

Turning Strategy into Results

Jean-Christophe Tellier, CEO

44th Annual J.P. Morgan
Healthcare Conference
January 14th, 2026



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



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Performance Driven by Strength



Inspired by patients.
Driven by science.

Strong Growth Engine Built on Innovation

Strong Foundation



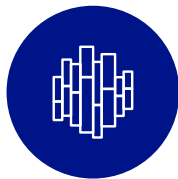
Global
biopharma
company



Legacy of
scientific
excellence



Sustainability
as business
approach



Listed on
Euronext
Brussels



Neurology



Immunology



>3.1 M patients
accessed our
solutions*



Present in
36
countries*



~9,300
employees*



R&D spend
29%
of revenue*

5 Growth Drivers



First and only
IL-17A & IL-17F inhibitor



First agent for anti-AChR+
& anti-MuSK+ gMG



First and only once-daily
subcutaneous C5 inhibitor



Foundational therapy in DS,
a recognized option in LGS



Only sclerostin-inhibitor &
leader in Bone-Builder



Agility and Resilience Supporting Growth

Continuous investment in **differentiated innovation** and **patient biology**

Investment in diverse platforms & modalities



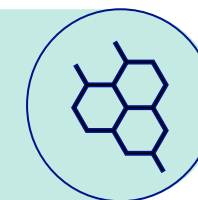
Biomanufacturing expansion to support **current portfolio** and **future pipeline**

~\$5bn U.S. investment in mammalian antibody plant; BIMZELX® in-house manufacturing launch

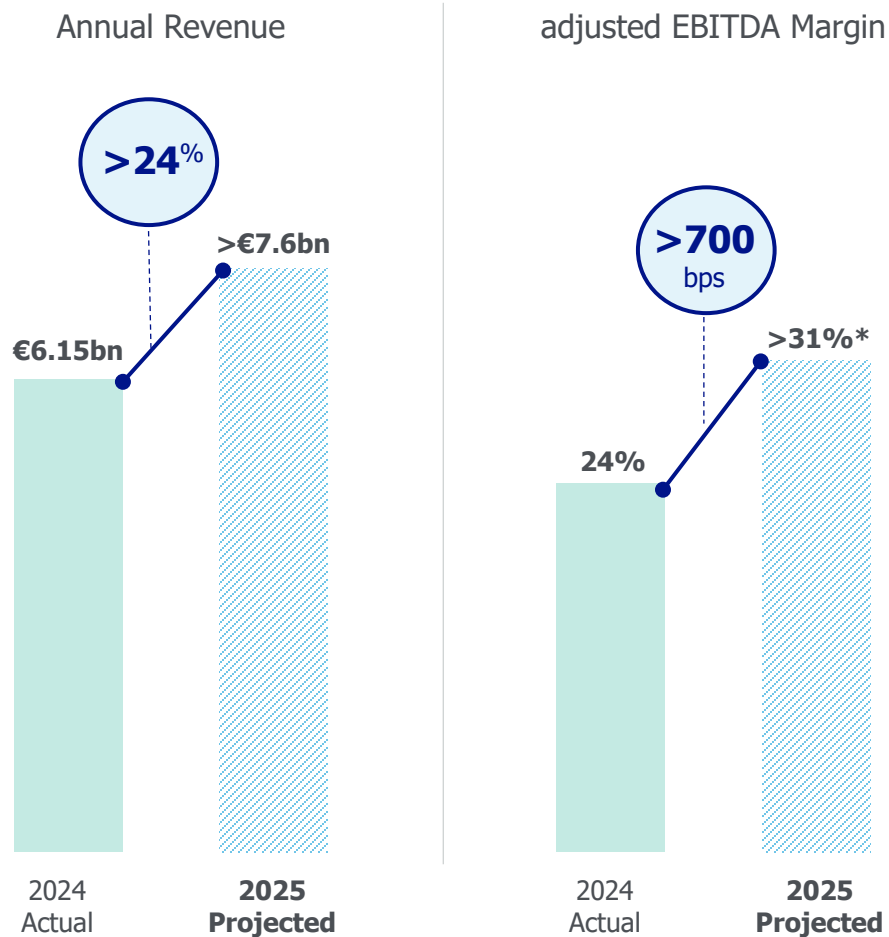


Inorganic growth as integrated part of our **strategy**

Strategic flexibility supporting proactive long-term planning



2025 Outlook Upgraded on Sustained Momentum



Powered by the **five growth drivers**, with **BIMZELX®** exceeding expectations through strong demand and favorable U.S. payer mix

