2020 half-year results

27 July 2020

UCB's resilient product portfolio and UCB's ability to support all stakeholders during COVID-19 drive company growth

Inspired by patients.
Driven by science.

Disclaimer & safe harbor

Forward-looking statements

This presentation contains forward-looking statements, including, without limitation, statements containing the words “believes”, “anticipates”, “expects”, “intends”, “plans”, “seeks”, “estimates”, “may”, “will”, “continue” and similar expressions. These forward-looking statements are based on current plans, estimates and beliefs of management. All statements, other than statements of historical facts, are statements that could be deemed forward-looking statements, including estimates of revenues, operating margins, capital expenditures, cash, other financial information, expected legal, arbitration, political, regulatory or clinical results or practices and other such estimates and results. By their nature, such forward-looking statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties, and assumptions which might cause the actual results, financial condition, performance or achievements of UCB, or industry results, to be materially different from any future results, performance, or achievements expressed or implied by such forward-looking statements contained in this presentation.

Important factors that could result in such differences include but are not limited to: 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, 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 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.

Given these uncertainties, the public is cautioned not to place any undue reliance on such forward-looking statements. These forward-looking statements are made only as of the date of this presentation, and do not reflect any potential impacts from the evolving COVID-19 pandemic, unless indicated otherwise. The company continues to follow the development diligently to assess the financial significance of this pandemic to UCB.

UCB expressly disclaims any obligation to update any forward-looking statements in this presentation, either to confirm the actual results or to report or reflect any change in its forward-looking statements with regard thereto or any change in events, conditions or circumstances on which any such statement is based, unless such statement is required pursuant to applicable laws and regulations.

In the event of any differences between this Presentation and the Annual or Half Year Report, the information included in the Report shall prevail.

Agenda

UCB's resilient product portfolio drives continued company growth
- Jean-Christophe Tellier, CEO

To deliver patient value
- Iris Loew-Friedrich, CMO

Delivering patient value, meeting patient needs
- Emmanuel Caeymaex, Executive Vice President Immunology Solutions & Head of U.S.

Additional new opportunities for patient value creation
- Charl van Zyl, Executive President Neurology Solutions & Head of EU/International

Resilient growth & continued investment into future growth
- Sandrine Dufour, CFO

Closing and Q&A

UCB's resilient product portfolio drives continued company growth

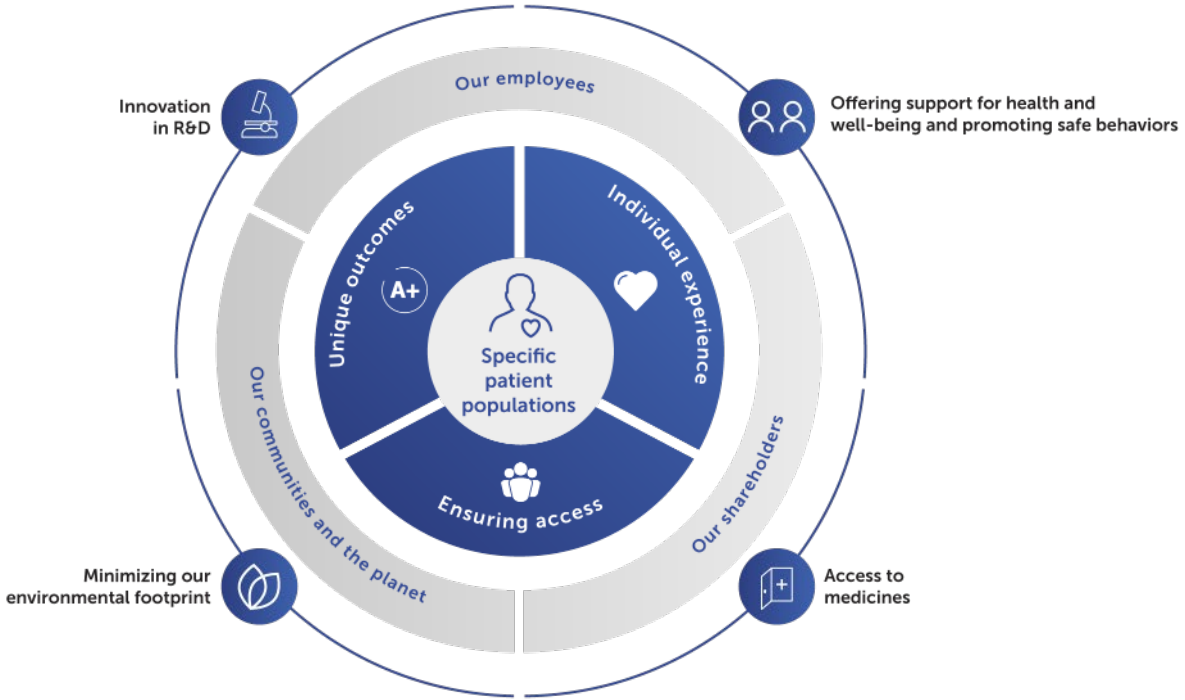
Combined efforts during COVID-19

Strength of our business strategy and resilient portfolio

- Revenue increased to € 2.6 billion, net sales to € 2.5 billion, both +12%, +9% CER
- Underlying profitability (adj. EBITDA) € 783 million (+8%, 0% CER) or a ratio of 30%
- Ra Pharmaceuticals acquisition closed early April, Engage Therapeutics acquired in June, co-promotion agreement for Cimzia® with Ferring Pharmaceuticals in July
- *Bimekizumab* in psoriasis demonstrated superiority to *secukinumab* for complete skin clearance (PASI 100) at both, week 16 and 48
- Financial outlook for 2020 confirmed

UCB actions during the COVID-19 pandemic

Our purpose:
to create value for patients, now and into the future



UCB is progressing on its strategic growth path

2019: We entered the "Accelerate & Expand" phase, making good progress…

Grow & Prepare
2015-2018

- Core products growth
- Briviact® and *romosozumab* launch prepared
- Enhanced financials and strategic flexibility

Accelerate & Expand
2019-2021

- Maximize the number of lives we can positively impact
- Focus on patients that can benefit most
- Strengthen our R&D to deliver new compounds in shorter cycle times
- Identify & act on potential opportunities

UCB actions
during the COVID-19 pandemic

Breakthrough & Lead
2022-2025

- Bring highly differentiated solutions to patients, with high predictability of response
- Be present and lead in specific patient sub-populations by 2025

Accelerate & expand (2019-2021)

Deliverables

Focus on patients who can benefit most

cimzia® (certolizumab pegol)

VIMPAT® lacosamide

BRIVIACT®

Keppra®

2 launches

EVENITY™ (romosozumab-aqqg)

Nayzilam® (midazolam) nasal spray

Strengthen our R&D

bimekizumab positive Phase 3 results in psoriasis

zilucoplan

Staccato® *alprazolam*

(new) Phase 3 programs

bimekizumab (PsA, AxSpA & HS)

rozanolixizumab (MG & ITP)

dapirolizumab pegol (lupus)

Identify & act on potential opportunities

Ra Pharma

ENGAGE THERAPEUTICS

FERRING PHARMACEUTICALS

- Divestiture: Niferex® (China) & *alprostadil*
- infleXio: new biotech manufacturing plant (Belgium)

PsA: psoriatic arthritis
AxSpA: axial spondyloarthritis
HS: hidradenitis suppurativa

