



Environmental
information

Environmental information continued

Environmental sustainability policy overview

Description of key contents

The policy sets environmental principles and commitments for addressing climate change mitigation and resilience, developing sustainable medicines and safeguarding natural resources. The principles set in this global policy are implemented through local policies and standards.

Scope of policy

All UCB colleagues and partners worldwide, all UCB divisions, subsidiaries, affiliates and other entities operationally controlled by UCB, regardless of location.

Accountable for implementation

The Chief Financial Officer is the member of UCB Executive Committee sponsoring our environmental sustainability ambition and performance, in addition to the Head of Sustainability, Corporate Affairs & Risk. The Head of Environmental Sustainability is accountable for the implementation of the policy and ensures its periodic review.

Internationally recognized instruments

Aligned with the Paris Agreement and Science-Based Targets initiative (SBTi). The policy is also aligned with the ISO 14001 standard.

Availability

The policy is available at [UCB website](#) and intranet.

Climate change mitigation and adaptation E1

Impacts, risks and opportunities E1 SBM-3

Climate change

Sub-topic	IRO type	Time frame	Value chain	Description
Climate change mitigation	- Actual	●○○	◆	Release of GHG emissions (Scope 1 and 2) of UCB's own operations (fossil fuel for energy or company cars, electricity consumed).
	- Actual	●○○	↑ ↓	Release of GHG emissions (Scope 3) from upstream and downstream activities.
	R	●●○	↑ ◆ ↓	Failing to meet UCB's publicly stated net-zero commitments poses a reputational risk, especially as scrutiny intensifies around corporate environmental responsibility. Recent legal actions against companies for environmental harm highlight the growing accountability landscape and the importance of staying ahead of sustainability targets.
	R	●●○	◆	Market shift towards less carbon-intensive products and increased expectations from the healthcare industry for low-carbon products and operations.
Climate change adaptation	R	●●●	↑ ◆	Supply chain and manufacturing disruptions due to an increase in the frequency and/or severity of extreme temperatures, hurricanes, hailstorms, wildfires, focusing on water scarcity and flooding to UCB location as well as supplier.

+ Positive impact
 - Negative impact
 R Risk
 O Opportunity
 ●○○ Short term
 ●●○ Medium term
 ●●● Long term
 ↑ Upstream
 ◆ Own operations
 ↓ Downstream

Assessing climate-related risks E1 IRO-1

Climate-related risks, including both physical and transition scenario risks, are embedded into UCB's enterprise risk management framework. Different teams systematically evaluate the environmental impact of their business to embed environmental considerations into both day-to-day operations and strategic decisions. This ensures that "bottom-up" risks – including climate-related risks – are systematically identified, assessed and reviewed from financial, reputational and ESG perspectives. Each risk is scored on impact and likelihood, considering both "time to impact" and "time to act", and complemented by a "top-down/outside-in" view. To complement this internal assessment, UCB collaborates with external climate consultancies that perform scenario analysis aligned with TCFD guidelines (Task Force on Climate-related Financial Disclosures). The results of this scenario analysis are integrated into UCB's enterprise risk management (ERM) system.

2025 TCFD climate scenario analysis

In 2025, UCB updated its climate scenario analysis in line with TCFD recommendations. Supported by external experts and internal stakeholders, the assessment covered both physical and transition risks and opportunities across the short term (2030), medium term (2050) and long term (2075+), extending the scope from previous assessments (across more than 140 locations).

Physical risks were assessed using Shared Socioeconomic Pathways (SSP) scenarios (SSP1-2.6, SSP2-4.5, SSP5-8.5), and transition risks using Network for Greening the Financial System (NGFS) scenarios (Current Policies, Nationally Determined Contributions and Net Zero 2050). These scenarios span a wide range of plausible climate and policy pathways and are consistent with the macro-assumptions used in UCB's long-term planning. An initial screening identified 14 physical and eight transition risks and opportunities; each was analyzed and prioritized based on materiality, severity and likelihood, and the results are integrated into the ERM system.

Physical risks and operational resilience

The updated analysis confirms that UCB's most material physical exposures relate to flooding, storms and cyclones, and water stress and drought at selected manufacturing and R&D sites and in the supply chain. Three sites – Saitama (Japan), Bulle (Switzerland) and Braine-l'Alleud (Belgium) – were identified as exposed to physical risks such as cyclones/typhoons, landslides, subsidence or floods, depending on their geolocation. UCB manages these risks through mitigation measures such as dual-sourcing strategies for key materials where feasible, and site-specific mitigation measures, including water-efficiency projects and resilient infrastructure. Insights from the scenario analysis are used to inform decisions on major site investments, supply chain diversification, and infrastructure and equipment upgrades over the medium and long term.

Climate change mitigation and adaptation continued

Transition risks, opportunities and business model adaptability

Transition risks were evaluated at company level, reflecting their cross-site nature. Key drivers include evolving carbon-pricing mechanisms and climate policies, as well as regulatory and market changes affecting transportation and fossil-based raw materials. These developments could increase operating costs but also create opportunities, as healthcare systems increasingly expect medicines with a lower environmental footprint.

UCB's transition plan, aligned with the Science Based Targets initiative (SBTi) Net-Zero standard, and tools such as the Green Product Scorecard, help reduce emissions and guide innovation towards lower-impact products. The scorecard assesses environmental performance across the product life cycle to identify key impact drivers and reduction levers for R&D and manufacturing.

As a biopharmaceutical company, UCB's ability to adapt varies by the activity potentially affected by the risk. Adjusting or diversifying a contract manufacturer or logistics route away from a high-risk area is complex and will take several years but remains feasible. In contrast, changing the formulation of an approved medicine to replace a climate-exposed raw material is heavily constrained and often not realistic. These regulatory and operational constraints are considered alongside "time to impact" when selecting and sequencing response options.

Building strategic and financial resilience

Building resilience involves continuously integrating climate risks into core business processes. Climate-related risks and opportunities are thus increasingly integrated into UCB's strategy development, capital allocation and financial planning. Following the 2025 scenario analysis, UCB performed a financial quantification of a few physical and transition risks assessed as most material. For each risk, potential impacts on revenue, operating expenditure and capital expenditure were assessed under the three climate scenarios and across the 2030, 2040 and 2050 horizons where feasible. The work combines external climate indicators with internal data and expert judgment.

UCB intends to periodically repeat and refine this scenario analysis to reflect evolving science and regulation and to continue strengthening the resilience of its business model to climate change.

Climate transition plan **E1-1**

UCB is fully committed to achieving net-zero greenhouse gas emissions by 2045. Our science-based target encompasses:

- **Scope 1 emissions**, caused by energy combustion (gas, fuel) at UCB's sites and by UCB's car fleet worldwide, as well as fugitive emissions.
- **Scope 2 emissions**, caused by electricity consumed as an energy source at UCB's sites and purchased heat.
- **Scope 3 emissions**, including fuel- and energy-related emissions, treatment of the waste generated on-site, business travel and employee commuting (for colleagues who do not have a company car), upstream transportation and distribution of our raw materials and finished goods, upstream leased assets, and end-of-life treatment of UCB products' waste after their use.
- **Scope 3 emissions (Category 1)** from purchased goods and services (linked to UCB suppliers) – a category that represents above 75% of our total GHG emissions – which has a dedicated engagement target by 2028.

UCB's ten-year climate transition plan is fully embedded within our business strategy and financial planning. This covers all business needs to finance environmentally conscious investments (i.e., upgrade current infrastructure and equipment), operations required to decarbonize our value chain and plans to embed sustainable features in new investments (i.e., a green-by-design approach). UCB's energy decarbonization strategy focuses on reducing emissions across Scope 1, Scope 2 and upstream leased assets in Scope 3. This includes transitioning to 100% renewable energy by shifting to renewable electricity either through purchasing or production, reducing our needs for natural gas and shifting from natural gas to biogas.

This transition plan, along with its budget, has been fully endorsed by the Executive Committee. Financially, UCB's climate transition plan is supported by an annual capital and operational expenditure budget of about €8 million, adjusted annually according to current projects and needs. The plan is developed and validated through governance bodies such as the Environmental Sustainability Steering Committee (formed by the Global Head of Sustainability, Chief Financial Officer, Chief Procurement Officer, Head of Infrastructure, among others), which identify key initiatives, assess and prioritize them, and ensure overall consolidation before final approval.

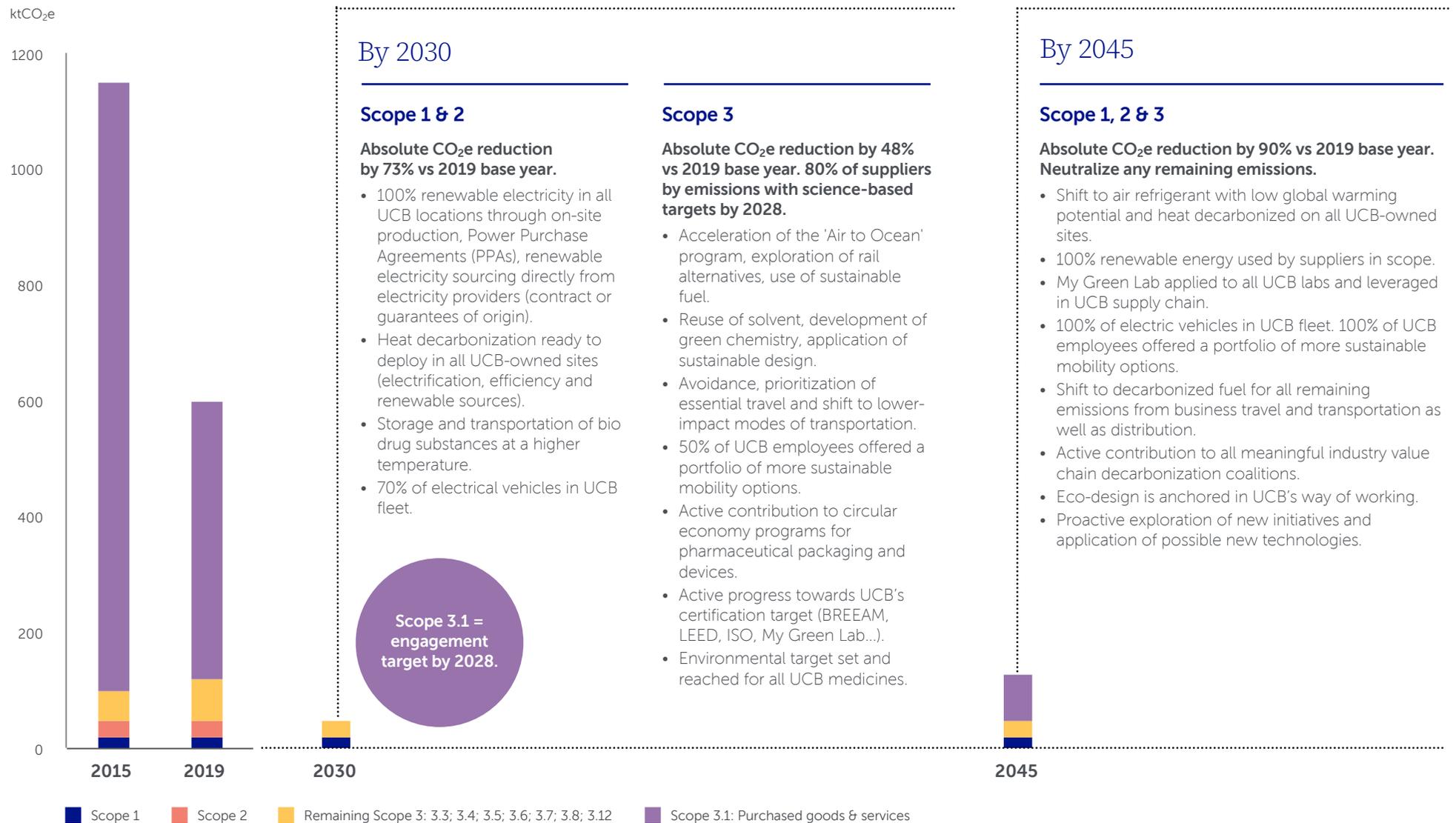
These amounts do not encompass all projects contributing to UCB's environmental transition; some investments are included in product or project-specific budgets. For instance, they don't include green-by-design buildings under UCB's LEED/BREEAM¹ certification program, which target at least 'Gold' or 'Very Good' ratings for new constructions and site renovations, helping to reduce locked-in emissions. Similarly, initiatives such as the development of the Green Product Scorecard and efforts to improve Process Mass Intensity (PMI) that support eco-design throughout product development are also not part of the climate transition plan budget.

