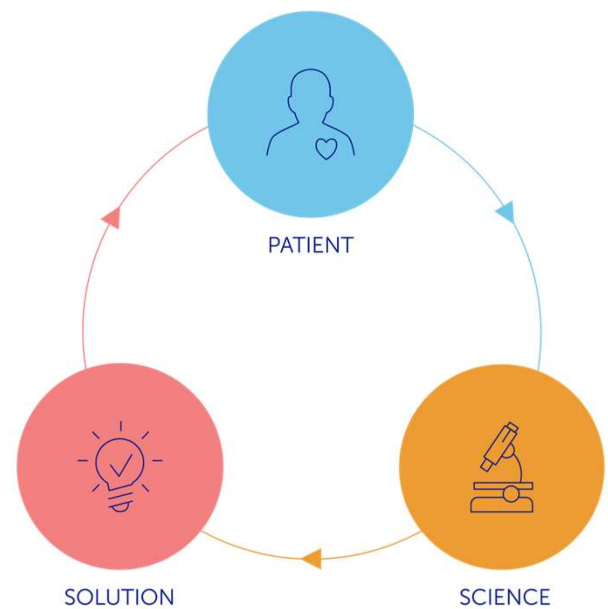
Our ambition is to be the patient-preferred biopharma leader, creating patient value for specific populations through unique outcomes, the best experience and improving as many of these lives as possible.

- Global biopharmaceutical company with **95+ years of dedication** to our stakeholders: People living with severe diseases, employees, communities we live in, the planet, shareholders
- 8 700* employees world-wide
- Powered by scientific excellence and pioneering research
- Industry-leading R&D productivity**

Key for UCB is innovation: relentless drive to bring innovative medicines

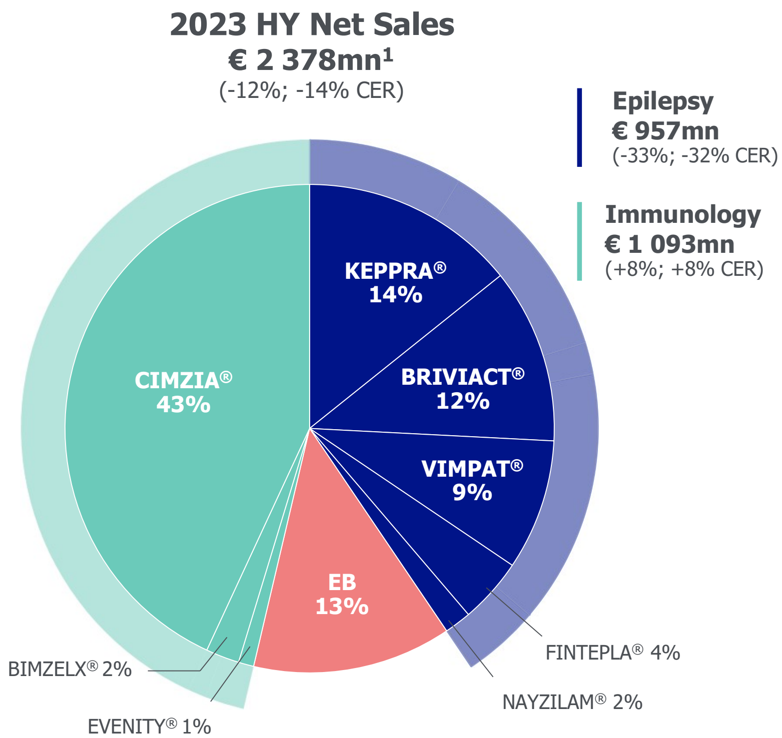
We bring our **portfolio of solutions** to people living with severe diseases

CIMZIA®
VIMPAT®
KEPPRA®
BRIVIACT®
NAYZILAM®
EVENITY®
FINTEPLA®
BIMZELX®
RYSTIGGO®
ZILBRYSQ®



*Data as of 31st of December 2022; **CMR Benchmark (PDM): Success rates NBE & NCE lead indications (2013-2022) End-to-end success rate 3x higher than industry benchmark

The Coming Period of Growth is Built on a Solid Foundation



CIMZIA®	Peak sales guidance of € >2bn achieved ahead of time Volume growth ahead of anti-TNF market thanks to differentiation No biosimilar competition expected before 2027
KEPPRA®	Stable contribution 10+ years after loss of exclusivity
BRIVIACT®	Continued double-digit growth On track to meet peak sales guidance of € >600mn by 2026
VIMPAT®	Peak sales guidance of € 1.5bn achieved Generic erosion impact mostly absorbed

CER = Constant exchange rates; EB = Established Brands;
[1]Net sales include € 18mn designated hedges reclassified to net sales; Before this reclassification: Net sales -15%