Disciplined execution to sustain long-term growth, while absorbing the impact of **BRIVIACT® LOE** and **net pricing dynamics** in 2026

2026 Financial Guidance
at Constant Exchange Rate, to be provided on **26 February 2026**



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

*Excludes the benefit from a sale of established brands; LOE : Loss of Exclusivity.
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Strategy in Action



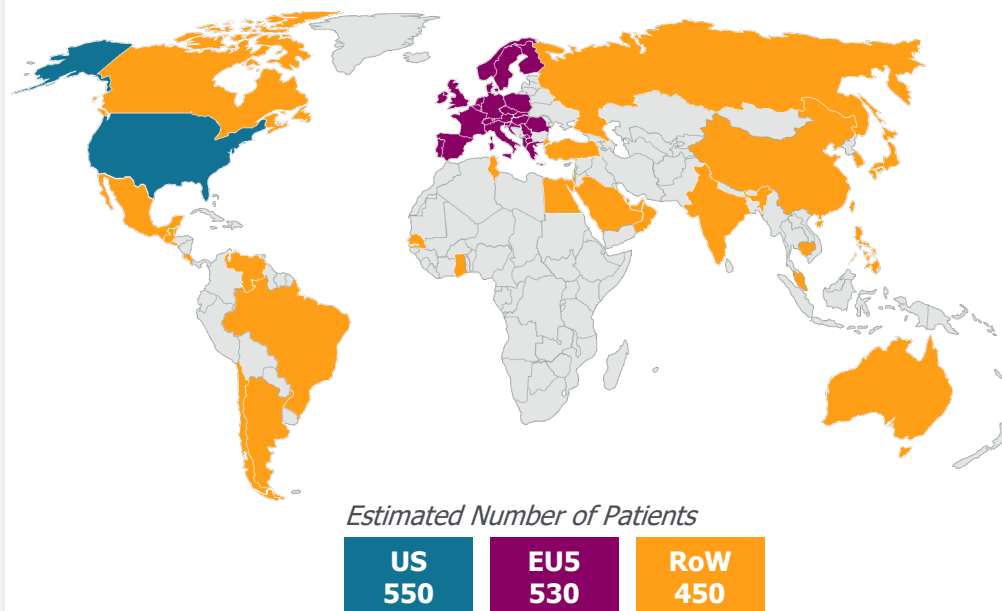
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UCB's Long-term Value Creation



Differentiated Innovation in Action

kygevvTM **first and only approved***
treatment for adult and pediatric patients
Thymidine Kinase 2 deficiency**