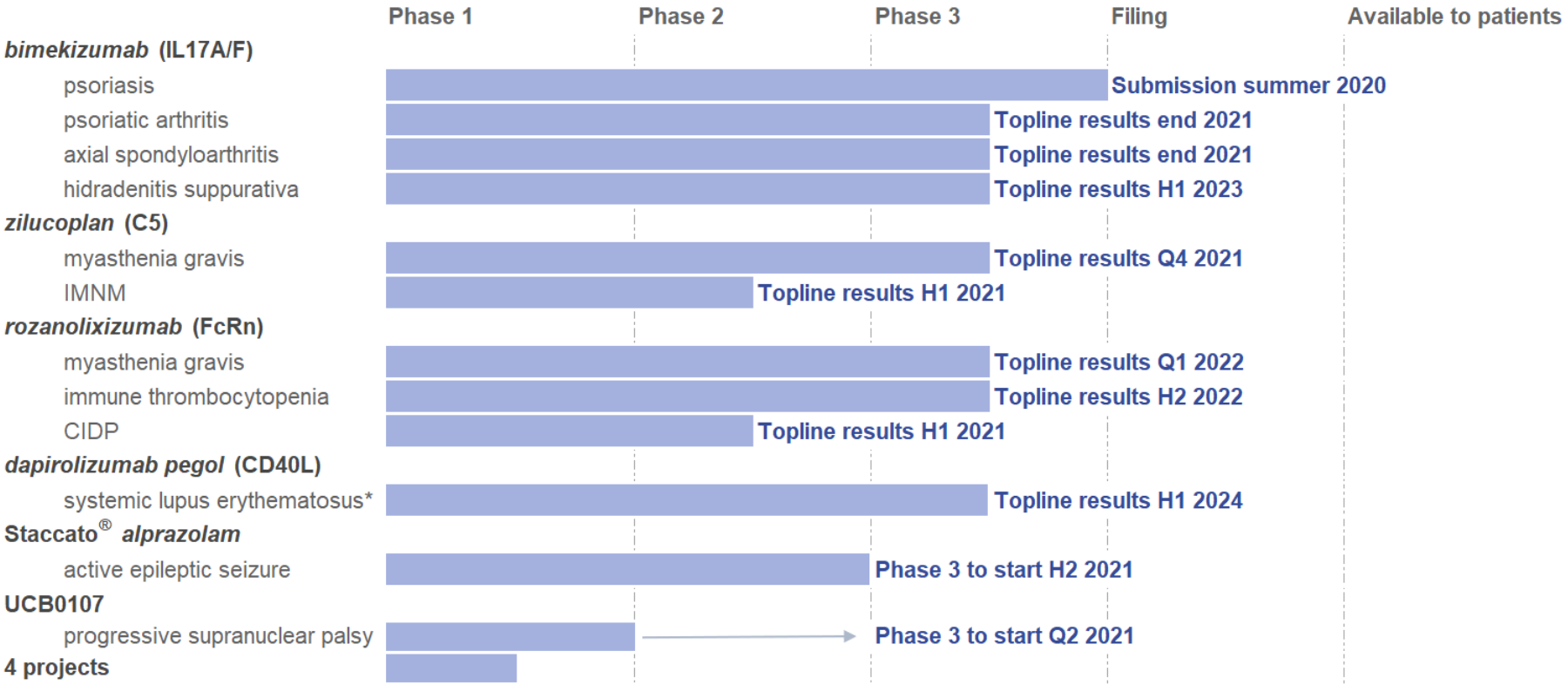
MG: myasthenia gravis
ITP: immune thrombocytopenia

To Deliver Patient Value

Iris Loew-Friedrich

Chief Medical Officer

Late stage clinical pipeline – to deliver patient value



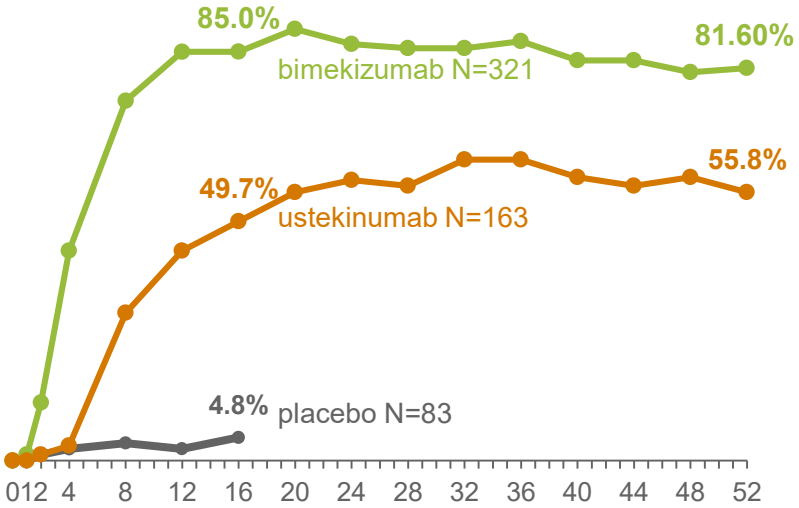
IMNM: Immune-Mediated Necrotizing Myopathy
CIDP: Chronic Inflammatory Demyelinating Polyneuropathy
* In partnership with Biogen

Zilucoplan in COVID-associated ARDS by University of Ghent (Belgium) & Medical Research Council (U.K.)
Zilucoplan in amyotrophic lateral sclerosis (ALS) by HEALEY ALS Platform Trial

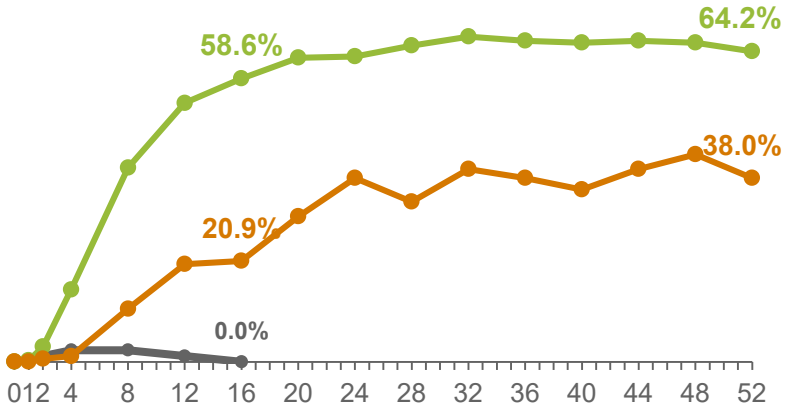
Bimekizumab Phase 3 in psoriasis

What the BE VIVID data show…

Patients achieving PASI 90 (%)

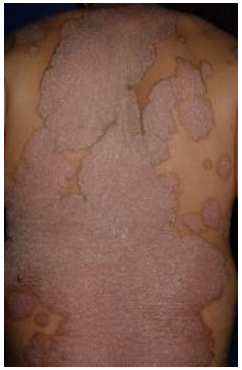


Patients achieving PASI 100 (%)

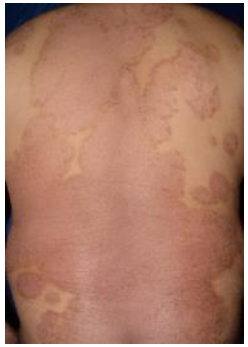


Bimekizumab Phase 3 in psoriasis

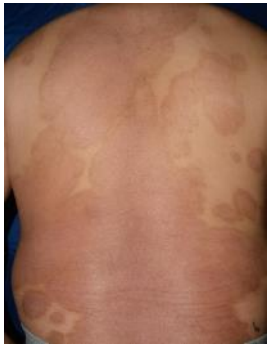
What it really means for patients…



Week 0
PASI 31.6

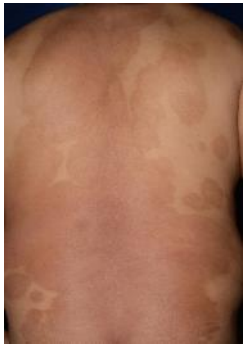


Week 4
PASI 75 response

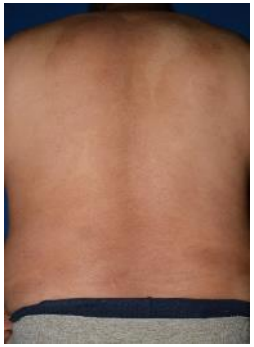


Week 8
PASI 90 response

Rapid skin clearance



Week 16
PASI 100 response



Week 52
PASI 100 response

Lasting skin clearance

Delivering patient value, meeting patient needs

Emmanuel Caeymaex

Executive Vice President Immunology Solutions & Head of U.S.