UCB is not excluded from EU Paris-aligned benchmarks in accordance with the exclusion criteria stated in Articles 12(1) (d) to (g) and 12(2) of Commission Delegated Regulation (EU) 2020/1818 (Climate Benchmark Standards Regulation).

1. Leadership in Energy and Environmental Design/Building Research Establishment Environmental Assessment Method

Climate change mitigation and adaptation continued

Additionally, we pursue decarbonization through other levers as part of UCB's transition plan towards net-zero:



Climate change mitigation and adaptation continued

Policies E1-2

Our environmental policy emphasizes our commitment to climate change mitigation and adaptation through a climate change transition plan. This plan focuses on reducing GHG emissions, enhancing energy efficiency and promoting sustainable practices across the value chain from raw material sourcing to product disposal. We address both mitigation (reducing emissions) and adaptation (adjusting to the effects of climate change) strategies. We respect third-party standards and initiatives by setting net-zero targets aligned with the Paris Agreement and validated by the Science Based Targets initiative (SBTi).

Actions E1-3

Energy and related activities (Scopes 1, 2 and 3)

UCB continues to advance its transition toward renewable energy, addressing both electricity and gas consumption across global sites. Our decarbonization strategy is guided by a fundamental principle: we focus on improving efficiency first, followed by transitioning to cleaner energy sources. This means we prioritize reducing consumption through energy audits, optimized HVAC (heating, ventilation and air conditioning) systems, heat recovery projects, and environmental management tools that provide structured visibility into equipment performance and guide investment decisions. We also maintain our commitment in laboratories through the My Green Lab certification program.

We are progressively reducing our reliance on fossil-based natural gas through different opportunities. This includes connecting to local renewable steam networks where available and exploring on-site heat production projects using biomass and geothermal energy at sites with sufficient potential. We are also increasing the use of biogas sourced via certificates, produced exclusively from waste. Our ambition is to reach 100% biogas coverage for Scope 1 emissions by 2030.

To support the shift to renewable electricity, UCB combines sourcing from certified renewable options, on-site generation and long-term market commitments.

In this context:

- In 2023, UCB signed a physical Power Purchase Agreement (PPA) for our Belgium site.
- To reinforce the long-term robustness of our renewable electricity sourcing, UCB signed a Virtual Power Purchase Agreement (VPPA) in 2024 as part of the Energize coalition, a cross-industry initiative supporting corporate access to renewable energy. This agreement enabled the development of new solar infrastructure in Europe and will contribute additional renewable capacity to the grid once operational in 2026.

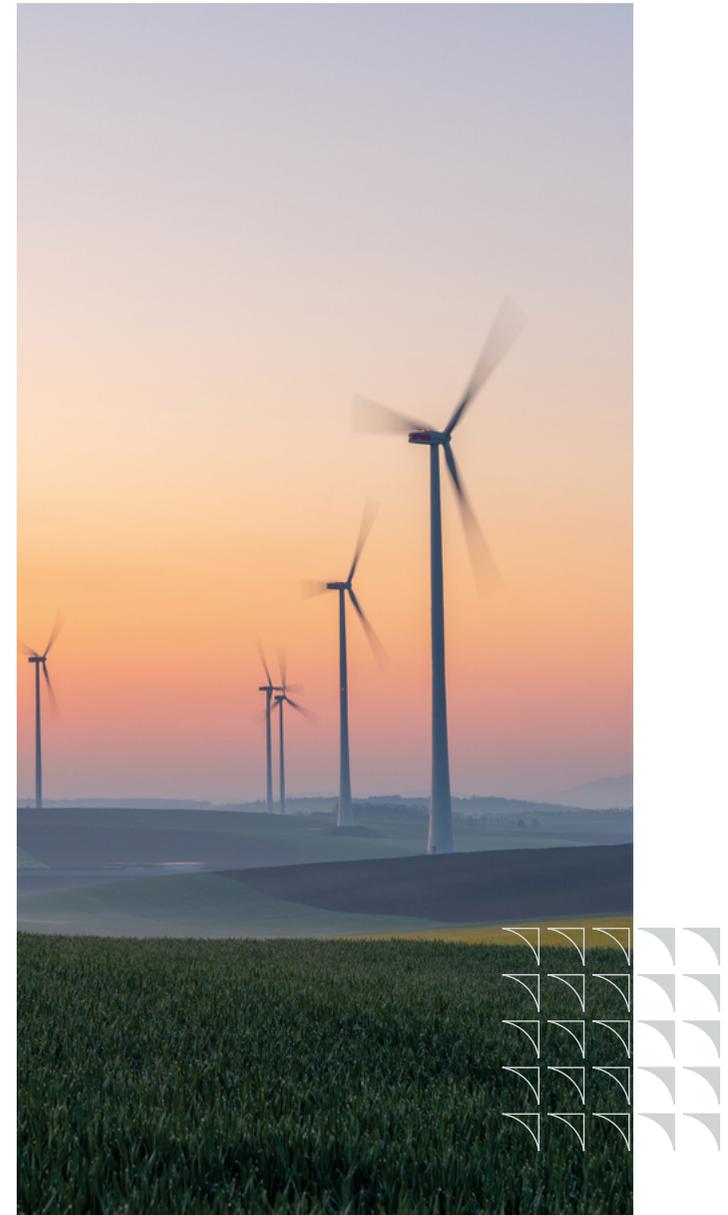
Car fleet (Scope 1)

UCB is accelerating the transition of its company car fleet to electric vehicles (EV) as part of its broader decarbonization strategy. Our ambition is to achieve 70% electric vehicles by 2030. To reach this goal, we are developing a country-level strategy and prioritizing deployment in markets with favorable charging infrastructure and conditions for EV adoption. To support this transition, we are installing charging stations in the offices where infrastructure allows and promoting employee awareness programs to encourage adoption.

Responsible sourcing (Scope 3)

UCB works with suppliers, including contract manufacturing organizations (CMOs), to accelerate their transition to low-carbon operations, focusing on those representing 80% of our purchased goods and services carbon footprint. We apply selection criteria prioritizing suppliers with science-based targets and embedding sustainability clauses in contracts. UCB is also digitalizing its CO₂e data collection, refining calculations from spend to product footprint for better supplier differentiation.

Through its Supplier Recognition Program, UCB acknowledges suppliers that demonstrate ambitious climate targets and integrate sustainability practices.



Climate change mitigation and adaptation continued

In 2025, we held a Supplier Sustainability Campaign that brought together around 100 suppliers to advance responsible sourcing and reinforce our collaborative approach. To support suppliers in their decarbonization journey, we also provide tools, guidelines and engagement opportunities, complemented by participation in key industry initiatives:

- **Energize:** A collaboration of pharma peers to accelerate renewable electricity adoption through training and joint VPPA in EU and U.S..
- **Activate:** A global program helping Active Pharmaceutical Ingredients (API) manufacturers develop decarbonization roadmaps and track measurable sustainability improvements.
- **Converge:** Enables laboratory suppliers to monitor and manage sustainability performance, improve transparency and implement effective carbon reduction planning.

Lower-carbon distribution (Scope 3)

Our expanded "Air to Ocean" program aims to shift more distribution to sea-freight transport and assess the feasibility of extending this to rail transportation. In 2025, we successfully validated the maritime shipment of products requiring controlled temperatures (+2°C to +8°C). This achievement ensures product integrity throughout ocean transport and enables us to extend sea freight to a broader range of our portfolio.

Additionally, we continue to explore the acquisition of Sustainable Aviation Fuel (SAF) certificates as a complementary solution for air shipments when these remain necessary.

Employee mobility (Scope 3)

We are committed to embedding a sustainable mobility mindset into UCB's culture and encouraging behavioral change in commuting, company car fleet and business travel. These changes require time and a shift in mindset.

To enable this transformation, we are reinforcing governance structures and integrating mobility objectives into our corporate objectives, making responsible mobility a shared priority across the organization. In 2025, we updated our travel policy to promote intentional travel by reducing non-essential trips, limiting air travel for destinations reachable within three hours by rail, and encouraging virtual collaboration. In addition, we are piloting an inclusive, site-specific approach that combines data and employee personas to design tailored mobility plans for each location.

Targets E1-4

Our 2030 near-term targets include:¹

- Reducing absolute Scope 1 and 2 GHG emissions by 73% from a 2019 base year.
- Reducing absolute Scope 3 GHG² emissions by 48% from a 2019 base year.
- Having 80% of our purchased goods and services suppliers, by emissions, with science-based targets by 2028.

For 2026, we have the target of decreasing by 4% our Scope 1, 2 and 3 (except 3.1) emissions compared to 2025 and for 80% of our suppliers, by emissions, to have science-based targets.

Our long-term ambition by 2045 is to reduce absolute Scope 1, 2 and 3 GHG emissions by 90% compared to the 2019 base year. UCB also committed to neutralizing any residual emissions once we reach our reduction target, ensuring net-zero emissions.

Our GHG emission inventory boundaries are fully aligned with the GHG Protocol and SBTi requirements. Additionally, our target setting adheres to the 1.5°C framework, ensuring that climate goals are consistent with the global ambition to limit temperature rise and support a transition to net-zero emissions. UCB's targets have been validated by the SBTi to ensure our baseline value and target coverage is representative of the activities covered and accounts for influences from external factors. This validation process includes the review of the baseline, GHG emission inventory, target coverage, target date and alignment with climate science, specifically the 1.5°C framework.

1. The target boundary for scope includes land-related emissions and removals from bioenergy feedstocks.

2. These include fuel- and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, upstream leased assets, and the end-of-life treatment of sold products.