Deep disease-biology insight
targeting **high unmet need**

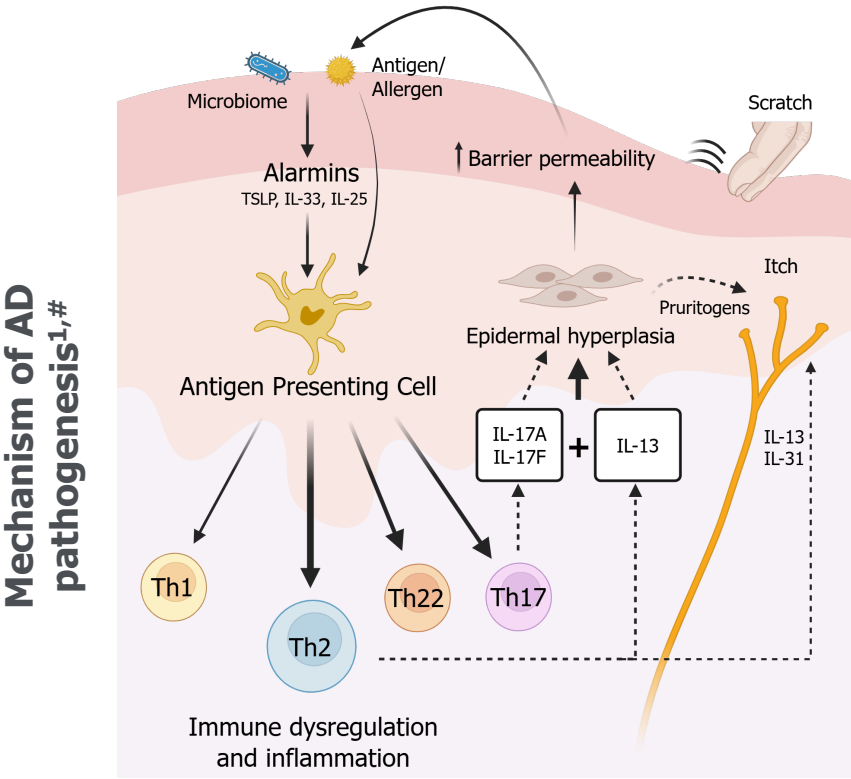
Strong **ecosystem partnerships**
with approvals supported by
real-world evidence alongside
pivotal trials

Agile commercial execution
leveraging partnerships

Differentiated Innovation in Action

galvokimig

first and only
IL-13 and IL-17A & IL-17F inhibitor



Multispecific antibody addressing disease heterogeneity **beyond Th2 biology**

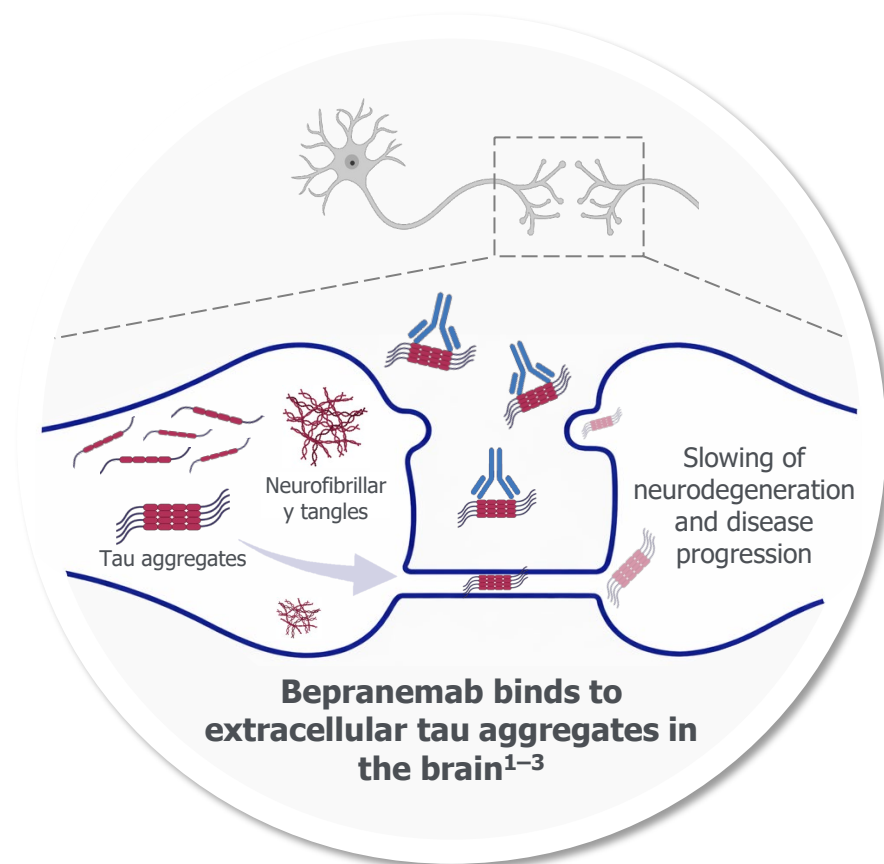
Encouraging **12-week skin-clearance** with an acceptable risk-benefit profile, supporting **differentiated potential**