Accelerate & expand (2019-2021)

Deliverables in immunology

Focus on patients who can benefit most

cimzia® (certolizumab pegol)

EVENITY™ (romosozumab-aqqg)

Strengthen our R&D

bimekizumab positive Phase 3 results in psoriasis

Phase 3 programs ongoing

bimekizumab (PsA, AxSpA & HS)

dapirolizumab pegol (lupus)

rozanolixizumab (ITP)

zilucoplan (IMNM)

Identify & act on potential opportunities

Ra Pharma

FERRING PHARMACEUTICALS

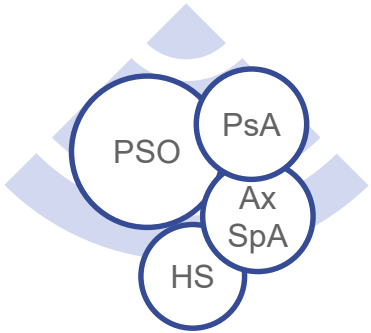
PsA: psoriatic arthritis
AxSpA: axial spondyloarthritis
HS: hidradenitis suppurativa

MG: myasthenia gravis
ITP: immune thrombocytopenia
IMNM: Immune-Mediated Necrotizing Myopathy

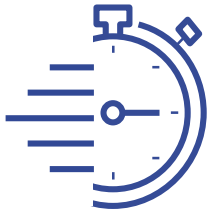
Bimekizumab in a competitive environment

Ambition for patient value differentiation

Spectrum of the diseases



Speed of onset



Depth of response

Durability of clinical effect

PSO: psoriasis
PsA: psoriatic arthritis
AxSpA: axial spondyloarthritis
HS: hidradenitis suppurativa

Preparing long-term supply of future medicines

Project infleXio: new biotech manufacturing plant in Belgium

An innovative & environmentally sustainable multi-product biological manufacturing facility

Project infleXio

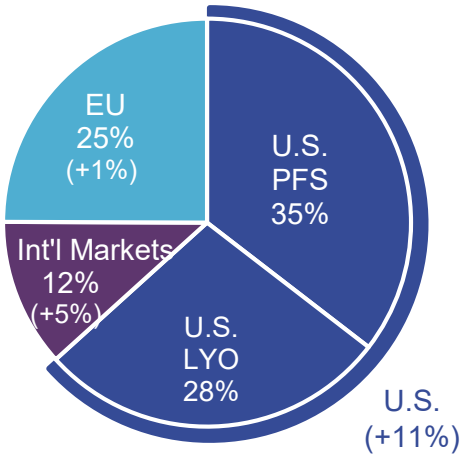
- Manufacturing of monoclonal antibody drug substance => investment in mammalian technical development
- Investment > € 300 million
- Operational in 2024
- Creation of > 150 new, high skilled jobs
- “Digital ready” with most recent manufacturing technologies
- Integrating most advanced technologies to reduce environmental footprint

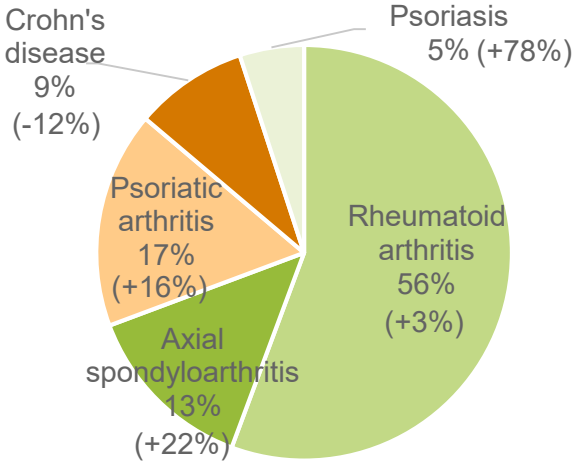
https://www.ucb.com/stories-media/Press-Releases/article/Expanding-its-portfolio-of-medicines-UCB-to-build-new-biotech-manufacturing-plant-in-Belgium

Cimzia® growth driven by new patient populations

On track to achieving peak sales ≥ € 2 billion by 2024

2020 HY net sales: € 842 million (+8%; +7% CER)





Cimzia®, the only anti-TNF available

- approved for non-radiographic axial spondyloarthritis (U.S.)
- label includes safety data from clinical trials for women of childbearing age (WOCBA)
- Strengthening our commitment to patients living with Crohn's disease: Ferring co-promotion agreement (U.S.)

PFS: prefilled syringe
LYO: lyophilized powder formulation

Evenity® (*romosozumab*) in osteoporosis

An innovative bone-forming therapy now available to patients

Why Evenity®?

- **Unique dual effect on bone**
- **Rapid improvement in Bone Mineral Density in just 12 months**
- **Fracture risk reduction**

	Launch	2020 HY net sales
U.S.[1]	✓	Amgen Q2 results on 28 July
EU[2] Germany, U.K., Austria & Sweden	✓	€ 1 million
Int'l markets[1] Japan, Australia, Canada & South Korea	✓	Amgen Q2 results on 28 July

'Capture the Fracture' partnership

to reduce by 25% by 2025 the incidence of osteoporosis-related hip and vertebral fractures

partnership with the International Osteoporosis Foundation, University of Oxford & Amgen

More information about this partnership on http://www.capturethefracture.org.
1 Refer to Amgen website
2 Evenity® was approved in EU (Dec. 2019) & in Switzerland (June 2020)

Additional new opportunities for patient value creation

Charl van Zyl

Executive President Neurology Solutions & Head of EU/International

Accelerate & expand (2019-2021)

Deliverables in neurology

Focus on patients who can benefit most

VIMPAT® lacosamide

Keppra® levetiracetam

BRIVIACT®

Nayzilam® (midazolam) nasal spray

Strengthen our R&D

zilucoplan

Staccato® *Alprazolam*

Phase 3 programs

rozanolixizumab (MG)

zilucoplan (MG)

Identify & act on potential opportunities

Ra Pharma

ENGAGE THERAPEUTICS

epilepsy society

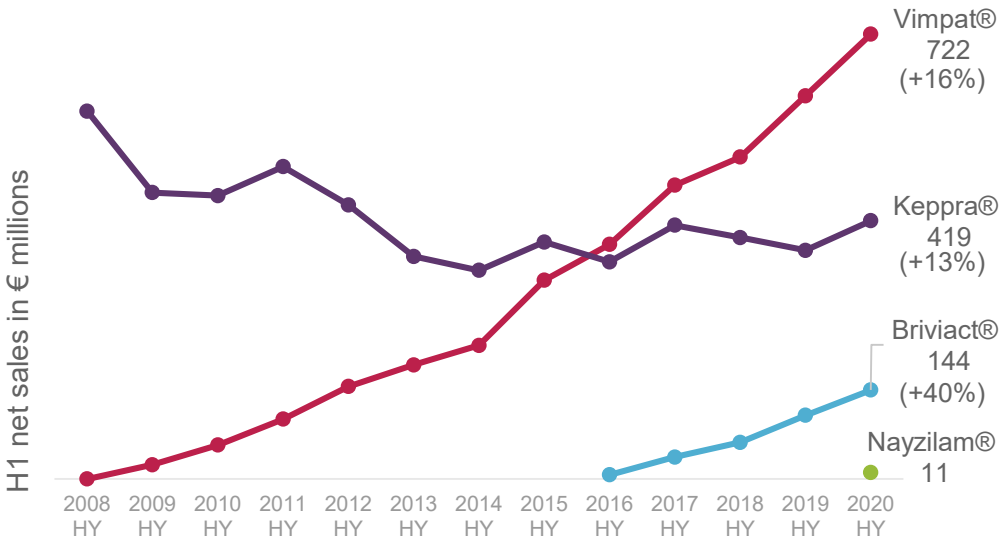
SEIZEIT

KING'S College LONDON

MG: myasthenia gravis

Epilepsy Franchise serving millions of patients

~ 3 million patients using UCB epilepsy treatments*



Latest news flow

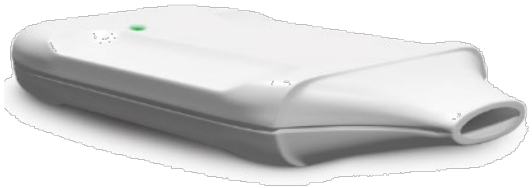
- **Vimpat®** in PGTCS:
  filed Q1 2020 (U.S., EU, Japan)
- **Nayzilam®** (*midazolam*) Nasal Spray[CIV], the first and only nasal rescue treatment for epilepsy seizure clusters launched in the U.S.
- Acquisition of Engage Therapeutics, a clinical-stage pharmaceutical company developing **Staccato® *Alprazolam*** for the rapid termination of an active epileptic seizure. Staccato® *Alprazolam* to start Phase 3 H2 2021
- **Briviact®** in childhood and juvenile absence epilepsy: Phase 3 to start Q4 2020

* Patient numbers @ June 2020 / epilepsy treatments as monotherapy or adjunctive therapy
PGTCS: primary generalized tonic clonic seizures

Acute on-demand epilepsy seizure management

UCB acquired world-wide rights to *Staccato® Alprazolam*

***Staccato® Alprazolam*, a drug-device-combination designed to deliver *alprazolam* with a single, normal breath, to rapidly terminate an epileptic seizure**