Five Growth Drivers for a Decade+

EVENITY® (romosozumab) injection

Coverage	WW
Disease area	Postmenopausal Osteoporosis (PMO)
Prevalence	1/3 women >50yr[1]

Bimzelx® (bimekizumab)

Coverage	WW*
Disease area	PSO, PsA, r- & nr-axSPA, HS
Prevalence	PSO: ~ 3%-5% HS: ~1% PsA: ~ 1% axSpA: ~ 1%
Peak Sales Guidance	At least € 4bn

Fintepla® (fenfluramine)

Coverage	WW
Disease area	DS, LGS
Prevalence	DS: ~12k-15k | LGS: ~60k-100k
Peak Sales Guidance	At least € 800mn by 2027

RYSTIGGO® (rozanolixizumab-noli)

Coverage	WW
Disease area	generalized Myasthenia Gravis (gMG)
Prevalence	~10-45 cases / 100 000

ZILBRYSQ® (zilucoplan) Injection

Coverage	WW
Disease area	generalized Myasthenia Gravis (gMG)
Prevalence	~10-45 cases / 100 000

[1] International osteoporosis foundation *WW: BIMZELX approvals vary by country, by indication
WW = Worldwide; PMO = Post-Menopausal Osteoporosis; PSO = Psoriasis; PsA=Psoriatic Arthritis; r- & nr-axSpA = radiographic & non radiographic axial spondyloarthritis; HS = Hidradenitis Suppurativa; gMG = generalized Myasthenia Gravis; DS = Dravet Syndrome; LGS = Lennox-Gastaut Syndrome

Five Growth Drivers for a Decade+

APPROVAL TRAJECTORY

EVENITY® (romosozumab) injection

Bimzelx® (bimekizumab)

PSO, ex-US

Fintepla®

Bimzelx® (bimekizumab)

PSO, US and PsA & r- & nr-axSpA, ex-US

RYSTIGGO® (rozanolixizumab-noli)

ZILBRYSQ® (zilucoplan) Injection

2019

- **First new** osteoporosis approval since 2010
- **Paradigm change** in treating PMO
- **2023: Market leader** in the bone-builder market

2021

- **First and only IL-17A and IL-17F** inhibitor approved
- **10 consecutive positive Phase III** studies, including 3x **superiority** in PSO
- **2023:** Dynamic IL-17 **market leadership** in major regions two years after launch[1]

2022

- **Unique and dual mode of action** with antiseizure and non-seizure effects
- **New standards** for Dravet syndrome, and early treatment
- Contributing to **strong heritage and leadership in epilepsy**

2023

gMG leadership ambition with a **portfolio approach**:

- RYSTIGGO®: **First** agent for both **anti-AChR and anti-MuSK antibody-positive gMG**
- ZILBRYSQ®: **First, once-daily** subcutaneous **C5 inhibitor**

PMO = Post-Menopausal Osteoporosis; PSO = Psoriasis; PsA=Psoriatic Arthritis; r- & nr-axSpA = radiographic & non radiographic axial spondyloarthritis; gMG = generalized Myasthenia Gravis
[1]Dynamic market: Market share among switch and new patients; Major regions: EU, Japan, Canada – US only launched in Nov 2023

Innovative Clinical Pipeline, Focus on Areas of Expertise

News flow for all trials in 2024 expected

	PHASE 1	PHASE 2	PHASE 3	TOPLINE RESULTS TIMING	KEY FACTS
rozanolixizumab (FcRn inhibitor)					
MOG-antibody disease				H2 2024	Targeted FcRn inhibition in a population that has a severe brain inflammation and has no approved treatment options
Autoimmune encephalitis				H1 2024	Targeted FcRn inhibition potentially reducing seizure activity
Severe fibromyalgia syndrome				H2 2024	Severe and debilitating pain disorder affecting ~2-3% of population; pathogenic IgG antibodies may drive sFM
fenfluramine (5-HT agonist)					
CDKL5 deficiency disorder				H2 2024	Ultra-rare, severe developmental epileptic encephalopathy with onset in early infancy, high unmet need, and limited treatment options
doxecitine and doxribtimine (nucleoside therapy)					
TK2 deficiency disorder				Submissions begin mid-2024	Mitochondrial disease with currently no treatment options; MT1621 could hold the potential of extending survival
dapirolizumab pegol (anti-CD40L antibody)					
Systemic lupus erythematosus*				Mid-2024	Addressing heterogenous patient population lacking rapid, effective, and durable control of inflammation
STACCATO® alprazolam (benzodiazepine)					
Stereotypical prolonged seizures				H1 2024	Potential for rapid cessation of an ongoing single seizure
bepranemab (anti-tau antibody)					
Alzheimer's disease**				H2 2024	Antibody; potentially disease-modifying therapy by slowing down disease progression
minzasolmin (α-syn-misfolding inhibitor)					
Parkinson's disease***				Q4 2024	Oral, small molecule; potentially disease-modifying therapy by slowing down disease progression
UCB9741					
Atopic dermatitis	Ph-1b			H2 2024	Skin condition with significant impact on quality of life beyond dry skin & itching; patients are often not well-controlled
UCB1381					
Atopic dermatitis	Ph-1b			Q4 2024	Skin condition with significant impact on quality of life beyond dry skin & itching; patients are often not well-controlled