Climate change mitigation and adaptation continued**Metrics****Energy consumption and mix** E1-5

	2024	2025
Fuel consumption from coal and coal products (MWh)	0	0
Fuel consumption from crude oil, petroleum and other fossil sources (MWh)	838	737
Fuel consumption from natural gas (MWh)	20 506	43 131
Energy (electricity) from other fossil fuel sources (MWh)	2 277	2 059
Consumption of self-generated non-renewable energy (MWh)	1 994	1 977
Consumption of purchased or acquired electricity, heat, steam and cooling from fossil sources (MWh)	23	72
Total fossil energy consumption (MWh)	25 637	47 977
Share of fossil sources in total energy consumption (%)	13.0%	22.8%
Consumption from nuclear sources (MWh)	1 089	1 079
Share of consumption from nuclear sources in total energy consumption (%)	0.5%	0.5%
Fuel consumption for renewable sources, including biomass (MWh)	78 000	63 000
Consumption of purchased or acquired electricity, heat, steam and cooling from renewable sources (MWh)	80 946	83 485
Consumption of self-generated non-fuel renewable energy (MWh)	11 384	14 785
Total renewable energy consumption (MWh)	170 330	161 270
Share of renewable sources in total energy consumption (%)	86.4%	76.7%
Share of renewable sources in total electricity consumption (%)	100%	100%
Total energy consumption (MWh)	197 057	210 326

Energy intensity per net revenue

	2024	2025
Total energy consumption per net revenue (MWh/m€)	34.7	28.1

In 2025, UCB maintained 100% renewable electricity coverage across all manufacturing sites, owned offices and laboratories, while further strengthening the resilience of its renewable electricity sourcing through a diversified mix of sourcing approaches. The majority of renewable electricity (around 70%) is supplied through direct green supply contracts. Additionally, around 15% is sourced via power purchase agreements and around 14% is covered through Renewable Energy Certificates (for the U.S. and Brazil offices, leased laboratories and the Saitama site). A small share is self-generated through solar panels installed on UCB-owned buildings where structurally feasible.

UCB also continued to reduce thermal energy emissions across its main manufacturing sites by prioritizing optimization and efficiency measures. Progress toward renewable heat solutions advanced through on-site projects such as biomass and geothermal systems. Although these efforts are ongoing, the share of renewable energy in our energy mix decreased in 2025 due to a lower proportion of biomethane certificates. Nevertheless, we remain firmly committed to our long-term transition away from natural gas.

Accounting policy

Data on electricity, gas and fuel consumption is gathered through energy invoices for all our manufacturing sites, laboratories and offices of more than 500m², ensuring accuracy and completeness. For offices of less than 500m² and following a materiality approach, we estimate energy consumption based on activity, geographical and square footage data.

Renewable electricity is consolidated through a combination of measurement of self-produced renewable electricity, direct purchase from suppliers via contractual agreements, Power Purchase Agreements and renewable electricity certificates, which cover all aspects of our renewable electricity consumption. Additionally, our biomethane consumption is verified through the acquisition of biomethane certificates, completing the renewable energy scope.

Nuclear energy consumption is measured by analyzing the energy mix of locations where our operations are based, and calculating our share of nuclear energy from the electricity sourced from the grid.

Net revenue from high climate impact sectors to calculate energy intensity is aligned with the turnover numerator for the EU Taxonomy disclosure for activities connected to the manufacturing of medicinal products. The specific lines from the financial statement for reconciliation are: Net sales before hedging (€ 7 294 million) + Contract manufacturing sales (€ 184 million) + Milestones received by UCB relating to UCB products already sold on the related markets (€ 9 million) = Net revenue from activities in high climate impact sectors (€ 7 487 million). Net revenue from activities in high climate impact sectors (€ 7 487 million) + Designated hedges reclassified to net sales (€ 94 million) + Royalty income and fees (€ 88 million) + Other revenue than contract manufacturing and milestones received related to UCB products already sold on the related markets (€ 35 million) = Total net revenue in accordance with IFRS 15 (€ 7 704 million).

Climate change mitigation and adaptation continued

GHG emissions E1-6

	Baseline value	2024	2025	Annual % target/ Base year
Gross Scope 1 GHG emissions (tCO₂e)	44 059	21 718	22 194	-49.6%
Stationary combustion (gas and fuel)	27 171	5 655	8 863	-67.4%
Mobile combustion (car fleet)	12 982	12 867	10 346	-20.3%
Fugitive emissions	3 905	3 196	2 986	-23.5%
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	24%	42%	39%	—%
Gross location-based Scope 2 GHG emissions (tCO₂e)	20 056	16 291	16 238	-19.0%
Gross market-based Scope 2 GHG emissions (tCO₂e)	5 316	5	15	-99.7%
Total Gross indirect (Scope 3) GHG emissions (tCO₂e)	568 003	769 143	849 796	49.6%
1 Purchased goods and services	469 714	692 013	776 696	65.4%
2 Capital goods	—	—	—	—%
3 Fuel- and energy-related activities	11 167	9 129	9 038	-19.1%
4 Upstream transportation and distribution	39 512	30 443	27 953	-29.3%
5 Waste generated in operations	1 155	1 568	1 986	72.0%
6 Business travel	31 016	24 873	24 312	-21.6%
7 Employee commuting	10 763	7 562	6 809	-36.7%
8 Upstream leased assets (location-based)	2 044	821	985	-51.8%
9 Downstream transportation and distribution	—	—	—	—%
10 Processing of sold products	—	—	—	—%
11 Use of sold products	—	—	—	—%
12 End-of-life treatment of sold products	2 630	2 733	2 017	-23.3%
13 Downstream leased assets	—	—	—	—%
14 Franchises	—	—	—	—%
15 Investments	—	—	—	—%
Total GHG emissions (location-based) (tCO₂e)	632 118	807 152	888 228	40.5%
Total GHG emissions (market-based) (tCO₂e)	617 378	790 866	871 574	41.2%
Total GHG emissions (market-based) (tCO₂e) except of 3.1	147 664	98 853	94 878	-35.8%

GHG intensity per net revenue

	2024	2025
Total GHG emissions (location-based) per net revenue (tCO ₂ e/m€)	131.2	114.7
Total GHG emissions (market-based) per net revenue (tCO ₂ e/ m€)	128.5	112.6

GHG supplier engagement

	2024	2025
% suppliers (by GHG emissions) having science-based target	67.8%	77.6%

In 2025, we delivered strong progress, achieving our -4% reduction target for total emissions across Scopes 1, 2, and 3 (excluding 3.1), confirming that our decarbonization trajectory remains robust and aligned with our strategic ambitions. Scope 1 emissions increased, reflecting the phased nature of our roadmap, where major project-driven reductions occur in steps rather than through linear annual declines. Despite this variability, our long-term pathway remains consistent with our 2030 objectives.

Scope 2 emissions remained stable, underscoring the sustained impact of our transition to 100% renewable electricity – achieving our 2030 target ahead of schedule. Emissions from our vehicle fleet continued to improve, supported by the accelerating shift toward electric vehicles across Europe, particularly in Belgium.

Climate change mitigation and adaptation continued

We also recorded a decline in Scope 3 emissions (excluding 3.1), driven primarily by improvements in Transportation and Distribution. Despite higher shipment volumes, emissions fell due to the expansion of our "Air to Ocean" program, which shifts air freight to sea freight. In 2025, we shipped 50% of the volumes eligible for sea freight (excluding road and rail), marking a significant milestone. The qualification of three additional controlled-temperature routes (2–8°C) further demonstrates the program's scalability and reinforces our confidence in decoupling operational growth from climate impact.

Positive signals also emerged in employee mobility: business travel stabilized and became more controlled, and improved data on commuting patterns enabled more accurate evaluation and analysis of associated emissions. End-of-life greenhouse gas emissions decreased by 26% year-on-year, primarily due to the strategic divestment of elements of the neurology and allergy portfolio.

On our supplier engagement target, we achieved a solid result with 77.6% of suppliers (by GHG emissions) now having climate science-based targets, which is above our 2025 target. This progress is essential for achieving long term absolute reductions in Purchased Goods and Services. Our next major challenge will be to gather more granular and reliable data to further refine our CO₂e calculation methodology, ensuring results that more accurately reflect our real footprint. This effort will require significant collaboration and will also place additional demands on our suppliers.

Accounting policy

GHG emission reporting covers the period from 1 January to 31 December. The "gross" terminology for UCB is interpreted by reporting our GHG emissions according to our target's scope without canceling any carbon credit.

UCB follows the GHG Protocol guidelines for all GHG emissions reporting, which includes Scope 1, 2, and 3 emissions. For GHG emissions reporting, the consolidation approach of operational control to define the organizational boundary is used.

UCB follows the Science Based Target initiative's approach of excluding a series of emissions sources representing less than 10% of UCB's total GHG inventory from UCB's GHG emissions reporting. The following emissions have been excluded;

- Scope 1: Mobile Combustion (Car Fleet). Countries without existing or planned EV infrastructure were excluded (Romania, Greece, Türkiye, Russia, Poland, Czech Republic, Bulgaria, Hungary, Slovakia, Canada, Mexico and Brazil). This exclusion also impacts related Scope 3, Category 3 emissions (fuel- and energy-related activities).
- Scope 3, Category 2: Capital Goods were excluded due to the short-term nature of contracts, which limits the ability to refine CO₂e calculations beyond spend-based estimates.

- Scope 3, Category 6: Business Travel. Sales representatives, whose role involves visiting healthcare professionals, were excluded to focus on business non-essential travel.
- Scope 3, Categories 7 & 8: Employee Commuting and Upstream Leased Assets. Offices of less than 500m² were excluded due to their minimal impact. These spaces, often rented sections of larger buildings with limited control over energy use, represent less than 5% of UCB's workforce and 2% of total office space.
- Scope 3, Categories 9, 10, & 15: Downstream Transportation and Distribution, Processing of Sold Products and Investments were excluded as they are immaterial and challenging to address within UCB's influence.
- Scope 3, Categories 11, 13 & 14: Use of Sold Products, Downstream Leased Assets and Franchises are not reported as not relevant for UCB activities.

The net revenue used to calculate GHG intensity is the same revenue figure from the consolidated income statement.

The percentage of suppliers (by GHG emissions) with science-based targets is calculated using our annual carbon maturity survey result (cross-checked with the SBTi website and online public information on the companies' science-based target status). We calculate this percentage as follows: total GHG emissions of suppliers that have committed or validated a climate science-based target / total GHG emissions from 3.1 "Purchased goods and services".

Climate change mitigation and adaptation continued

Biogenic CO₂ emissions

	2024	2025
Scope 1 (tCO ₂)	23 400	18 900
Scope 2 (tCO ₂)	50	129

Accounting policy

Biogenic CO₂ emissions refer to greenhouse gas emissions resulting from the combustion or biodegradation of carbon sequestered by plants during their growth, such as in biomass or biogas. These emissions are distinct from fossil-based emissions and are tracked separately in accordance with international standards.

For UCB, current biogenic CO₂ emissions mainly relate to:

- Scope 1: Biogenic emissions of CO₂ from the combustion of biomethane.
- Scope 2: Biogenic emissions of CO₂ from the consumption of purchased heat produced from wood.

Other biogenic sources will continue to be reassessed as our activities and energy sourcing evolve.

While their current contribution remains limited, UCB is progressively integrating energy from biomass into its energy mix to support CO₂-reduction efforts, including biomethane- and biomass-based heat. As part of this transition, UCB applies high standards of quality, sustainability and feedstock traceability, consistent with best practices and evolving regulatory requirements. For biomethane, this includes sourcing exclusively from waste- and residue-based feedstocks, excluding energy crops.

For Scope 1 biogenic emissions, we observe a decrease in 2025 compared with 2024. This reflects the inherent variability of our decarbonization roadmap, where progress is driven by major projects rather than linear, year-on-year reductions. This variability also influences the annual share of biomethane.

For Scope 2 purchased heat, we observe an increase in 2025, reflecting a full year of wood-based heat use in Switzerland following its introduction at the end of 2024.

Carbon credits **E1-7**

Carbon credits planned to be canceled in the future	2024	2025
Total (tCO ₂ e)	707 772	689 212

Accounting policy

The Desa'a Forest Restoration project (Gold Standard ID: 5618) is a large-scale reforestation initiative, where all credits generated are classified as removals. The project initially applied the CDM¹ reforestation methodology ACM0003, which has recently been replaced by Verra's new VM0047 methodology; validation under this updated framework is expected in 2026. By the end of 2025, 7 813 hectares have been restored for UCB, with an estimated 7.6 million trees planted.

