



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

## Reliable Manufacturing and Supply Chain

The development and supply of medicines is a complex and highly regulated process, which requires a strong Quality Management System (QMS) ensuring the quality, safety and efficacy of drugs, devices, and combination products throughout all stages of the product lifecycle. Manufacturing is at the heart of this process, with accurate, reliable and consistent processes ensuring the continued availability of high-quality medicines which meet government standards around the world.

A resilient supply chain is vital to prevent shortages and ensure that patients have access to the medicines they need, when they need them. UCB must consistently anticipate, adapt, and ensure the supply of medicines to patients by addressing increasing supply variability, disruptions, sourcing risks, capacity constraints, and growing regulatory pressures.

### UCB's Values

As a company, we recognize that we have the moral duty and social obligation to make responsible decisions that guarantee both human and environmental health. Creating a stable and agile organization has been fundamental to UCB's success. Sustainability is at the core of everything we do. This includes Environmental Sustainability, Health & Safety, Ethics and Compliance as well as ensuring long-term Access for patients who need our medications. Our understanding of sustainability extends to our quality and supply chain. Our goal is that by 2030, all patients who need our medicines in countries where we operate have access to them, which means ensuring the long-term sustainability of our treatments.

We take our responsibility seriously and understand the importance of a robust supply chain end to end including reliable manufacturing processes to develop and deliver safe and effective medicines to our patients. We understand the serious impact that any disruptions could have on the patients we serve and believe that preparedness and anticipation are essential.

### UCB's Approach

Our processes and governance safeguard our commitment to deliver reliable, effective and safe treatments to the patients we serve. Key to this are our continuous improvement and our resilient approaches which involve our internal manufacturing sites and close work with our trusted external partners. We collaborate with and oversee trusted partner manufacturing sites to ensure we meet our legal obligations for quality standards around the world. Further, we collaborate closely with our partners across the whole supply chain, both upstream and downstream.

As an Industry, we face growing supply complexity and emerging risks. At UCB, we closely monitor these risks and integrate them in the design and evolution of our Product and Supply Resilience, driven by robust Risk Governance. UCB is agile in our response to threats, embracing change and preparing ourselves to effectively manage an evolving external environment through a robust Risk





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

management framework and business continuity capabilities. Everything we do is underlined by our ambition to design processes which ensure the best possible product quality, safety, and benefit risk profile for patients, while reducing our environmental footprint.

## Quality of Medicines

At UCB, while we produce in-house for some key manufacturing steps of our medicines, we chose to work with key trusted partners for a significant part of our production activities. We select them for their experience and expertise in medicines production, to support us in achieving our goals to improve production capacity, or for their technical capabilities. Additionally, our vendors are selected for their strict adherence to high-quality standards and Regulatory standards. Whether we directly produce a treatment in one of UCB's manufacturing sites or ~~work~~ collaborate with external partners, continuous patient access to safe medicines is at the core of our decision-making.

All manufacturing activities, whether they are internal or external, are operated under a strong and continuously improving Quality Management System (QMS), that ensures the delivery of products with the quality attributes required to meet the needs of patients, health care professionals, regulatory authorities, and other internal or external customers. When working with external partners in manufacturing, we deploy a strict monitoring and auditing process, which includes pre-approval assessments, operational oversight, and auditing. We have cross-functional Vendor Management Teams who work directly with our partner sites and are responsible for ensuring UCB standards are upheld, overseeing and ensuring Quality of the activities performed by the vendor.

## Supply Chain

Our resilient product portfolio & network relies on our ability to anticipate and adapt in a structural way to enable sustainable growth. We do this to continue to supply and innovate for patients, enabling UCB to face external pressures and disruptions, internal challenges, and to capture new opportunities.

We are continuously making our supply chain more resilient through improved Stocking strategies, flexible Capacities, Strategic Sourcing, Physical Asset management integrating safety and continuity of operations, optimized Logistics, strong Partnerships, and Sustainable practices and Talent development.

Transversal capabilities to sense, predict, and respond to supply discontinuity risks, secure agility in responding to changes:

- **Sense:** We are aware of the events in and around our supply network and we have strong links and good communication with our upstream and downstream partners
- **Predict:** We forecast the potential impact of events, looking into simulations, and scenario planning.





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

- **Respond:** At UCB, we apply data-driven inventory strategies across different nodes in our supply network and building collaborative and value-driving relationships with our partners upstream and downstream.

At UCB, we believe the best way to have a positive impact on society is to engage with our partners and integrate into our supply chain requirements, specifications and criteria which are in line with our environmental strategy.

We have a deep partnership with EcoVadis which helps us assess the environmental, societal and governance performance of our key suppliers, holding them to high standards.

As part of UCB's climate targets, we hold a carbon reduction program as part of our Net Zero commitments, with our suppliers advocating for The Science Based Targets approach developed by the CDP, UN Global Compact, WRI, the We Mean Business Coalition and WWF. We also leverage the collective influence and expertise of peers by participating in several partnerships, such as the Responsible Health Initiative (RHI) and Pharmaceutical Supply Chain Initiative (PSCI) which both aim to improve the visibility, efficiency and sustainability impact of the global health supply chain.

