UCB **News**

UCB Announces Strategic Executive Leadership Rotation to Drive Future Growth and Innovation

- Fiona du Monceau to become Chief Commercial Officer
- Emmanuel Caeymaex to become Head of Patient Evidence

Brussels (Belgium) 6 November 2025, 6pm CET– UCB announces today a strategic rotation within its Executive Team, a move designed to continue driving the company's ambition for growth and innovation. The change, effective January 1, 2026, will see two of its leaders transition to new roles, bringing fresh perspectives and deep experience to critical areas of the business. A transition period will begin immediately to ensure full continuity.

Fiona du Monceau, currently Executive Vice President of Patient Evidence (Product development and strategy, regulatory, medical and access) will become Executive Vice President & Chief Commercial Officer. Emmanuel Caeymaex will move from his role as Chief Commercial Officer to become Executive Vice President, Head of Patient Evidence. This rotation reinforces UCB's commitment to building cross-functional competence, organizational resilience, and global collaboration.

Fiona du Monceau has 25 years of commercial and leadership experience within the biopharmaceutical industry. Her enterprise mindset and cross-functional collaboration drive, coupled with her experience across the value chain in dynamic global markets, positions her well to moving UCB forward in delivering growth and value to patients and stakeholders.

Emmanuel Caeymaex brings over 30 years of success at UCB in different commercial and strategic roles. His leadership was pivotal in the development of BIMZELX®. He will continue to build on the company's ability to generate impactful insights and evidence, helping to shape patient outcomes, inform strategic decisions and move forward the next generation of potential growth drivers.

These moves reflect UCB's enduring commitment to continuous learning, shared leadership, and long-term stability as it pursues its ambition to deliver for patients. The seasoned leadership teams in both areas will remain in place, ensuring continuity.

"This strategic rotation is a testament to our belief in dynamic leadership and continuous growth. By leveraging the unique strengths of Fiona and Emmanuel in their new roles, we are fostering greater cross-functional collaboration and sparking fresh innovation. I have the utmost confidence in their ability to excel in these new roles, ensuring we remain agile and forward-thinking in our purpose to create value for patients now and into the future," says Jean-Christophe Tellier, CEO of UCB.

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About UCB
UCB, Brussels, Belgium (www.ucb.com), is a global biopharmaceutical company focused on the discovery and development of innovative medicines and solutions to transform the lives of people living with severe diseases of the immune system or of the central nervous system. With more than 9000 people in approximately 40 countries, the company generated revenue of € 6.1 billion in 2024. UCB is listed on Euronext Brussels (symbol: UCB).

Forward looking statements
This press release may contain forward-looking statements including, without limitation, statements containing the words "believes", "anticipates", "expects", "intends", "plans", "seeks", "estimates", "may", "will", "continue" and similar expressions. These forward-looking statements are based on current plans, estimates and beliefs of management. All statements, other than statements of historical facts, are statements that could be deemed forward-looking statements, including estimates of revenues, operating margins, capital expenditures, cash, other financial information, expected legal, arbitration, political, regulatory or clinical results or practices and other such estimates and results. By their nature, such forward-looking statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and assumptions which might cause the actual results, financial condition, performance or achievements of UCB, or industry results, to differ materially from those that may be expressed or implied by such forward-looking statements contained in this press release. Important factors that could result in such differences include: the global spread and impact of COVID-19, changes in general economic, business and competitive conditions, the inability to obtain necessary regulatory approvals or to obtain them on acceptable terms or within expected timing, costs associated with research and development, changes in the prospects for products in the pipeline or under development by UCB, effects of future judicial decisions or governmental investigations, safety, quality, data integrity or manufacturing issues; potential or actual data security and data privacy breaches, or disruptions of our information technology systems, product liability claims, challenges to patent protection for products or product candidates, competition from other products including biosimilars, changes in laws or regulations, exchange rate fluctuations, changes or uncertainties in tax laws or the administration of such laws, and hiring and retention of its employees. There is no guarantee that new product candidates will be discovered or identified in the pipeline, will progress to product approval or that new indications for existing products will be developed and approved. Movement from concept to commercial product is uncertain;

preclinical results do not guarantee safety and efficacy of product candidates in humans. So far, the complexity of the human body cannot be reproduced in computer models, cell culture systems or animal models. The length of the timing to complete clinical trials and to get regulatory approval for product marketing has varied in the past and UCB expects similar unpredictability going forward. Products or potential products, which are the subject of partnerships, joint ventures or licensing collaborations may be subject to differences disputes between the partners or may prove to be not as safe, effective or commercially successful as UCB may have believed at the start of such partnership. UCB's efforts to acquire other products or companies and to integrate the operations of such acquired companies may not be as successful as UCB may have believed at the moment of acquisition. Also, UCB or others could discover safety, side effects or manufacturing problems with its products and/or devices after they are marketed. The discovery of significant problems with a product similar to one of UCB's products that implicate an entire class of products may have a material adverse effect on sales of the entire class of affected products. Moreover, sales may be impacted by international and domestic trends toward managed care and health care cost containment, including pricing pressure, political and public scrutiny, customer and prescriber patterns or practices, and the reimbursement policies imposed by third-party payers as well as legislation affecting biopharmaceutical pricing and reimbursement activities and outcomes. Finally, a breakdown, cyberattack or information security breach could compromise the confidentiality, integrity and availability of UCB's data and systems.

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