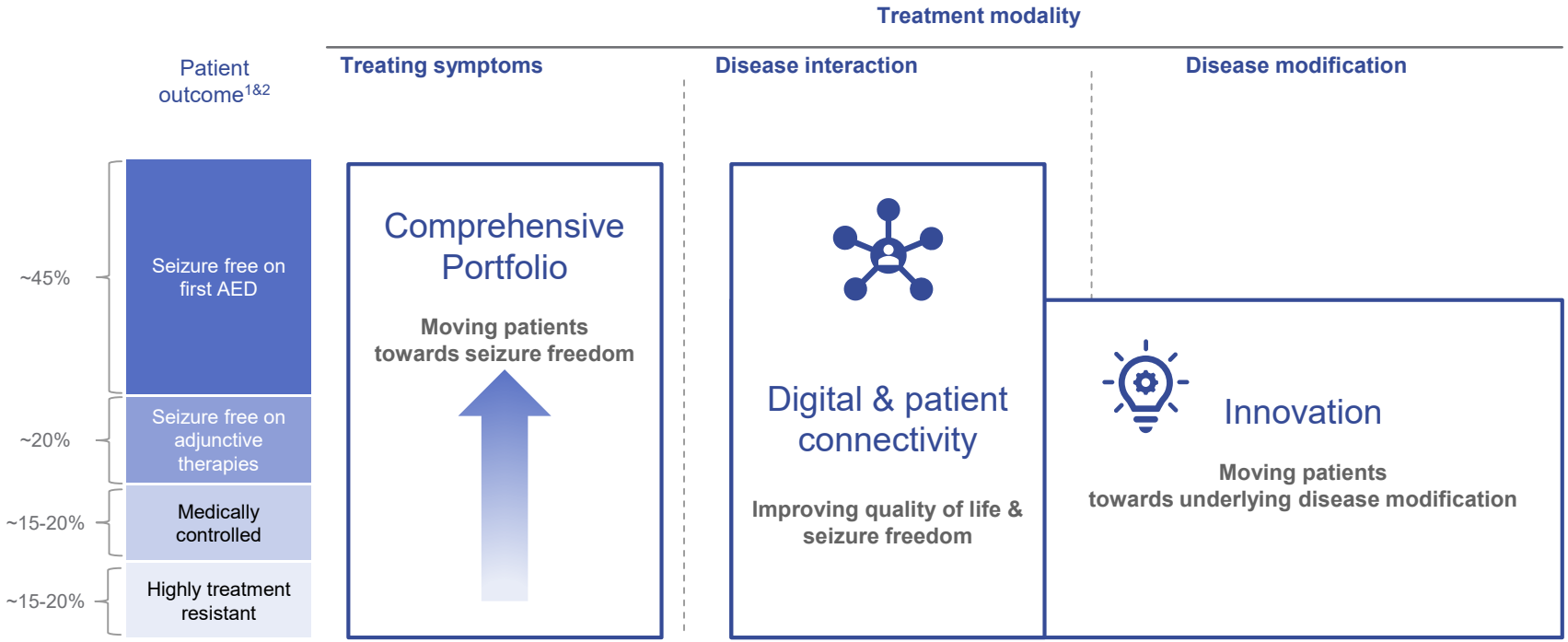


- Potential to be the first **on-demand, single use treatment**
- **Rapid seizure termination** (30 sec – 2 min)
- Phase 2b clinical trial completed (end 2019); phase 3 to start H2 2021
- Potential to deliver on-demand, rapid seizure termination for 20 – 30% of people living with epilepsy

UCB to perform further clinical development, submission, launch and commercialization

Epilepsy: significant unmet needs remain

Multiple opportunities for patient value creation



1. Chen Z, Brodie MJ, Liew D, Kwan P. "Treatment Outcomes in Patients With Newly Diagnosed Epilepsy Treated With Established and New Antiepileptic Drugs: A 30-Year Longitudinal Cohort Study." , confirmed by expert calls with physicians
2. Failure of adequate trials of two tolerated and appropriately chosen AED schedules to achieve seizure freedom

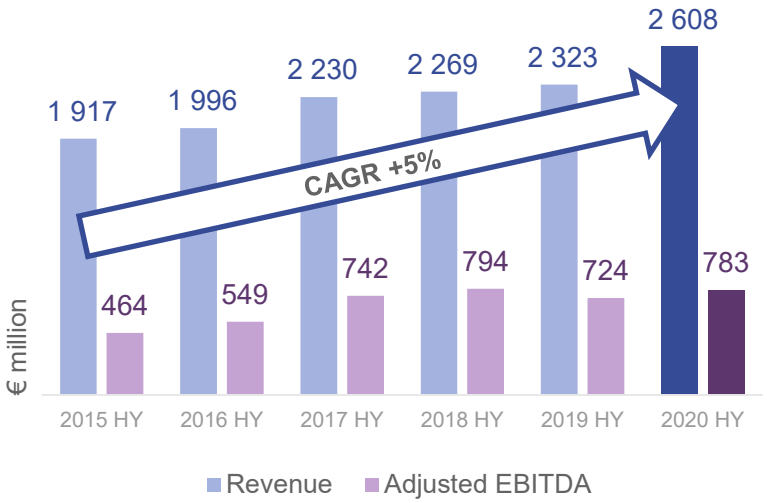
Resilient growth & continued investment into future growth

Sandrine Dufour

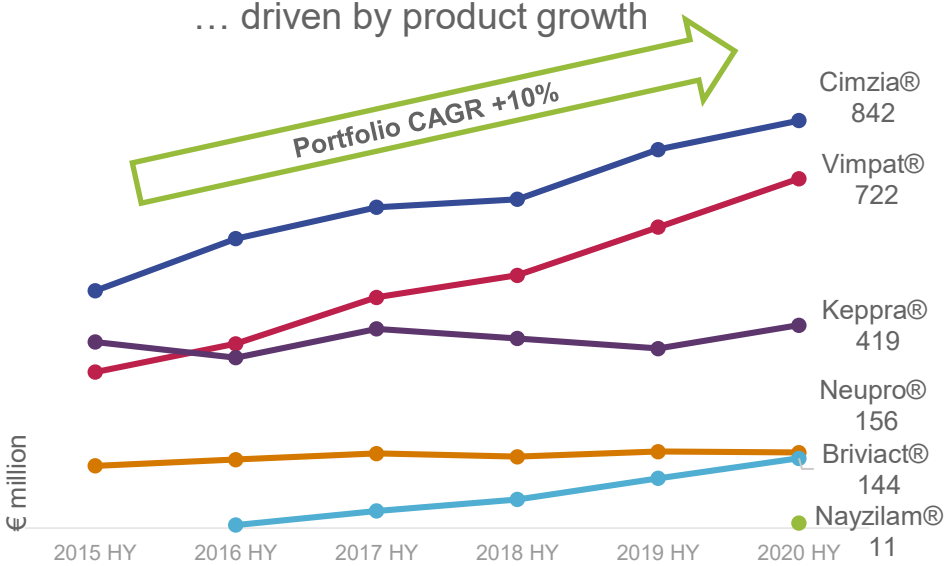
Chief Financial Officer

UCB's sustainable financial performance by strong product portfolio growth

Top and bottom line growth...



… driven by product growth



In compliance with the ESMA Alternative Performance Measures guidelines, recurring EBITDA, Earnings before Interest Taxes Depreciation & Amortization, is renamed into "Adjusted EBITDA". The calculation methodology remains unchanged.