The EcoMakala initiative generates approximately 79% removal credits through the EcoMakala Reforestation Project (Gold Standard ID: 5391) and 21% reduction credits through the EcoMakala Energy Project, which focuses on improved cookstoves and sustainable charcoal production. As of 2025, a total of 626 213 VER credits have been issued under the EcoMakala project, with 449 700 VER credits purchased by UCB.

In 2025, UCB continues its collaboration with [WeForest](#) and [CO2logic](#) to ensure our carbon credits from conservation projects meet global standards. These credits come from natural sources and conservation projects. Although UCB has not started canceling these credits yet, our partners estimate the emissions based on current projects, which also have a positive impact on the local communities.

We intend to report transparently on carbon reduction and removal efforts, subject to data availability.

In addition to planning to invest in neutralization methods that will align with EU regulations and the SBTi framework when available, UCB plays a role in contributing to global neutrality beyond our value chain through the two key projects mentioned above: the [Desa'a Forest](#) restoration in Northern Ethiopia (in collaboration with WeForest) and the [EcoMakala](#) reforestation in Virunga National Park in the Democratic Republic of Congo (in collaboration with CO2logic).

Internal carbon pricing **E1-8**

In 2025, UCB continued to advance its exploration of internal carbon pricing mechanisms as part of its commitment to environmental sustainability. The organization deepened engagement with internal stakeholders and connected with external peers as the Carbon Pricing Initiative group. These efforts enhanced UCB's understanding of internal carbon pricing frameworks, relevant scopes and best practices, while providing valuable insights into adoption trends and practical implementation strategies.

Looking ahead, UCB's priority for 2026 is to validate the scope of a pilot program designed to test internal carbon pricing within selected categories or business units. This pilot will serve as a key step to validate the value of deploying internal carbon pricing for accelerating emissions reduction and optimization projects, increasing employee awareness, and embedding environmental considerations into core decision-making processes.

1. Clean Development Mechanism

Pollution E2

Impacts, risks and opportunities

Pollution of air, water and soil

Sub-topic	IRO type	Time frame	Value chain	Description
Pollution of water, air and soil	Actual	Short term	Own operations	Direct release of waste (solvents, chemicals, plastic, non-GHG emissions, etc.) from UCB manufacturing sites affecting the environment and society (water streams, fields, etc.).
Pollution of air and soil	Actual	Short term	Upstream	Direct release of waste (solvents, chemicals, plastic, non-GHG emissions, etc.) from outsourced products and services (CMOs) affecting the environment and society (water streams, fields, etc.).
Pollution of air	Actual	Short term	Own operations	Indirect release of non-GHG emissions and ground-level ozone through organic solvents reacting in the atmosphere and increasing air pollution.
Pollution of water	Actual	Short term	Downstream	Release of Active Pharmaceutical Ingredients (APIs) into the environment via patient excretion following use of a medicine.

Substances of concern

Sub-topic	IRO type	Time frame	Value chain	Description
Substances of concern	Potential	Short term	Own operations	Use or unintended release of substances of concern (SoC) during manufacturing activities. Regulatory changes requiring substitution of SoC can affect (re)approval times of products.

+ Positive impact
 - Negative impact
 R Risk
 O Opportunity
 ●○○ Short term
 ●●○ Medium term
 ●●● Long term
 ↑ Upstream
 ◆ Own operations
 ↓ Downstream

Assessing pollution-related risks E2 IRO-1

Pollution-related risks are embedded in UCB’s risk management process.

UCB defined the parameters of the Nature assessment performed in 2025 (by using “Taskforce on Nature-related Financial Disclosures” framework and methodology) to include pollution impacts, risks and opportunities not related to substances of concern. We modeled it using two scenarios (Sustainable World vs. Degraded World) and three timeframes (baseline, 2030, 2050). In parallel, we tested regulatory-tightening pathways relevant to pollution controls. Results of the assessment will inform the next double materiality updates.

Looking ahead, we will periodically refresh this assessment as external rules, Nature models and databases evolve.

For substances of concern, internal product safety and compliance governance provides a standardized framework to identify associated risks, assess emerging hazard information and regulatory developments and determine the necessary actions. This governance applies across the entire company portfolio, from early-stage research and development to commercial product activities.

Pollution of water, air and soil

Policies E2-1

UCB’s environmental policy addresses air emissions, soil and wastewater management through environmental risk assessment, prevention and preparedness plans for potential operational incidents.

The policy emphasizes minimizing pollution as a key component of UCB’s commitment to environmental sustainability. We focus on preventing harm to the environment by implementing measures to control and reduce pollution from our operations, aiming to protect natural resources and ecosystems and ensuring compliance with environmental regulations.

Pollution continued

Our policy aims to avoid incidents and emergency situations, and to control and limit their impact on people and the environment if they occur. Each site must have an emergency response and preparedness process in place to ensure any environmental adverse event is properly managed. As a minimum, this process will ensure the alarm is raised, an investigation is initiated as soon as possible, relevant parties are informed, relevant emergency response measures are taken and the event is classified according to its severity. Significant spills are reported through a declaration to authorities, as legally required, with mitigation actions in place. They are also consolidated at a global level once a year and disclosed in our Annual Report according to the severity classification.

The policy covers the sub-topics:

- **Air pollution:** We are committed to proactively manage air emissions during manufacturing processes and ensure that air quality is maintained at safe levels.
- **Water pollution:** UCB is dedicated to ensure effective wastewater treatment as part of its commitment to sustainable water resource management. This involves treating wastewater to meet environmental standards and minimize the impact on aquatic ecosystems, by preventing and mitigating water pollution throughout the lifecycle of UCB medicines.
- **Soil pollution:** We minimize soil pollution by managing environmental risks associated with our operations. This includes assessing the environmental risk of pharmaceuticals, maintaining preparedness plans to mitigate the impact of any operational incidents and managing soil contamination if it occurs.

For our offices and small labs, we are currently revamping our Health, Safety and Environment (HS&E) management system to ensure that all affiliates follow a set of minimum HS&E requirements. A new Pollution Standard was introduced in 2025, establishing a comprehensive framework for preventing and controlling pollution in all our leased offices.

Actions E2-2

UCB laboratories and leased offices

For our laboratories, we are striving for all UCB laboratories to be My Green Lab-certified by 2030. Achieving My Green Lab certification supports pollution prevention by promoting sustainable practices in chemical management, waste reduction (amongst others, environmental impact reduction as energy efficiency, minimizing emissions and resource use) across our laboratory's operations.

UCB manufacturing sites

For manufacturing sites where pollution is a material concern, we have implemented management systems to control and prevent environmental incidents, minimizing the impact of our operations. All our manufacturing sites are certified ISO 14001.

Focusing on wastewater discharge, we monitor the water discharged from our manufacturing sites to ensure it meets regulatory standards. Metrics used are Chemical Oxygen Demand (COD), which helps us evaluate the organic content in wastewater, BOD (Biologic Oxygen Demand) and TSS (Total Suspended Solids), amongst other parameters. Our manufacturing sites are either equipped with their own wastewater treatment plants and then directed to an external sewerage system, or the wastewater is directly discharged to an external sewerage system. In this last case, the treatment is managed by a third-party provider who adheres to local regulations. In the event of any type of breach, even if the incident is not significant, we systematically report it to the authorities. In 2025, the authorities did not register the occurrence of any breaches occurring at UCB manufacturing sites.

Real-time monitoring of wastewater micro-pollutants and complex pollutant combinations as Active Pharmaceutical Ingredients (API)

In line with our environmental policy – which states our commitment to proactively reduce our environmental impact beyond regulatory compliance – we made notable progress in 2025 in the real-time monitoring of water micro-pollutants. These efforts reflect our ambition to proactively go beyond our legal requirements by implementing advanced technologies and risk assessment approaches that support long-term sustainability. At UCB's Braine-l'Alleud campus (Belgium), significant progress was achieved through the use of ToxMate technology for biological monitoring of discharges.

This system continuously detects potential wastewater micro-pollutants and complex pollutant combinations that traditional sensors may miss. Biological responses are now interpreted statistically, with microorganism reactivity triggered at concentration thresholds – aiming to remain below the PNEL (Predicted No-Effect Level). Meanwhile, at the Bulle site (Switzerland), we launched our first measurement campaigns of API discharges in wastewater, aligned with planned manufacturing activities. These campaigns aim to assess environmental risks by comparing measured concentrations against the PNEL. A full mapping of all APIs and their environmental impact per manufacturing line is scheduled for completion in 2026. Today we have mapped 88% of lines.

Voluntary disclosure of medicines' environmental risk

As a medicines producer, most of our material water quality risk comes from the excretion of APIs by patients after use of our medicines. The environmental risk assessment of UCB medicines after their use follows recognized standards, such as the European Medicines Agency (EMA) guidelines. Outcomes of UCB medicines' environmental risk assessment (ERA) have been publicly disclosed since 2023 and are available in the Metrics sub-section. The results point to the fact that they are unlikely to pose risks to aquatic environments or sewage treatment plants and are not expected to bioaccumulate significantly after their use.

Pollution continued**Substances of concern or very high concern****Policies** E2-1

The topic of substances of concern (SoC) and substances of very high concern (SVHC) is managed under the Regulated Substances Program and will be addressed more explicitly in the Regulated Substances Policy, for which publication has been rescheduled for Q1 2026 and rollout across the organization later in 2026.

The Regulated Substances Program aims at minimizing the use of hazardous substances and promoting substitution. The program strengthens the responsible management of hazardous substances across UCB's operations and portfolio. The program comprehensively addresses health, safety and environmental considerations across the value chain and throughout the lifecycle of raw materials, intermediates, and finished products. Oversight of the program is provided by the Executive Vice President, Patient Supply, a member of UCB's Executive Committee.

Actions E2-2

Through a centralized chemical safety system, chemicals purchased, distributed, and manufactured by UCB are monitored. The system enables the identification of substances of concern (SoC) and substances of very high concern (SVHC) used in internal operations to ensure regulatory compliance and the responsible management of health, safety and environmental risks associated with hazardous chemicals. UCB maintains a regulatory intelligence framework to monitor and communicate updates on substance hazard classifications, enabling the timely identification of newly classified SoC and SVHC and the implementation of appropriate risk mitigation measures. UCB actively engages with relevant trade bodies to align on regulatory developments and best practices.

Environmental and safety management systems guide the use of hazardous chemicals to control emissions and prevent exposure across manufacturing activities. Chemical risks are assessed and managed through a hierarchy of controls, including elimination, substitution, engineering and administrative measures, and personal protective equipment (PPE). Employees receive chemical safety training and have access to hazard information through a centralized Safety Data Sheet (SDS) platform, supported by medical surveillance where applicable. Emergency preparedness, spill prevention and response measures are in place to minimize environmental impacts.

Targets E2-3**Pollution of water, air and soil**

UCB sites monitor and strive to comply with local environmental regulations and permits (e.g., on water discharge or wastewater breaches), and UCB targets transparency by publishing the conclusions of environmental risk assessments submitted to regulatory authorities. A safe discharge program focusing on wastewater pollution from API manufacturing is being deployed across UCB's activities. Following the completion of the current pilot phase, the program is expected to enable quantitative reporting on API concentrations in wastewater from our manufacturing locations. UCB aims to publicly report on this metric once the program reaches full operational maturity, ensuring these levels remain below the Predicted No-Effect Concentration.