PHASE 2B ONGOING: Defining optimal dosing and broadening the disease **opportunity beyond AD**

Differentiated Innovation in Action

bepranemab

Targeting pathological tau to transform the treatment of early Alzheimer's disease



Tau is the next frontier in Alzheimer's disease with disease care shifting to earlier intervention and biology-led treatment

Bepranemab is the first-ever tau antibody to slow clinical decline, with a well tolerated safety

Bepranemab's robust benefit in low-tau early disease in the TOGETHER Phase 2 trial paves a **clear development path forward**, with the potential to benefit millions of patients



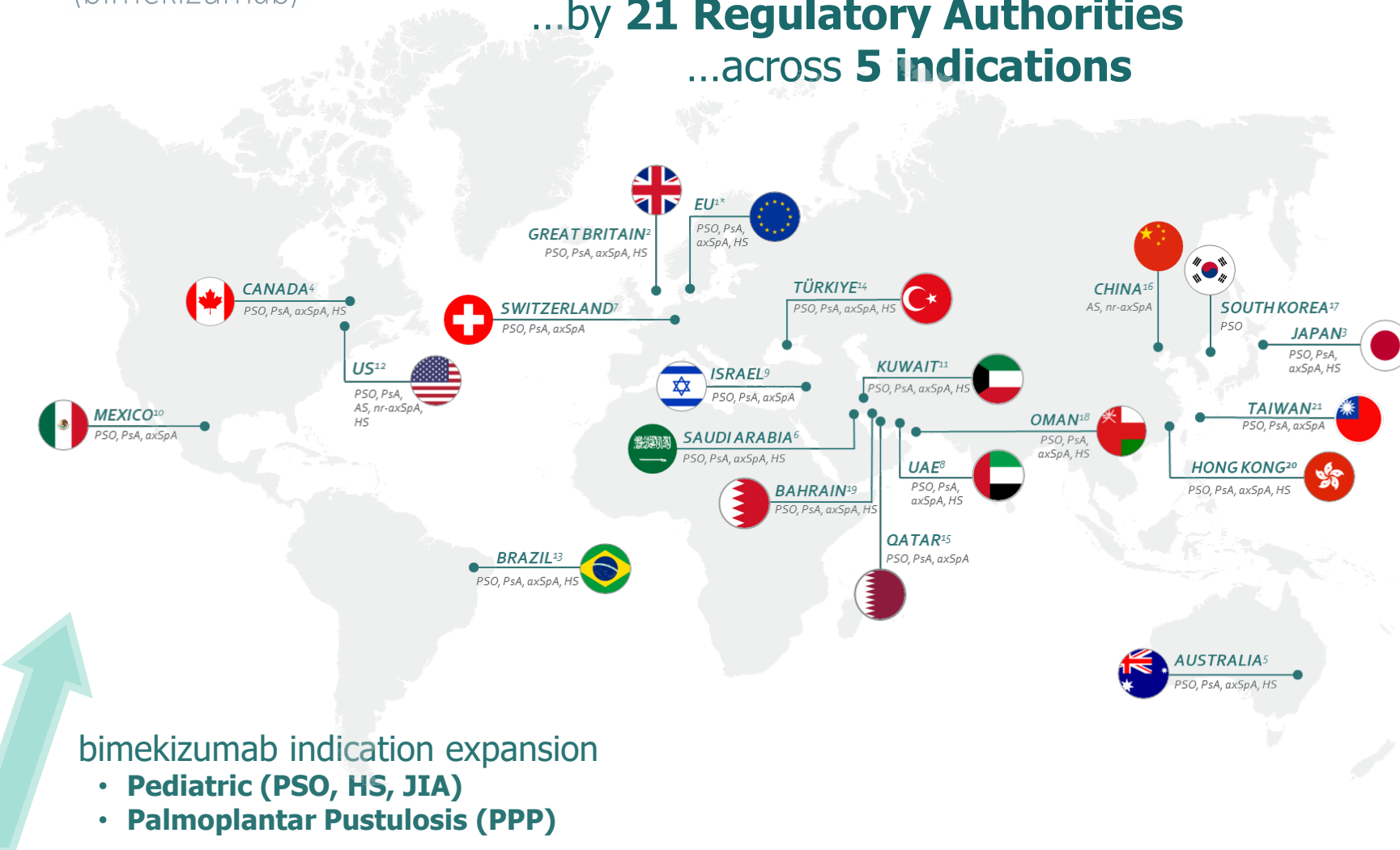
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Sources: 1. Yanamadra, et al., Neuron. 2013;80(2):402-414; 2. Courade et al. Acta Neuropathol. 2018; 136: 729-745; 3. Albert M et al. Brain. 2019;142: 1736-1750.
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Execution Excellence in Action