2020 HY financial highlights

Resilient product growth and investment into future growth

Revenue — € 2 608 million

- Net sales +12% (+9% CER) to € 2.5 billion driven by resilience of portfolio

Total operating expenses — € 1 311 million

- +13% Marketing & selling expenses (Cimzia® / Nayzilam® / Evenity® launches + *bimekizumab* pre-launch activities)
- +21% R&D expenses (late stage pipeline, Ra Pharma R&D budget + *padsevonil* termination) - ratio 26%

Adjusted (recurring) EBITDA* — € 783 million

- Adjusted (recurring) EBITDA/revenue ratio 30%

Profit - driven by acquisition fees — € 388 million

- Tax rate 15%
- € 363 million attributable to UCB shareholders

Core earnings per share — € 2.77

*Based on 189 million weighted average shares outstanding***
(2019: 187 million)

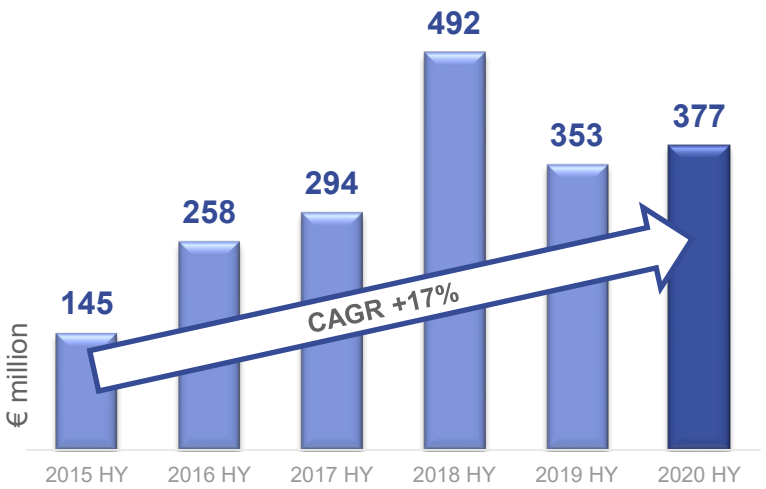
CER: constant exchange rates

* In compliance with the ESMA Alternative Performance Measures guidelines, recurring EBITDA, Earnings before Interest Taxes Depreciation & Amortization, is renamed into "Adjusted EBITDA". The calculation methodology remains unchanged.

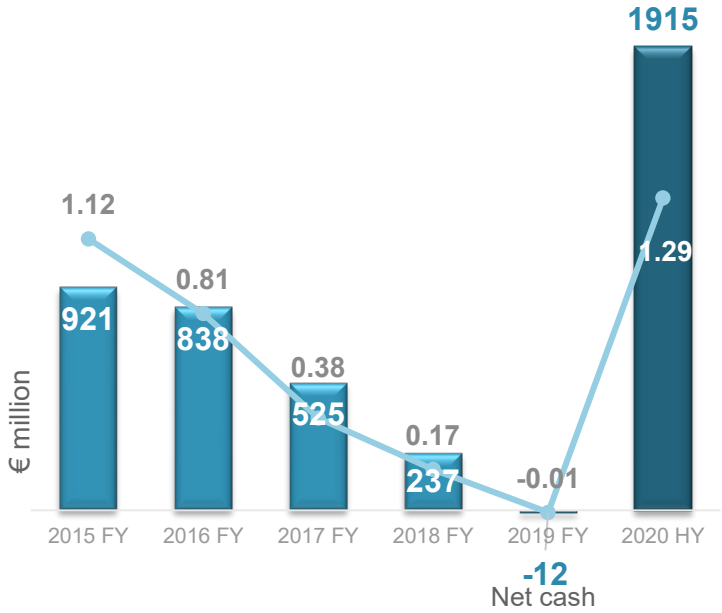
** Total number of shares 194.5 million

Solid cash flows

Cash flow from continuing operations



Net debt
Net debt / adjusted EBITDA ratio



EBITDA: Earning before interests, taxes, depreciation and amortization charges - In compliance with the ESMA Alternative Performance Measures guidelines, recurring EBITDA, is renamed into "adjusted EBITDA". The calculation methodology remains unchanged.
Debt maturity profile available in the annex slides

Financial guidance confirmed

UCB will continue to closely follow evolving COVID-19 pandemic diligently to assess potential near- and mid-term challenges.

2020 financial targets

Revenue € 5.05 – 5.15 billion

- Continued strong core products growth

Adjusted EBITDA* / revenue ratio

26 – 27% of revenue

- R&D expense ratio of ~28% (+/-1% point)

Core EPS € 4.40 – 4.80**

- Tax rate around mid teens

Mid-term guidance

Adjusted EBITDA / revenue ratio

31% in 2022

- UCB investing into the pipeline complemented with inorganic growth opportunities

Peak sales

- Cimzia® ≥ € 2 billion by 2024
- Vimpat® ≥ € 1.5 billion by 2022
- Briviact® ≥ € 600 million by 2026
- Neupro® ~ current level

* In compliance with the ESMA Alternative Performance Measures guidelines, recurring EBITDA, Earnings before Interest Taxes Depreciation & Amortization, is renamed into "adjusted EBITDA". The calculation methodology remains unchanged.
** Based on 188 million shares outstanding

Accelerate & expand (2019-2021)

Expected news flow

2019

- ✓ **Evenity® launch**
- ✓ **Nayzilam® launch (U.S.)**
- ✓ *bimekizumab* Phase 3 results in psoriasis
- ✓ *bimekizumab* Phase 3 start in psoriatic arthritis & axial spondyloarthritis
- ✓ *padsevonil* Phase 3 start
- ✓ *rozanolixizumab* Phase 3 start in myasthenia gravis + Phase 2b in CIDP
- ✓ Agreement to acquire Ra Pharma

2020

- ✓ *rozanolixizumab* Phase 3 start in ITP (Jan)
- ✓ *bimekizumab* Phase 3 start in HS (Feb)
- ✓ *padsevonil* Phase 2b topline results (March)
- ✓ Vimpat® PGTCS filing (Q1)
- ✓ Ra Pharma closing (April)
- ✓ Acquisition of Staccato® *Alprazolam* (June)
- ✓ *bimekizumab* Phase 3b topline results (July)
- • *dapirolizumab pegol* Phase 3 start in lupus (Q3)
- • *bimekizumab* filing acceptance in psoriasis (end of Q3)

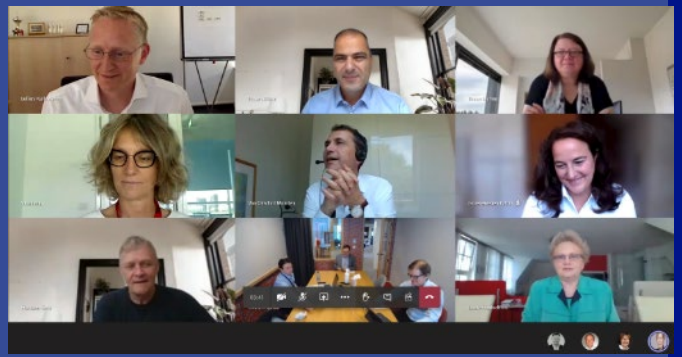
2021

- • UCB0107 Phase 3 start in progressive supranuclear palsy (Q2)
- • *rozanolixizumab* Phase 2b topline results in CIDP (H1)
- • *zilucoplan* Phase 2b topline results in IMNM gravis (H1) + Phase 3 topline results in myasthenia gravis (Q4)
- • Staccato® *Alprazolam* Phase 3 start in active epileptic seizure (H2)
- • *bimekizumab* Phase 3 topline results in psoriatic arthritis & axial spondyloarthritis (end of 2021)

CIDP: Chronic Inflammatory Demyelinating Polyneuropathy
ITP: Immune ThrombocytoPenia
HS: hidradenitis suppurativa
IMNM: Immune-Mediated Necrotizing Myopathy

Thank you!

#strongertogether



Our purpose:
to create value for patients, now and into the future

For patients like Lut,
living with osteoporosis

For patients like Elisabeth, living
with axial spondyloarthritis

For patients like Wendy,
living with lupus

For patients like Victoria, living
with psoriasis

For patients like Lloyd, living
with epilepsy

… and for patients living with
hidradenitis suppurativa,
myasthenia gravis, ITP, CIDP
progressive supranuclear palsy

For patients like Caroline, living
with psoriatic arthritis

CIDP: Chronic Inflammatory Demyelinating Polyneuropathy
ITP: Immune ThrombocytoPenia

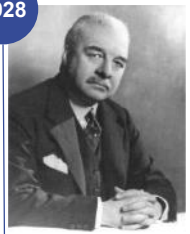
Further facts and figures

Inspired by patients.
Driven by science.

UCB Story – since 1928

Continuous adaptation to the changing ecosystem

1928



Emmanuel Janssen established **Union Chimique Belge** **(UCB)** in Brussels (Belgium), primarily focusing on industrial chemicals

Production **primary care products** (calcium, vitamins, insuline, etc.) during **World War II**

Stronger **focus on research**, resulting in the discovery in 1954 of one of the world's first tranquillizers, Atarax®

1970's - Development of a European network through acquisitions in France, Germany, Italy, Spain and the U.K.