Substances of concern

Substances of concern (SoC) and substances of very high concern (SVHC) are currently managed locally in accordance with country-specific regulations. Through its Regulated Substances Program, UCB defines a global ambition for the responsible use of these substances. The program establishes centralized oversight and management, aiming to progressively reduce the use of hazardous substances through a chemical hazard-based approach.

Pollution continued

Metrics

Pollution of water, air and soil **E2-4**

Active Pharmaceutical Ingredients

UCB brand name	Generic name	Environmental risk level	Link
BIMZELX®	bimekizumab	Insignificant ¹	https://www.ucb.com/sites/default/files/2024-05/Bimzelx.pdf
BRIVIACT®	brivaracetam	Insignificant	https://www.ucb.com/sites/default/files/2024-05/Brivact.pdf
CIMZIA®	certolizumab pegol	Insignificant ¹	https://www.ucb.com/sites/default/files/2024-05/Cimzia.pdf
CIRRUS®	levocetirizine / pseudoephedrine	N/A ²	/
EVENITY®	romosozumab	Insignificant ¹	https://www.ucb.com/sites/default/files/2024-05/Evenity.pdf
FERRO SANOL®	ferrous (II) glycine sulphate complex	Insignificant ¹	https://www.ucb.com/sites/default/files/2024-05/Ferro%20Sanol.pdf
FINTEPLA®	fenfluramine	Insignificant	https://www.ucb.com/sites/default/files/2024-05/Fintepla.pdf
KEPPRA®	levetiracetam	Insignificant	https://www.ucb.com/sites/default/files/2024-05/Keppra.pdf
NAYZILAM®	midazolam	N/A ²	/
NEUPRO®	rotigotine	Low	https://www.ucb.com/sites/default/files/2024-05/Neupro.pdf
RYSTIGGO®	rozanolixizumab	Insignificant ¹	https://www.ucb.com/sites/default/files/2024-05/Rystiggo.pdf
VIMPAT®	lacosamide	Insignificant	https://www.ucb.com/sites/default/files/2024-05/Vimpat.pdf
XYREM®	sodium oxybate	Insignificant	https://www.ucb.com/sites/default/files/2024-05/Xyrem.pdf
XYZAL®	levocetirizine	N/A ²	/
ZILBRYSQ®	zilucoplan	Insignificant	https://www.ucb.com/sites/default/files/2024-05/Zilbrysq.pdf
ZYRTEC®	cetirizine	N/A ²	/

A growing number of UCB medicines are peptides or proteins, which, as naturally occurring substances, are unlikely to pose environmental risks. According to EMA guidelines, these substances degrade rapidly in the human body and in nature, minimizing their environmental impact. In contrast, the potential water pollutants within UCB’s scope are the APIs that are not naturally occurring substances. Their potential impact depends on factors such as their fate in the environment and ecotoxicity, including bioaccumulation and aquatic chronic toxicity.

1. Due to their nature, vitamins, electrolytes, amino acids, peptides, proteins, carbohydrates and lipids are unlikely to result in a significant risk to the environment so no PEC (Predicted Environmental Concentration) nor PNEC (Predicted No-Effect Concentration) has been calculated.
2. Insufficient data available currently.
3. Wennmalm A, Gunnarsson B. Pharmaceutical management through environmental product labeling in Sweden. *Environ Int.* 2009 Jul;35(5):775-7. doi: 10.1016/j.envint.2008.12.008. Epub 2009 Feb 3. PMID: 19193440.

Accounting policy

We follow the European Medicines Agency’s (EMA) scientific guideline on the environmental risk assessment of medicinal products for human use to identify water pollution risks from our pharmaceuticals. The environmental risk is assessed with the Predicted Environmental Concentration (PEC) and Predicted No-Effect Concentration (PNEC) based on OECD protocols.

For Pharmaceuticals in the Environment due to patient excretions, the ratio between the PEC and the PNEC defines the environmental risk level, aligned with scientific recommendations³:

- PEC/PNEC below 0.1: insignificant environmental risk level
- PEC/PNEC between 0.1 & 1: low environmental risk level

- PEC/PNEC between 1 & 10: medium environmental risk level
- PEC/PNEC higher than 10: high environmental risk level

The PEC (Predicted Environmental Concentration), which estimates the quantity of pharmaceuticals expected to be released into the environment, is assessed for each medicine. These assessments are based on conservative, worst-case assumptions, including maximum expected usage of UCB’s medicines and the highest potential concentration in water, assuming no degradation occurs in the human body or during sewage treatment. The PNEC (Predicted No-Effect Concentration), which represents the maximum quantity of pharmaceuticals below which no harm to the environment is expected, is calculated in accordance with EMA guidelines. It is determined as one tenth of the worst ecotoxicity value available for each pharmaceutical, with ecotoxicity measurements conducted following OECD test standards.

Pollution continued

Spills

	2024	2025
Total significant spills	0	2
Total volume of significant spills (liters)	0	10 500

In 2025, two significant environmental spill events were identified at UCB facilities. Both were promptly contained and managed in accordance with applicable regulatory requirements and internal procedures.

At the Braine campus in Belgium, a process-related overflow occurred in February. The incident was immediately contained, assessed and reported to the competent environmental authorities. Corrective and preventive measures have since been implemented to strengthen equipment reliability and reduce the risk of recurrence.

At the Bulle site in Switzerland, an unintentional release was detected in December. The discharge was stopped quickly, escalated internally and is currently undergoing further technical assessment. Preventive enhancements, including improved valve-control systems, are being deployed to avoid future incidents.

Accounting policy

A spill is any accidental release of a hazardous substance that can affect human health, land, vegetation, waterbodies and groundwater. Significant spills are reported through declaration to authorities, as legally required, supported by reports which include mitigation actions and results of the actions.

The Spill Index calculation is based on three criteria: the nature, volume and fate of a spill ($\text{Spill Index} = N \times V \times F$). Each is given a score depending on its importance, where N (Nature) refers to the hazardous nature of the substance(s) involved; V (Volume) refers to the magnitude of the spill or release; and F (Fate) refers to the extent to which the substance enters the receiving environment. We recognize a significant leakage when the Spill Index exceeds a score of 30.

Substances of concern E2-5

To strengthen our ability to report on substances of concern (SoC), UCB is developing a central chemical management system.

This system initially prioritizes SoC and SVHC used in internal manufacturing operations, where volumes and associated risks are greatest. Over time, its scope will broaden to include substances used in laboratory settings as well as the chemical composition of other items across the UCB portfolio, enabling more comprehensive oversight and lifecycle management.



Water withdrawal, consumption and discharge E3

Impacts, risks and opportunities

Water

Sub-topic	IRO type	Time frame	Value chain	Description
Water withdrawal				Scaling recycled wastewater to reduce water withdrawal in high water stress areas.
	Actual			High amounts of water withdrawn for the production of solutions at UCB manufacturing sites impact the availability of water for ecosystems and communities.
	Potential			High amounts of water withdrawn for the production of solutions at UCB CMOs' manufacturing plants impact the availability of water for ecosystems and communities.

+ Positive impact
 - Negative impact
 R Risk
 O Opportunity
 Short term
 Medium term
 Long term
 Upstream
 Own operations
 Downstream

Assessing water-related risks E3 IRO-1

Water-related risks and dependencies are embedded in UCB's risk management process. Building on the previous climate change risks/opportunities assessment towards UCB's value chain in the UCB TCFD assessment from 2022, UCB updated its analysis in 2025 with wider site and value chain coverage, and by adding a complementary assessment on nature impacts and dependencies (using Task Force on Climate-related Financial Disclosures and Taskforce on Nature-related Financial Disclosures international frameworks that help companies identify, assess and disclose risks and opportunities, impacts and dependencies).

Water is thus analyzed via both frameworks: climate-driven water stress/drought (following best practices from TCFD framework and methodology) modeled using SSP scenarios SSP1-2.6, SSP2-4.5, SSP5-8.5 over 2030, 2040, 2050 horizons, and nature dependencies/impacts on freshwater and marine resources (following best practices from TNFD framework and methodology) modeled using two scenarios: sustainable/degraded world over 2030 and 2050 horizons.

Water-related risks, dependencies and operational resilience

For freshwater scarcity or drought, from the 147 locations assessed, one UCB site and 16% of value chain sites assessed are located in areas facing major structural water stress risk. UCB's Braine-l'Alleud site in Belgium, which hosts manufacturing, laboratories, warehouses and other support functions, is the key UCB site impacted. Mitigations include achieving our water target reduction through implementing efficiency projects, investigating possibilities of local water stewardship action, ensuring dual or alternative sourcing, putting site-level continuity plans in place and leveraging accurate insights to inform CapEx and network decisions.

For marine resource dependency, certain microbiology release tests rely on marine-derived materials, e.g., horseshoe crab blood. This creates exposures to supply constraints and discontinuity risks, regulatory and ethical scrutiny, biodiversity concerns, price volatility and potential testing bottlenecks if availability tightens. UCB is progressively transitioning to alternatives by validating and implementing non-animal-derived testing methods (e.g. recombinant-based endotoxin tests), when scientifically robust and acceptable by regulators.

Building strategic and financial resilience

Qualitatively, risk is concentrated at a limited number of sites; response focuses on water demand reduction, resilience investments and supply diversification. UCB will periodically refresh the water analysis and embed it in UCB's risk management strategy and long-term financial planning.

Policies E3-1

Our environmental policy includes general principles on water management, outlining our commitment to conserving water, ensuring effective wastewater treatment and practicing sustainable water resource management to minimize impacts on aquatic ecosystems. It also addresses mitigating water scarcity risks through reduced water withdrawal, improved water efficiency and recycling within manufacturing plants.

The policy highlights the goal of increasing efficiency and recycling of water resources, with a focus on areas experiencing high water stress, reflecting our commitment to reducing water withdrawal where it is most needed.

Aligned with our policy, we strive to design products with decreased impact on water-related issues and that contribute to the preservation of marine resources.

Water withdrawal, consumption and discharge continued

Actions E3-2

Lowering our bioproduct water intensity

For all our biologic molecules, we calculate the water process mass intensity (water PMI) using the metric developed by biopharmaceutical industry members of the American Chemical Society Green Chemistry Institute Pharmaceutical Roundtable. Each new UCB biologic has a target at launch of water PMI at least 20% lower than a baseline average (baseline formed by average water PMI of the process for producing biological molecules at the time the target was set), integrated into our Green Product Scorecard (more information on the Green Product Scorecard in the Circular economy section). As of 2025, three UCB biologic products under development are already reaching PMI results with reductions far better than the water PMI target, and new processes for producing other biologic products show a continuous reduction in water intensity.