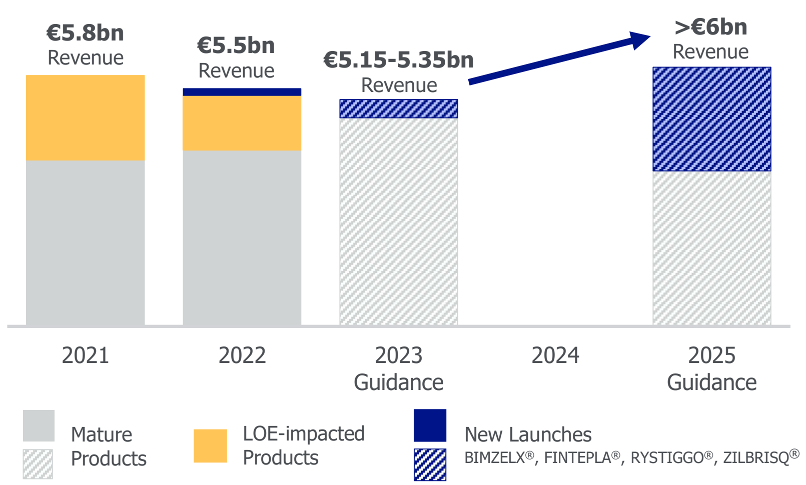
*in partnership with Biogen; 1st phase 3 study; **in partnership with Roche / Genentech; ***in partnership with Novartis; 5-HT = 5-hydroxytryptamin or serotonin; α-syn = alpha-synuclein; CD40L = CD40 ligand; C5 = complement component 5; CDKL5 = cyclin-dependent kinase-like 5; H = half-year; IL = interleukin; FcRn - Neonatal fragment crystallizable receptor; MOG - myelin oligodendrocyte glycoprotein; Q = quarter; TK2d = thymidine kinase 2 deficiency; sFM = severe Fibromyalgia. Assets not currently approved by any regulatory authority.

2025 Guidance is Next Milestone After Reaching Inflection Point at HY23

Financial Guidance 2025:

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

2025 How We Get There...



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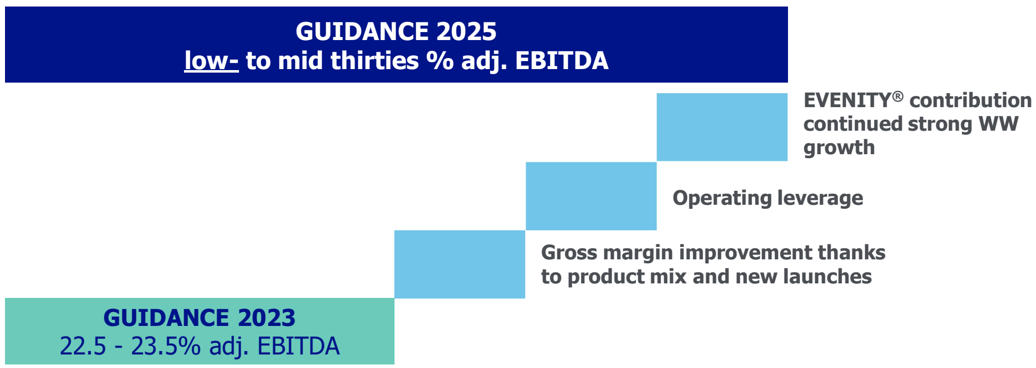

FOR ILLUSTRATION ONLY

LOE = Loss of exclusivity; adj. EBITDA = adjusted Earnings before Interest Taxes Depreciation & Amortization; WW = Worldwide

Entering a Growth Phase With Five Growth Drivers for a Decade+

UCB's Building Blocks for a Decade+ Growth:

Pioneering Innovation

Deliver differentiated solutions with unique outcomes for patients

Leveraging Core Strengths

- Solid foundation of current core strategic products
- Excellence in execution, invest behind the launches
- Disciplined resource allocation

Unleashing Growth

Maximize potential of our 5 new growth drivers…

EVENITY®, FINTEPLA®, BIMZELX®, RYSTIGGO®, ZILBRYSQ®

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