80's

Globalization with acquisitions in the U.S., Korea, Thailand and Japan

1987

Zyrtec

2000

Keppra levetiracetam

2004

Focus on biopharmaceuticals, a combination of large, antibody based molecules and small, chemically-derived molecules

Acquisition of Celltech Group Ltd, a leading British biotechnology company

Divestiture of non-core business, starting with the films and chemical divisions, followed by primary care products

2006

Neupro

Acquisition of Schwarz Pharma AG, based in Germany, bringing complementary therapeutic and geographic focus

2008

cimzia (certolizumab pegol)

VIMPAT lacosamide

2016

BRIVIACT

2019

EVENITY (romosozumab-aqqg)

Nayzilam (midazolam) nasal spray

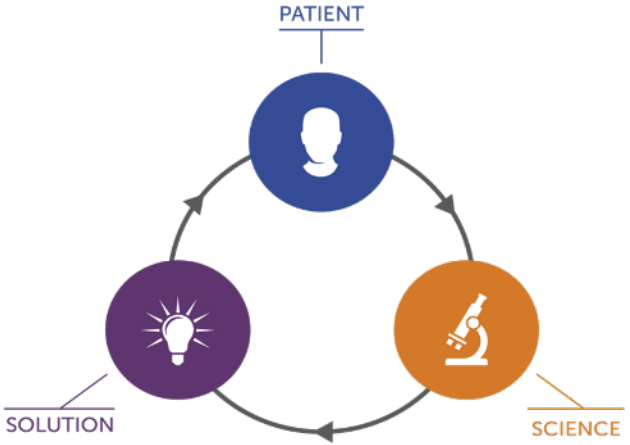
The timeline is not proportionated

UCB's patient value strategy

Sustainable company growth - Superior shareholder value

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

We want to be present and **impact specific patient populations by 2025**.



We are UCB

We are 7 989 employees focused on creating value for patients

We bring Cimzia®, Vimpat®, Keppra®, Briviact®, Neupro®, Nayzilam® & Evenity® to more than **3.4 million patients**

Focused on R&D:
We invest more than **25% of revenue in R&D –** above industry average

We commit to **reducing our ecological footprint**

We reached in 2019
€ 4.9 billion revenue
€ 1.4 billion adjusted EBITDA, both growing for the 6th year in a row

Grow core products

Key information

	Cimzia®	Vimpat®	Keppra®	Briviact®	Neupro®
	• Crohn's disease • Rheumatoid arthritis • Psoriatic arthritis • Axial spondyloarthritis • Psoriasis	Epilepsy POS • Adj. therapy • Monotherapy • Pediatric	• Epilepsy POS • Epilepsy PGTCS • Epilepsy myoclonic seizures	Epilepsy POS • Adj. therapy • Monotherapy (U.S.) • Pediatric	• Parkinson's disease • Restless legs syndrome
	> 151 000 patients, across 58 countries*	**> 684 000** patients, across 52 countries*	**≈ 2.2 million** patients, across the world*	**> 106 000** patients, across 34 countries*	**> 366 000** patients, across 43 countries*
	Astellas (Japan - 2012) Cinkate (China – 2019)	Daiichi Sankyo (Japan - 2014)	Otsuka (Japan – 2008-2020)		Otsuka (Japan – 2002)
	2024 (U.S. & EU) 2026 (Japan)	**2022** (U.S. & EU) 2024 (Japan)	2008 (U.S.) 2010 (EU) 2020 (Japan)	**2026** (U.S. & EU)	**2021** (U.S. & EU) 2024 (Japan) 2030 Several reformulation patents (U.S. & EU)

WOCBA: women of child bearing age
* Data at 30 June 2020

POS: partial onset seizures, also known as focal seizures
PGTCS: primary generalized tonic-clonic seizur20

Grow core products

Lifecycle management

	Cimzia®	Vimpat®	Keppra®	Briviact®	Neupro®
		• POS: neo nates: Phase 3 to start Q3 2020		• Childhood and juvenile absence epilepsy: Phase 3 to start Q4 2020	

		• Epilepsy PGTCS (U.S. / EU / Japan – Q1)
		• Epilepsy POS (China):
		  ○ pediatric (incl. oral formulation – Sept 2018)
		  ○ IV formulation (Sept 2018)
		  ○ Monotherapy (Sept 2019)
			• Epilepsy monotherapy (China – Aug 2019)		

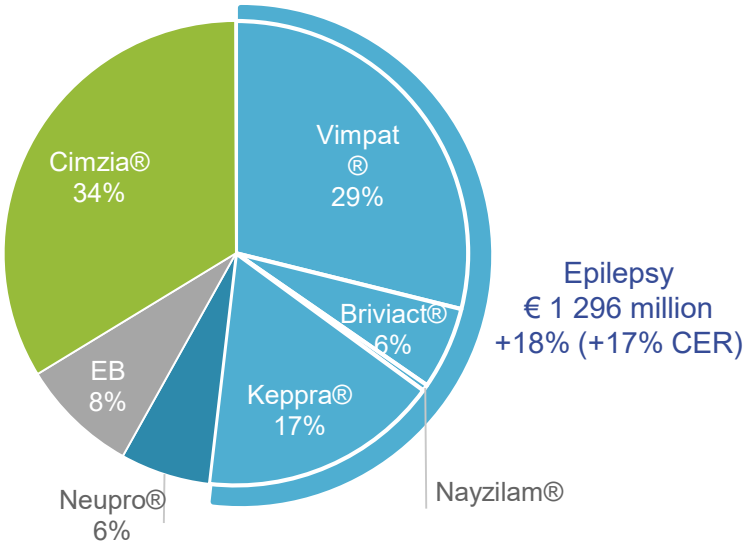
	• Nr axSpA (U.S. – March 2019) • Rheumatoid arthritis (China – July 2019) • Psoriasis / psoriatic arthritis (Japan – Dec 2019)	• Epilepsy POS pediatric (incl. dry syrup formulation - Japan – Jan 2019)	• Epilepsy monotherapy (U.S. – Oct 2019)		

Nr axSpA: non radiographic axial spondyloarthritis
POS: partial onset seizures, also known as focal seizures
PGTCS: primary generalized tonic-clonic seizures

Strong underlying net sales growth

Resilient product portfolio & new launches

2020 HY net sales[1]
€ 2 500 million +10% (+9% CER)



Epilepsy
€ 1 296 million
+18% (+17% CER)

		Act	CER
Cimzia®	**€ 842 million**	**+8%**	**+7%**
Driven by new patient populations			
Vimpat®	**€ 722 million**	**+16%**	**+14%**
Strong, sustainable growth in all markets			
Keppra®	**€ 419 million**	**+13%**	**+12%**
Mature, established brand			
Neupro®	**€ 156 million**	**-1%**	**-2%**
At its peak sales			
Briviact®	**€ 144 million**	**+40%**	**+37%**
Reaching more and more patients			
Nayzilam®	**€ 11 million**		
Evenity®	**€ 1 million**		
Established brands	**€ 205 million**	**-12%**	**-11%**

CER = constant exchange rates
1 Net sales including € 1 million net sales for Evenity® , € 11 million for Nayzilam® & excluding - € 9 million hedging

Cimzia®

Driven by new patient populations

For patients (including women of child bearing age) living with

- Rheumatoid arthritis
- Psoriatic arthritis
- Psoriasis
- Axial spondyloarthritis
- Crohn's disease (U.S.)

Net sales[1]

€ million	2016 HY	2017 HY	2018 HY	2019 HY	2020 HY	Act	CER
U.S.	372	420	416	480	533	11%	8%
Europe	165	176	192	208	210	1%	1%
International markets	61	66	71	94	99	5%	11%
Total Cimzia®	598	663	679	782	842	8%	7%

2024

- Loss of exclusivity (U.S. & EU)
- Peak sales > € 2 billion

2026

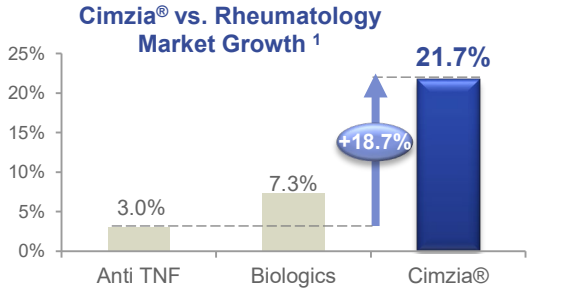
- Loss of exclusivity (Japan)

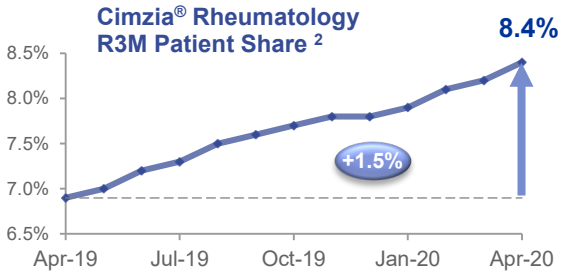
cimzia (certolizumab pegol)

1 Numbers may not add due to rounding
CER: constant exchange rates

Cimzia® in-market performance

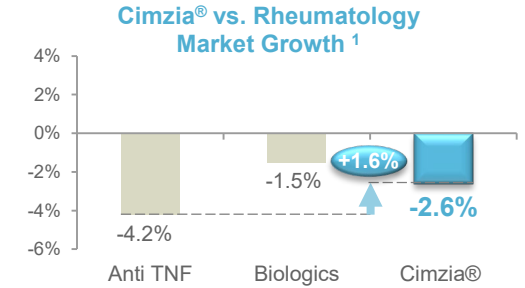
U.S.