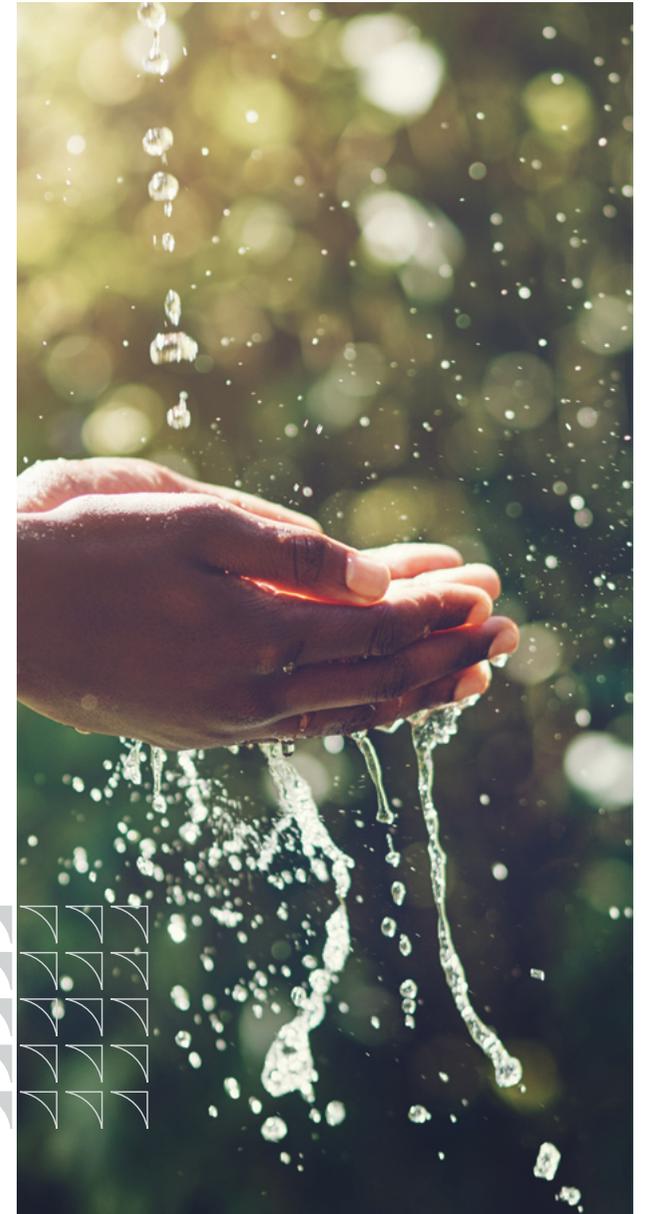
Specific actions in high water stress areas

Key manufacturing sites have long-term action plans to decrease water withdrawal and reduce risk in water stress areas through monitoring, reducing and recycling water, including actions such as optimizing water sampling, automating cooling tower fans and improving the efficiency of HVAC systems. For example, in 2025, a water efficiency study has been performed on some buildings at the Braine-l'Alleud campus (Belgium) which will be translated into an action plan in 2026. In Bulle (Switzerland), we implemented water saving initiatives and projects in the biomanufacturing building that included closing open loops used for monitoring, optimizing cleaning cycles and processes for starting purified water generators, leading to savings of more than 4 000m³ per year. Our water conservation actions relate primarily to the Braine-l'Alleud campus (Belgium), as this site is our only major owned manufacturing location situated in a high or extremely high water stress area as defined by the WRI Aqueduct mapping tool.

Other UCB sites in water risk areas are limited to offices and small laboratories. In 2025, we continued with the detailed design of water recycling projects at the Braine-l'Alleud (Belgium) and Bulle (Switzerland) manufacturing sites to reduce the amount of water withdrawn. These projects will be implemented by phases, to reach a planned full implementation in 2030 and savings of 26% versus 2024 water withdrawal on these two sites.

Targets E3-3

Our water conservation target is a 15% absolute reduction by 2030 compared to 2019. This voluntary target is accompanied by strict compliance with water and wastewater-related regulations. Producing biopharmaceuticals is a water-intensive process. As UCB's pipeline evolves, we need to increase production capacity to support new product launches, including several biopharmaceutical products, presenting a substantial challenge to our absolute water target in m³. This has pushed us to find innovative solutions to decouple our growth from the increased demand for this vital resource, especially in areas facing high water risk.



Water withdrawal, consumption and discharge continued

Metrics E3-4

Water

	Base year 2019	2024	2025	Variance (%) Base year
Main (city) water (m ³)	554 427	470 472	451 296	-18.6%
Ground and surface water (m ³)	65 848	27 134	33 144	-49.7%
Total water withdrawn (m ³)	620 275	497 606	484 440	-21.9%
Total water withdrawn in areas at water risk, including areas of high water stress (m ³)	300 091	268 115	287 287	-4.3%
Percentage of water withdrawn in areas with water stress	48.4%	53.9%	59.3%	22.5%
Water intensity (m ³ /m€)	126.2	81.0	62.6	-50.4%
Total water recycled (m ³)	—	957	2 124	—

UCB's total water withdrawal decreased by 3% compared with 2024. The divestment of our Zhuhai site in China contributed to this reduction, offsetting increases linked to activity growth at other locations. In addition, efficiency projects at our Switzerland manufacturing site—such as optimized cleaning cycles and improved water sampling in production—and the implementation of water recycling in sanitary facilities at our Japan manufacturing site further supported this reduction.

The amount of water withdrawn in areas facing high or extremely high water stress risk decreased by 4.3% compared with our 2019 base year. However, the overall proportion of water withdrawal occurring in high water stress areas has increased. Our Braine-l'Alleud campus accounts for around 80% of withdrawals in these areas, and the industrial water recycling project currently being designed at this site will allow us to drive further reductions. Insights from this project will inform the rollout of similar initiatives across additional sites.

Accounting policy

UCB prioritizes water withdrawal metrics over water consumption, as withdrawal data provides a better understanding of overall water use and dependence on water resources, following the CDP's position.

UCB reports on water withdrawal across its sites, defining it as the total volume of water withdrawn from all sources (including surface water, groundwater, rainwater and municipal water supply) into the site boundaries during the reporting period. Specifically, all UCB sites larger than 500m² report their water withdrawal based on supplier invoices. When invoices are unavailable and water meters cannot be installed, consumption is estimated using site activities, geographical location and square footage. UCB-owned sites are equipped with a network of strategically placed water meters to monitor water withdrawal, detect deviations and promptly investigate root causes of any anomalies. The collected data are cross-checked monthly against received invoices to ensure accuracy.

The net revenue used to calculate water intensity is the same revenue figure from the consolidated income statement.

Circular economy E5

Impacts, risks and opportunities

Circular economy

Sub-topic	IRO type	Time frame	Value chain	Description
Waste	- Actual	● ○ ○	◆	Disposing of single-use devices needed for self-medication of biopharmaceutical solutions.

+ Positive impact
 - Negative impact
 R Risk
 O Opportunity
 ●○○ Short term
 ●●○ Medium term
 ●●● Long term
 ↑ Upstream
 ◆ Own operations
 ↓ Downstream

Assessing circular economy-related risks E5 IRO-1

Resources, raw materials and circularity are embedded in UCB’s enterprise risk management process. UCB defined parameters for the dependencies/impacts and risks/opportunities assessment to include raw materials (following best practices from Taskforce on Nature-related Financial Disclosures framework and methodology). We modeled it using two scenarios (Sustainable World vs. Degraded World) and three timeframes (baseline, 2030, 2050). We included fossil-fuel based raw materials (e.g., solvents, natural gas), some bio-based raw materials (e.g., rubber) and some key strategic commodities (e.g. corn, timber, palm oil, sugar). Worldwide-recognized databases (e.g., NGFS, IEA) helped us to model evolution of price and availability, internal expertise was used to collect data and identify related circularity levers (e.g., substitution, recycled content, reuse), and both were combined to define an appropriate methodology for each analyzed item.

Under the current scope and UCB risk impact and likelihood materiality thresholds, no raw materials-related risk, opportunity, dependency or impact was assessed as material. Looking ahead, we will periodically refresh this assessment as external rules, Nature models and databases evolve.

Policies E5-1

Our environmental policy addresses practices that seek to ensure the sustainable sourcing of resources, optimize resource efficiency and emphasize the increased use of secondary (recycled) resources. The policy includes measures to manage waste responsibly and ensure that waste is disposed of in the best available manner.

We promote circular economy by implementing comprehensive solvent recycling, enhancing packaging recyclability, increasing the use of renewable materials and utilizing the Green Product Scorecard (described in the Actions sub-section) to continuously optimize resource efficiency.

Actions E5-2

Improving resource efficiency based on UCB’s Green Product Scorecard

UCB’s Green Product Scorecard scores our products’ environmental performance in design, development and production, based on a cradle-to-grave lifecycle analysis (LCA).¹ This spans from the carbon footprint and water impact of raw materials to manufacturing, distribution and usage, through to end-of-life treatment of packaging and device waste after use. We assess different segments of our product lifecycle to identify resource optimization opportunities.

The Green Product Scorecard is aligned with the waste hierarchy framework, structured around the following hierarchy: preventing inflow and outflow; reducing inflow and outflow; and utilizing recycled inflow while enhancing recyclability of outflows.

All core UCB products are covered by our Green Product Scorecard, which includes customized targets for each product.²

Reducing and replacing solvents

Solvents are the most significant resource used to manufacture small molecules used as Active Pharmaceutical Ingredients (APIs). Through UCB’s Green Product Scorecard, each medicine must be covered by a targeted action plan based on replacing solvents for greener inflow, reducing, reusing and recycling in this order of priority. All action plans are coined through a comprehensive analysis realized using the Process Mass Intensity (PMI) metric and the Global Warming Potential (GWP – in kilograms of CO₂e emissions linked to the use of raw materials to manufacture 1kg of active ingredient), both developed by the American Chemical Society’s (ACS) Green Chemistry Institute (GCI) Pharmaceutical Roundtable.

1. Our internal LCA tool was developed by the ERM International Group – based on Ecoinvent 3.6 Database and Process Mass Intensity (PMI) developed by the ACS GCI PR.
 2. UCB’s Green Product Scorecard is based on a streamlined Life Cycle Assessment, accompanied by several workshops to bring together cross-departmental expertise related to touchpoints such as product development, industrialization, packaging, marketing or strategy. Opportunities were mapped, prioritized and used to build a customized environmental footprint reduction roadmap with an associated target for each medicine.

Circular economy continued

In 2025, progress was made toward reducing the environmental impact of an API process currently under development. A project that demonstrated a 64% reduction in raw material use across three manufacturing steps at laboratory scale in 2024 is now being prepared for industrial implementation. This represents an important step in a series of initiatives designed to reach the Global Warming Potential target of the API manufacturing process.

To support implementation, UCB conducts cross-departmental workshops, leveraging expertise in product development, industrialization, packaging and strategic planning.

Beyond APIs, UCB uses its Formulation Environmental Decision Tool (FEDT) to compare various drug product compositions and manufacturing processes, systematically guiding the drug process development team toward the most sustainable options.

Packaging and device resource minimization and circularity

UCB's "green-by-design" approach integrates environmental considerations into feasibility studies for all packaging and devices intended for patient use, using feedback on packaging and device sustainability perceptions from a broad pool of intended users at an early design stage. We are also working closely with our partners and contract manufacturing organizations (CMOs) to ensure that safety and sustainable design criteria are embedded in the solutions they design for our medicines.

Following the 2024 redesign of CIMZIA® 200mg prefilled syringe packaging for Japan, we extended the initiative to re-engineer CIMZIA® syringe and autoinjector packs for Europe and other countries. The updated design prioritizes recyclability and is planned for launch in early 2027.

Ongoing initiatives to promote medical device circularity across UCB medicines' lifecycle include our participation in the non-profit Circularity in Primary Pharmaceutical Packaging Accelerator (CiPPPA) in the U.K. and returpen™, a pioneering medical waste recycling program in Denmark. We are also assessing the feasibility of launching a similar program in Belgium and exploring pan-European synergies to advance a comprehensive end-to-end strategy for managing waste generated by medical devices and packaging.

Targets E5-3

UCB has set a voluntary absolute reduction target for waste generation on-site, committing to reduce our waste production by 18% by 2030 compared to 2019.