approved in **50 countries**
...by **21 Regulatory Authorities**
...across **5 indications**



bimekizumab indication expansion

- **Pediatric (PSO, HS, JIA)**
- **Palmoplantar Pustulosis (PPP)**

*EC approval extends to European Economic Area (EEA) countries of Iceland, Liechtenstein and Norway. 320mg dose / 2mL device approved in EU, GB, US, CA, JP, AUS, BR, and CH. Bimekizumab label information may differ across countries. Please check local prescribing information for additional guidance.
PSO = Psoriasis; HS = hidradenitis suppurativa; JIA = Juvenile idiopathic arthritis; PPP = palmoplantar pustulosis
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Execution Excellence in Action



Global BIMZELX Patient Reach



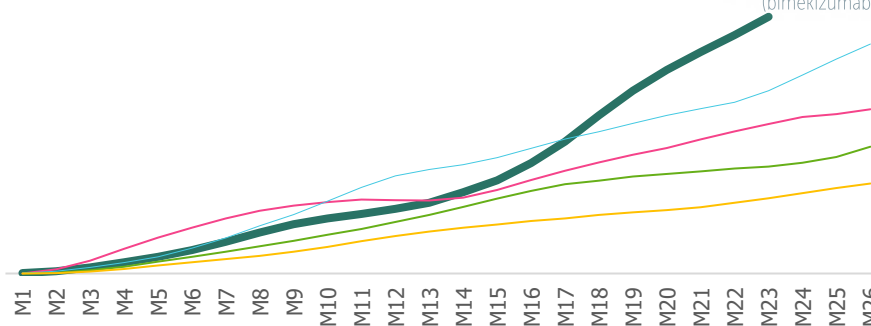
100,000
patients

With over 150,000 Patient-years of Exposure



Total BIMZELX Patients (R3M)*

Patient adoption outpacing analogues – all indications



BIMZELX Strategic Access Expansion 2026

+36M**

Additional lives

25% increase vs. 2025

≥80%

Commercial lives

& vast majority of Medicare & Medicaid patients

Execution Excellence in Action



>1.2M patients
Most Recent **approval in China** (December 2025)



Approved by 12 regulatory authorities
Robust, Consistent, Flexible



Approved by 10 regulatory authorities
Potent, Sustained, Empowered



Positive Phase 3 in **CDKL5 Deficiency Disorder** as 3rd DEE
Addition of RETT, **expanding our reach beyond epilepsy**



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M = million; DDE = developmental and epileptic encephalopathy
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A position of Strength

... Driving Growth for a Decade+

Differentiated innovation translating science into **new** and **targeted therapies**

Executing with **agility and resilience** to deliver future solutions for patients, **this decade** and **beyond**

Purpose-led performance, creating long-term value for patients, shareholders, employees, and the planet





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