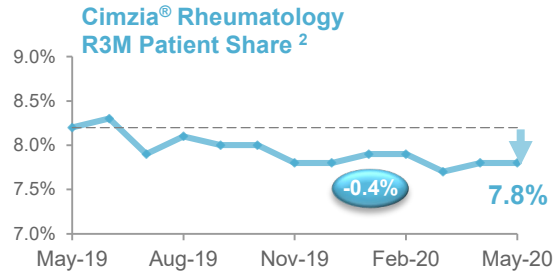




Source: U.S: IQVIA Source of Business Report

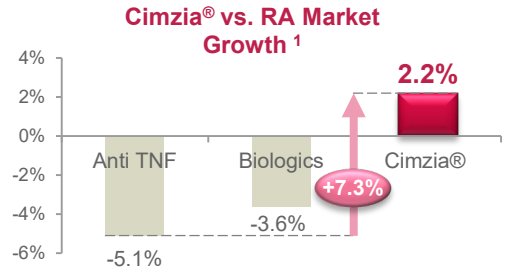
Europe

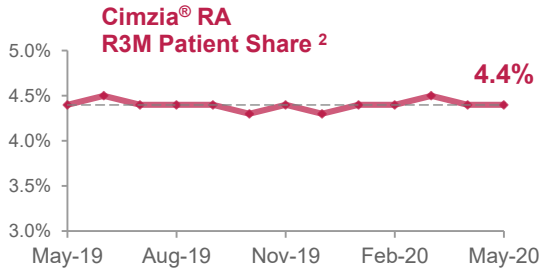




Source: IMS MIDAS
In-Market KPI's are based on Exit Patients

Japan





Source: - IMS MIDAS
In-Market KPI's are based on Exit Patients

1 In-market growth is calculated for MAT period: U.S.: MAT April 2020 vs. MAT April 2019 / Europe: MAT May 2020 vs MAT May 2019 | Japan: MAT May 2020 vs. MAT May 2019 (patients, all channels)
2 Market share is calculated for R3M period

Vimpat®

Strong, sustainable growth in all markets

For patients living with
- Epilepsy – POS[2]
- Adults, adolescents and children from 4 years of age (EU, U.S. & Japan)

Net sales[1]

€ million	2016 HY	2017 HY	2018 HY	2019 HY	2020 HY	Act	CER
U.S.	291	368	388	472	534	13%	10%
Europe	72	82	100	111	127	15%	15%
International markets	18	26	35	39	61	57%	56%
Total Vimpat®	381	477	523	622	722	16%	14%

2020
- ✓ PGTCS[3]: filing (U.S., EU , Japan)

2022
- Patent expiry (U.S. & EU)
- Peak sales > € 1.5 billion

2024
- Loss of exclusivity (Japan)

VIMPAT® lacosamide

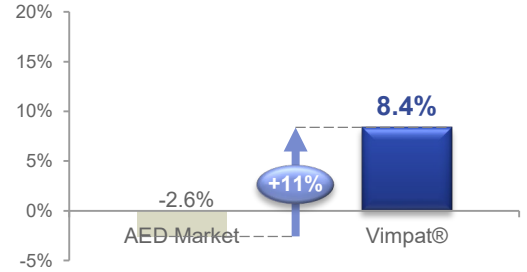
1 Numbers may not add due to rounding
CER: constant exchange rate

2 POS: Partial-onset seizures, also known as focal seizures
3 PGTCS: Primary Generalized Tonic-Clonic Seizures

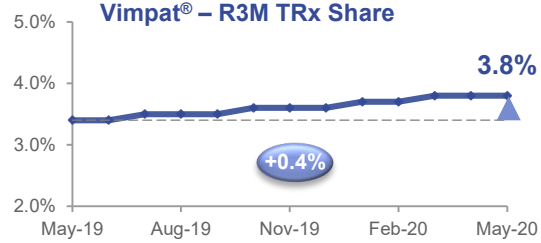
Vimpat® in-market performance

U.S.

Vimpat® vs. AED Market Growth (TRx)



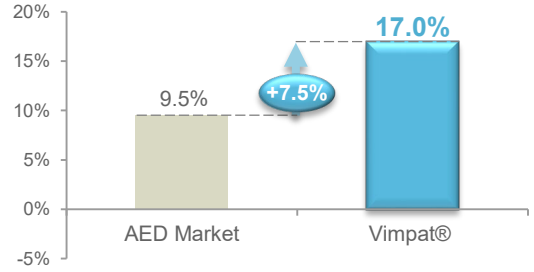
Vimpat® – R3M TRx Share



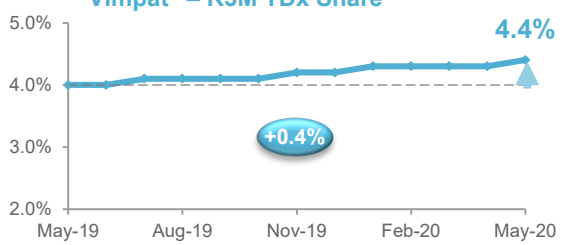
Source data U.S.: U.S. IMS NPA - In-Market KPIs are based on TRx

Europe

Vimpat® vs. AED Market Growth (TDx)

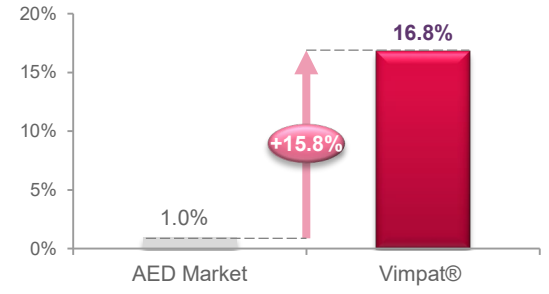


Vimpat® – R3M TDx Share

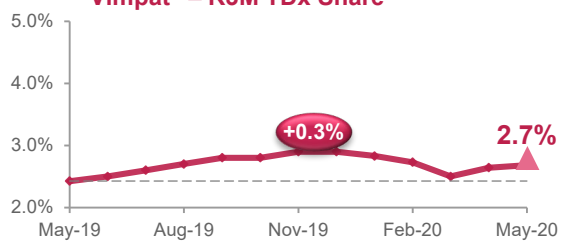


Source data EU: IMS MIDAS - In-Market KPI's are based on TDx

Japan



Vimpat® – R3M TDx Share



Source data JP: IMS MIDAS - In-market KPI's are based on TDx

AED market: All molecules in ATC3= N3A + Phenobarbital in N5B.
In Europe and Japan, the TDx of all these molecules are factored for epilepsy usage.
In the U.S., the TRx of 26 of these molecules are factored for epilepsy usage.

Keppra®

Mature, established brand

For patients living with
- Epilepsy – POS
- Epilepsy – PGTCS
- Epilepsy myoclonic seizures

Net sales[1]

€ million	2016 HY	2017 HY	2018 HY	2019 HY	2020 HY	Act	CER
U.S.	99	109	99	103	98	-5%	-7%
Europe	121	119	114	84	115	36%	36%
International markets	133	184	180	184	207	12%	13%
Total Keppra®	352	412	392	371	419	13%	12%

2020

- UCB to regain right from Otsuka (Japan)
- Loss of exclusivity (Japan)

1 Numbers may not add due to rounding
CER: constant exchange rate

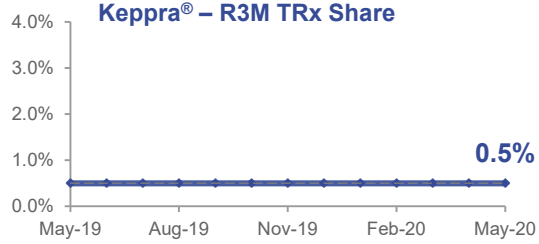
POS: Partial-onset seizures, also known as focal seizures
PGTCS: Primary Generalized Tonic-Clonic Seizures

Keppra® in-market performance

U.S.