UCB has set targets to increase sustainable sourcing of resources, optimize resource efficiency and emphasize the increased use of secondary (recycled) resources, deployed through the Green Product Scorecard program. Green Product Scorecard targets aiming to reduce our product footprint encompass metrics on the Process Mass Intensity (PMI) to optimize resource use, "green-by-design" principles on circularity, waste treatment and product environmental footprints. Products are given an overall score based on these metrics, and each UCB solution is re-evaluated every three to four years to incorporate new opportunities for improvement.

Additionally, UCB's climate targets encompass the end-of-life stage of our products, addressing waste treatment after their use to further mitigate environmental impact.

Metrics E5-5

Waste

	2024	2025
Amount of hazardous waste diverted from disposal and prepared for reuse	—	6
Amount of hazardous waste diverted from disposal for recycling	1 475	1 203
Amount of hazardous waste diverted from disposal for other recovery methods	—	—
Total amount of hazardous waste diverted from disposal	1 475	1 209
Amount of non-hazardous waste diverted from disposal and prepared for reuse	—	1
Amount of non-hazardous waste diverted from disposal for recycling	2 431	2 027
Amount of non-hazardous waste diverted from disposal for other recovery methods	294	15
Total amount of non-hazardous waste diverted from disposal	2 725	2 044
Total amount of waste diverted from disposal	4 140	3 253
Amount of hazardous waste directed to disposal for incineration	1 483	1 739
Amount of hazardous waste directed to disposal to landfill	1	—
Amount of hazardous waste directed to disposal for other disposal operations	33	18
Total amount of hazardous waste directed to disposal	1 517	1 757
Amount of non-hazardous waste directed to disposal for incineration	619	704
Amount of non-hazardous waste directed to disposal to landfill	27	50
Amount of non-hazardous waste directed to disposal for other disposal operations	—	—
Total amount of non-hazardous waste directed to disposal	646	753
Total amount of waste directed to disposal	2 163	2 510
Total amount of non-recycled waste	2 457	2 533
Percentage of non-recycled waste	39%	44%
Total amount of hazardous waste	2 932	2 966
Total amount of non-hazardous waste	3 371	2 797
Total amount of radioactive waste generated	0.008	0.007
Total amount of waste generated	6 303	5 763

Circular economy continued

UCB continues to strengthen its efforts to minimize on-site waste generation and increase the share of waste diverted from disposal, pursuing the best available options such as reuse and recycling, which reached 56.4% in 2025.

Our reported waste volumes decreased by 9.6% compared with 2024. This reduction is mainly attributable to the broader use of primary data—replacing earlier conservative estimates based on worst-case assumptions — as well as the divestment of the manufacturing site in Zhuhai, China. To ensure year-on-year comparability, pre-2025 data will be recalculated with our most recent methodology once we initiate a formal base-year recalculation.

Accounting policy

UCB on-site resource outflow consists of the total amount of hazardous and non-hazardous waste information across its sites, as defined per local legislation at the point of generation, created by UCB sites during the reporting period. UCB sites report on waste information based on waste management information, such as waste management invoices or waste balance sheets that allow us to track our waste stream (type of waste associated with the type of treatment) globally.

UCB has recently increased the accuracy and granularity of its waste data reporting, including details on waste category and associated treatment types. However, this level of detail was not available before 2023. As a result, it is not possible to retroactively calculate the waste footprint using the new methodology, and comparisons to the 2019 baseline for each category and treatment type cannot be made.

Products and materials

	2024	2025
Rate of recyclable at scale content in UCB products and packaging	75%	72%

Waste composition from end-of-life UCB products

Carton	23.7%
Paper	17.0%
Metal	2.5%
Plastic	25.4%
Glass	31.4%

Accounting policy

UCB's downstream resource outflows consist of the packaging materials and medical devices associated with the medicines sold during the reporting year. Each packaged product is detailed in a Master Bill of Material, which specifies all components and their respective weights. These data are combined with the total sales volumes for the reporting year to determine the overall weight of outflows.

The recyclability at scale of the outflows is assessed with the support of the Ellen MacArthur Foundation tool, specifically made to evaluate plastic goods that are recyclable in practice and at scale, from plastic goods that are only technically recyclable.



EU Taxonomy

Definitions

The EU Taxonomy (Regulation (EU) 2020/852) establishes a classification system used by the European Union to assess the environmental sustainability of specific economic activities. It is intended to support the transition toward a low-carbon and resource-efficient economy by providing companies and financial actors with a common framework and technical criteria. While the Taxonomy aims to guide investment toward more sustainable activities, its practical uptake is still evolving and investor engagement remains uneven at this stage.

Under this framework, an economic activity is considered Taxonomy-eligible when it is described in the Delegated Acts supplementing the Taxonomy Regulation. Eligibility reflects the scope of activities covered by the EU Taxonomy but does not in itself indicate environmental performance.

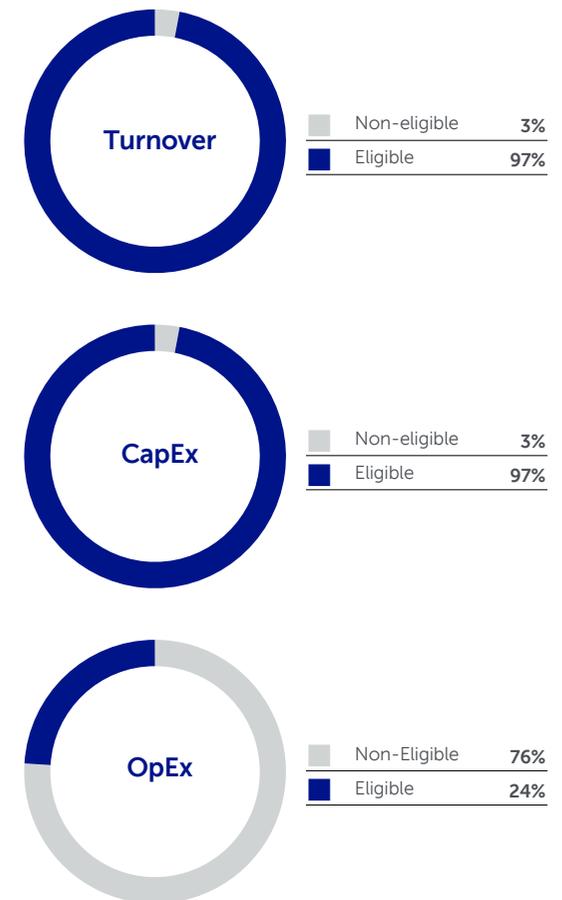
An activity is considered Taxonomy-aligned when:

- it meets all applicable technical screening criteria;
- it makes a substantial contribution to at least one of the EU's environmental objectives;
- and it does no significant harm (DNSH) to any of the others; and
- it is conducted in compliance with minimum safeguards, which include requirements related to human rights, anti-corruption, fair competition and responsible taxation.

The six environmental objectives defined by the EU Taxonomy are climate change mitigation, climate change adaptation, sustainable use and protection of water and marine resources, transition to a circular economy, pollution prevention and control and the protection and restoration of biodiversity and ecosystems. For pharmaceutical industries, pollution prevention and control is the most impacted objective, which is why it is considered as substantial contribution.

Activities that are not described in the Delegated Acts are considered Taxonomy-non-eligible. These activities fall outside the scope of assessment under the current Taxonomy framework. As the regulatory landscape continues to evolve, particularly with the Omnibus amendments, the scope of eligible and aligned activities may expand as well.

Our activities



EU Taxonomy continued

Taxonomy-eligibility

Between 2024 and 2025, we did not introduce any changes to our methodology. It remains consistent with that applied in the previous reporting period.

We keep reporting under our core-business activity "1.2 Manufacture of medicinal products" for the CapEx and OpEx KPIs. We have followed the approach that the only economic activity of the UCB Group is the manufacture of medicinal products. All the OpEx and CapEx support this economic activity with which we generate revenue. Indeed, our mission is to produce differentiated medicines to reach as many patients as possible. The essence of our activity is to bring solutions to patients, producing medicines for them.

However, as the legislation has evolved, with voluntary application for 2025 reports and applicable to our next annual report, we will perform a comprehensive review of this methodology in 2026 to ensure full alignment with the new regulatory requirements.

Taxonomy-alignment

UCB is dedicated to delivering innovative and differentiated treatment options to patients. As part of our commitment to sustainable performance, we have undertaken a comprehensive review to assess the alignment of our core business activity, the "Manufacture of Medicinal Products", with the EU Taxonomy Technical Screening Criteria (TSC).

In addition to focusing our analysis on this core economic activity, we concentrated our assessment on UCB's two strategic manufacturing sites, which together represent the backbone of our industrial capacity for biological and pharmaceutical production. These sites manufacture active pharmaceutical ingredients (APIs), which constitute the products with the highest environmental footprint. Both sites are actively progressing through the Taxonomy assessment process.

According to the EU Taxonomy system, medicines can only be deemed sustainable if they meet specific criteria. This includes verifying whether substances are naturally occurring, biodegradable or mineralized, or demonstrating the absence of technically feasible alternative ingredients. Assessing the environmental performance of medicinal

products requires extensive and highly specific data collection, particularly regarding ingredient characteristics. Furthermore, the Taxonomy requires verification relating to the presence of certain substances of concern and the lack of viable substitutes, which demands additional scientific, regulatory and operational evidence.

Despite the EU Taxonomy complexity, UCB supports the implementation of the EU Taxonomy framework. We recognize the value of having a common definition for environmentally sustainable turnover, CapEx and OpEx.

In 2025, we have continued our data gap assessment process. In our case, a detailed assessment shows that a substantial portion of our APIs already meet the EU Taxonomy criteria related to environmental degradation, either through demonstrated biodegradability or mineralization potential. The other APIs are still under evaluation, as additional testing is required before conclusions can be drawn.

Our analysis has shown that while our products meet some criteria, they do not fulfill all of them. This "all or nothing" approach results in a 0% alignment.

We share the concerns expressed by the European Federation of Pharmaceutical Industries and Associations¹ and its members that the TSC do not adequately reflect the sustainable practices of the pharmaceutical industry. We believe that the current approach does not acknowledge the unique characteristics of medicinal products and fails to incentivize environmental improvements made to these products.

UCB has been committed for over 15 years, and remains committed, to reducing the environmental footprint of our operations and our medicines. Our policies, actions, targets and performance to minimize our impact on the planet are presented throughout the 'Sustainability Statement'.

While the EU Taxonomy is not yet fully aligned to the realities of our sector, UCB will continue to use the technical criteria as a guiding reference to shape our long-term ambition and support future environmental improvements.

However, given the complexity of the EU Taxonomy, we may not commit to any changes linked to the alignment process if they are not reasonable or are not in line with our strategic goals.

Minimum safeguards

Ethics and business integrity is a priority area for UCB and we have different practices that strive to protect the minimum safeguards as defined in the EU Taxonomy. We will assess and harmonize due diligence processes to comply with the Corporate Sustainability Due Diligence Directive by 2028. Our commitment to respecting human rights across our value chain is described in the 'Workers in the value chain' section and our anti-bribery and anti-corruption practices are described in the 'Business conduct' section.

UCB will continue to monitor and consider any changes in the EU Taxonomy regulation going forward, along with overall readiness procedures for next year's Annual Report.

Taxonomy-eligible economic activities

Economic activities	Description
1.2 Manufacture of medicinal products	Manufacture and sale of medicines produced by the group or by a contract manufacturing organization (CMO) intended for patients living with diseases in immunology, neurology, and other therapeutic areas.

We consider as Taxonomy-eligible under activity 1.2, the revenue coming from medicinal products and OpEx and CapEx that support the assets used in the production of the medicinal products.

Our KPIs and accounting policies

The key performance indicators (KPIs) include the turnover KPI, the CapEx KPI and the OpEx KPI. For presenting the Taxonomy KPIs, we use the templates provided in Annex II of the Disclosures Delegated Act. None of our activities contribute to multiple environmental objectives, so no disaggregation of KPIs is required.

1. [How the EU can incentivise environmental sustainability of new medicines](#)

EU Taxonomy continued

Turnover template for financial year 2025

Economic Activities	Code	Turnover € million	Proportion of turnover, year 2025 %	Substantial contribution criteria						Does not significantly harm criteria (DNSH)						Proportion of Taxonomy aligned or - eligible turnover, year 2024 %	Category enabling activity E	Category transitional activity T	
				Climate change mitigation Y; N; N/EL (a)	Climate change adaptation Y; N N/EL (a)	Water Y; N; N/EL (a)	Pollution Y; N; N/EL (a)	Circular economy Y; N; N/EL (a)	Biodiversity Y; N N/EL (a)	Climate change mitigation Y/N	Climate change adaptation Y/N	Water Y/N	Pollution Y/N	Circular economy Y/N	Biodiversity Y/N				Minimum safeguards Y/N
A. Taxonomy-eligible activities																			
A.1 Environmentally sustainable activities (Taxonomy-aligned)																			
Manufacture of medicinal products	PPC 1.2	-	0%	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	-
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		-	0%	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	-
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL; N/ EL (b)	EL; N/ EL (b)	EL; N/ EL (b)	EL; N/ EL (b)	EL; N/ EL (b)	EL; N/ EL (b)										
Manufacture of medicinal products	PPC 1.2	7 487	97%	N/EL	N/EL	N/EL	EL	N/EL	N/EL	-	-	-	-	-	-	-	93%	-	-
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)(A.2)		7 487	97%	0%	0%	0%	97%	0%	0%	-	-	-	-	-	-	-	93%	-	-
A. Turnover of Taxonomy-eligible activities (A.1 + A.2)		7 487	97%	0%	0%	0%	97%	0%	0%	-	-	-	-	-	-	-	93%	-	-
B. Taxonomy-non eligible activities																			
Turnover of Taxonomy-non eligible activities (B)		217	3%																
Total		7 704	100%																

(a) Y Yes, Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective.

N No, Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective.

N/EL Not eligible, Taxonomy-non-eligible activity for the relevant environmental objective.

(b) EL Taxonomy-eligible activity for the relevant objective.

N/EL Taxonomy-non-eligible activity for the relevant objective.

EU Taxonomy continued

CapEx template for financial year 2025

Economic Activities	Code	CapEx € million	Proportion of CapEx, year 2025 %	Substantial contribution criteria							Does not significantly harm criteria (DNSH)							Proportion of Taxonomy- aligned or - eligible CapEx, year 2024 %	Category enabling activity E	Category transitional activity T
				Climate change mitigation Y; N; N/EL (a)	Climate change adaptation Y; N N/EL (a)	Water Y; N; N/ EL (a)	Pollution Y; N; N/EL (a)	Circular economy Y; N; N/EL (a)	Biodiversity Y; N N/EL (a)	Climate change mitigation Y/N	Climate change adaptation Y/N	Water Y/N	Pollution Y/N	Circular economy Y/N	Biodiversity Y/N	Minimum safeguards Y/N				
A. Taxonomy-eligible activities																				
A.1 Environmentally sustainable activities (Taxonomy-aligned)																				
Manufacture of medicinal products	PPC 1.2	-	0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	-
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		-	0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	-
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																				
				EL; N/ EL (b)	EL; N/ EL (b)	EL; N/ EL (b)	EL; N/ EL (b)	EL; N/ EL (b)	EL; N/ EL (b)											
Manufacture of medicinal products	PPC 1.2	601	97%	N/EL	N/EL	N/EL	EL	N/EL	N/EL	-	-	-	-	-	-	-	-	95%	-	-
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)(A.2)		601	97%	0%	0%	0%	97%	0%	0%	-	-	-	-	-	-	-	-	95%	-	-
A. CapEx of Taxonomy-eligible activities (A.1 + A.2)		601	97%	0%	0%	0%	97%	0%	0%	-	-	-	-	-	-	-	-	95%	-	-
B. Taxonomy-non eligible activities																				
CapEx of Taxonomy-non eligible activities (B)		17	3%																	
Total		618	100%																	

(a) Y Yes, Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective.

N No, Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective.

N/EL Not eligible, Taxonomy-non-eligible activity for the relevant environmental objective.

(b) EL Taxonomy-eligible activity for the relevant objective.

N/EL Taxonomy-non-eligible activity for the relevant objective.

EU Taxonomy continued

OpEx template for financial year 2025

Economic Activities	Code	OpEx € million	Proportion of OpEx, year 2025 %	Substantial contribution criteria						Does not significantly harm criteria (DNSH)						Minimum safeguards Y/N	Proportion of Taxonomy- aligned or - eligible OpEx, year 2024 %	Category enabling activity E	Category transitional activity T	
				Climate change mitigation Y; N; N/EL (a)	Climate change adaptation Y; N N/EL (a)	Water Y; N; N/EL (a)	Pollution Y; N; N/EL (a)	Circular economy Y; N; N/EL (a)	Biodiversity Y; N N/EL (a)	Climate change mitigation Y/N	Climate change adaptation Y/N	Water Y/N	Pollution Y/N	Circular economy Y/N	Biodiversity Y/N					
A. Taxonomy-eligible activities																				
A.1 Environmentally sustainable activities (Taxonomy-aligned)																				
Manufacture of medicinal products	PPC 1.2	-	0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	-
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		-	0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	-
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																				
				EL; N/ EL (b)	EL; N/ EL (b)	EL; N/ EL (b)	EL; N/ EL (b)	EL; N/ EL (b)	EL; N/ EL (b)	EL; N/ EL (b)										
Manufacture of medicinal products	PPC 1.2	120	24%	N/EL	N/EL	N/EL	EL	N/EL	N/EL		-	-	-	-	-	-	-	23%	-	-
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		120	24%	0%	0%	0%	24%	0%	0%		-	-	-	-	-	-	-	23%	-	-
A. OpEx of Taxonomy-eligible activities (A.1 + A.2)		120	24%	0%	0%	0%	24%	0%	0%		-	-	-	-	-	-	-	23%	-	-
B. Taxonomy-non eligible activities																				
OpEx of Taxonomy-non eligible activities (B)		387	76%																	
Total		507	100%																	

(a) Y Yes, Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective.

N No, Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective.

N/EL Not eligible, Taxonomy-non-eligible activity for the relevant environmental objective.

(b) EL Taxonomy-eligible activity for the relevant objective.

N/EL Taxonomy-non-eligible activity for the relevant objective.

EU Taxonomy continued

UCB SA – Consolidated disclosures pursuant to Article 8 of the Taxonomy Regulation

In this section, as a non-financial parent undertaking, we present the share of our Group turnover, capital expenditure (CapEx) and operating expenditure (OpEx) according to the EU Taxonomy requirements for the reporting period of 2025. These are associated with the Taxonomy-eligibility and Taxonomy-alignment of the economic activity "1.2 Manufacture of medicinal products" related to the Pollution Prevention and Control (PPC) environmental objective, in accordance with Article 8 of the Taxonomy Regulation.

Turnover KPI

In 2024 and in 2025, we used the IFRS 15 revenue figure as a denominator, which is the total net turnover as disclosed in [Note 7 Revenue from contracts with customers](#). To calculate the numerator, we consider the net sales before hedging, the contract manufacturing and the milestones received by UCB relating to UCB products already sold on the related market.



EU Taxonomy continued

CapEx KPI

The CapEx KPI is defined as Taxonomy-eligible CapEx (numerator) divided by our total CapEx (denominator).

Total CapEx consists of additions to tangible and intangible assets during the financial year, before depreciation, amortization, and any remeasurements, including those resulting from revaluations and impairments, as well as excluding changes in fair value. It includes acquisitions of tangible fixed assets (IAS 16), intangible fixed assets (IAS 38) and right-of-use assets (IFRS 16). Goodwill is not included in CapEx, because it is not defined as an intangible asset in accordance with IAS 38. For further details on our accounting policies regarding our CapEx, see a summary of our significant accounting policies (Note 3 [Summary of significant accounting policies](#)). The denominator can be reconciled with the additions available in Note 20 [Intangible assets](#) and Note 22 [Property, plant and equipment](#), plant and equipment. The denominator shall also cover additions to tangible and intangible assets resulting from business combinations (refer to the additions in Note 8 [Business combinations](#)) but we do not have any for the fiscal years 2024 and 2025.

To determine the numerator, we consider that assets and processes are associated with Taxonomy-eligible economic activities when they are essential components for executing an economic activity.

Contextual information

UCB does not carry out activities in the nuclear or fossil fuel sectors.

Nuclear energy-related activities

1. The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	No
2. The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	No
3. The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	No

Fossil gas-related activities

4. The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	No
5. The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	No
6. The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	No

1. [Commission notice on the interpretation of legal provisions of EU Taxonomy February 2022](#)

OpEx KPI

EU Taxonomy defines OpEx differently compared to financial reporting, therefore OpEx as defined by EU Taxonomy would not equal the total operating expenditure in the financial statements.

The OpEx KPI is defined as Taxonomy-eligible OpEx (numerator) divided by the total defined as Taxonomy OpEx (denominator).

Following the EU Taxonomy regulation,¹ the total OpEx consists of direct non-capitalized costs related to research and development (R&D), building renovation measures, short-term leases, plant and laboratory equipment purchased but not capitalized, as well as all forms of maintenance and repair. Any other direct expenditures relating to the day-to-day servicing of assets of Property, plant and equipment by the entity or third party to whom activities are outsourced, that are necessary to ensure the continued and effective function of the asset, should also be part of the denominator.

Only a small part of R&D expenses has been taken into account in the denominator, as depreciation and indirect expenses were excluded. For depreciation, the costs have been excluded to avoid a double count, as assets that are depreciated are already taken in CapEx in previous years. For the other R&D expenses, a lot of these expenses concern expenses that are not directly related to projects. OpEx for EU Taxonomy reporting should exclude overheads, raw materials, costs of employees operating machines, cost of managing research and development projects and electricity, fluids or reagents needed to operate the property, plant and equipment.

During the clinical and preclinical development phases in the biopharmaceutical industry, there is still quite some uncertainty whether these projects will lead to regulatory approval and hence products that will generate revenues. Therefore the R&D expenses that are directly related to projects (as taken in the denominator) have not been considered as Taxonomy eligible OpEx (for the numerator) for the economic activity "Manufacture of medicinal products".

Maintenance and repair expenditures were determined based on the maintenance and repair costs allocated to our internal cost centers. The related cost items can be found in various line items in our income statement, including cost of sales (maintenance in operations,) and general and administrative expenses (such as maintenance of IT systems). In general, these expenditures include costs for services and material costs for daily servicing, as well as for regular and unplanned maintenance and repair measures. These costs are directly allocated to the property, plant and equipment. This does not include expenditures relating to the day-to-day operation of the property, plant and equipment, such as raw materials, cost of employees operating the machinery, electricity or fluids that are necessary to operate the property, plant and equipment. Amortization and depreciation are also excluded in the OpEx KPI.

Costs for building renovation measures and short-term leases are also included in the numerator and denominator of the OpEx KPI.