Keppra® vs. AED Market Growth (TRx)

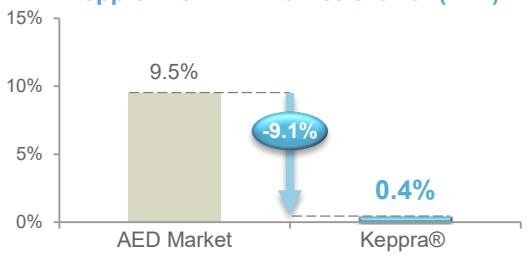
Keppra® – R3M TRx Share



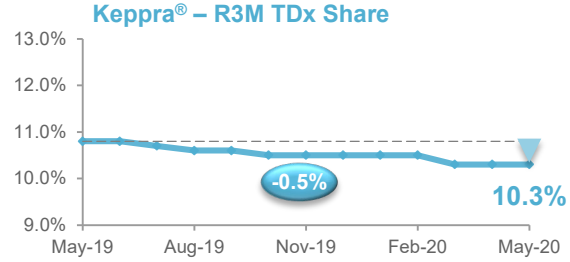
Source data U.S.: U.S. IMS NPA - In-Market KPIs are based on TRx

Europe

Keppra® vs. AED Market Growth (TDx)



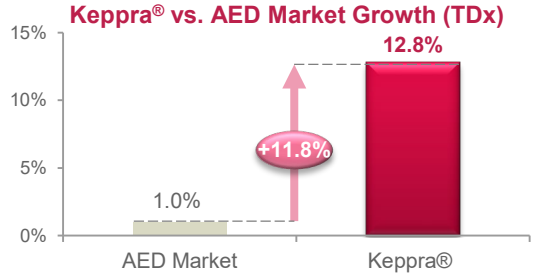
Keppra® – R3M TDx Share



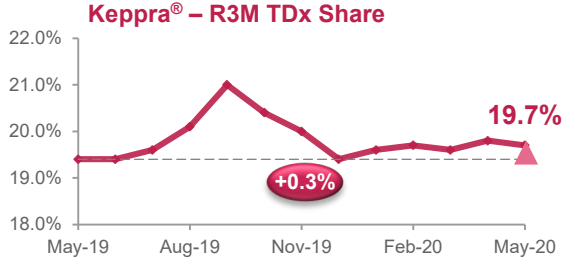
Source data EU: IMS MIDAS - In-Market KPI's are based on TDx

Japan

Keppra® vs. AED Market Growth (TDx)



Keppra® – R3M TDx Share



Source data JP: IMS MIDAS - In-market KPI's are based on TDx

AED market: All molecules in ATC3= N3A + Phenobarbital in N5B.
In Europe and Japan, the TDx of all these molecules are factored for epilepsy usage.
In the U.S., the TRx of 26 of these molecules are factored for epilepsy usage.

Briviact®

Available to more and more patients

For patients living with
- Epilepsy – POS[2]
- Adults, adolescents and children from 4 years of age (EU & U.S.)

Net sales[1]

€ million	2016 HY	2017 HY	2018 HY	2019 HY	2020 HY	Act	CER
U.S.	4	25	46	81	111	38%	35%
Europe	3	11	13	19	29	47%	47%
International markets	0	1	1	3	4	36%	39%
Total Briviact®	7	36	60	103	144	40%	37%

2020
- Absence childhood juvenile: Phase 3 to start Q4 2020

2022
- Epilepsy POS[2] Phase 3 results (Japan)

2026
- Patent expiry (U.S. & EU)
- Peak sales > € 600 million

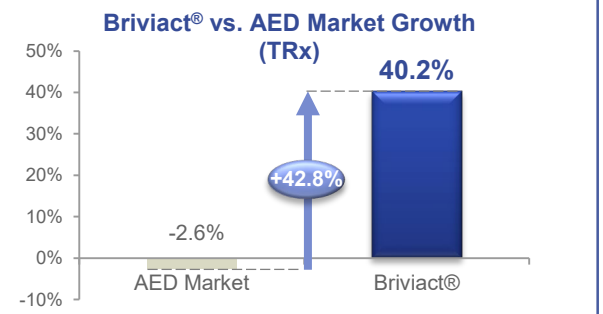
BRIVIACT®

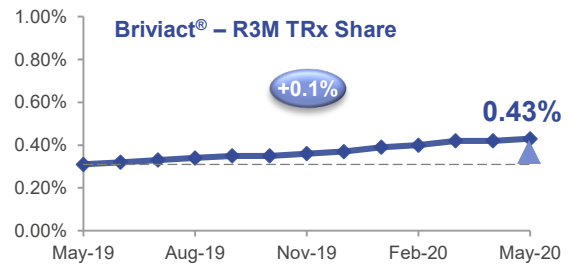
1 Numbers may not add due to rounding
CER: constant exchange rate

2 POS: Partial-onset seizures, also known as focal seizures

Briviact® in-market performance

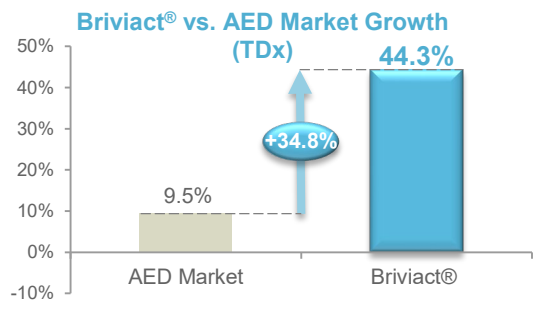
U.S.

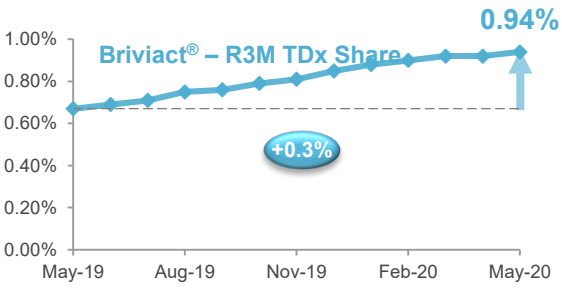




Source data U.S.: U.S. IMS NPA - In-Market KPIs are based on TRx

Europe





Source data EU: IMS MIDAS - In-Market KPI's are based on TDx

AED market: All molecules in ATC3= N3A + Phenobarbital in N5B.
In Europe and Japan, the TDx of all these molecules are factored for epilepsy usage.
In the U.S., the TRx of 26 of these molecules are factored for epilepsy usage.

Neupro®

At its peak sales and with longer patent life

For people living with
- Parkinson's disease
- Restless legs syndrome

Net sales[1]

€ million	2016 HY	2017 HY	2018 HY	2019 HY	2020 HY	Act	CER
U.S.	39	50	41	46	48	3%	1%
Europe	77	80	85	83	84	2%	2%
International markets	26	24	22	29	24	-18%	-20%
Total Neupro®	142	154	148	158	156	-1%	-2%

2021
- Patent expiry (U.S. & EU)

2024
- Patent expiry (Japan)

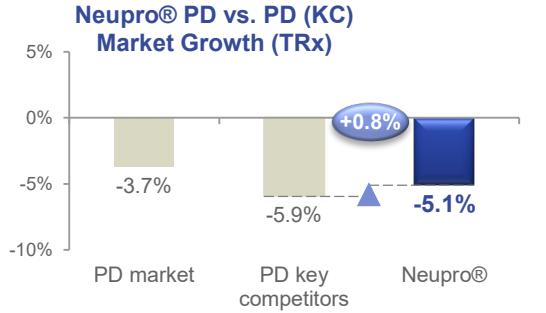
2030
- Several reformulation patents expiry (U.S. & EU)

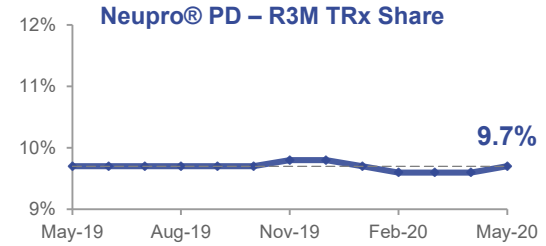
Neupro®
rotigotine transdermal patch

1 Numbers may not add due to rounding
CER: constant exchange rate

Neupro® in-market performance

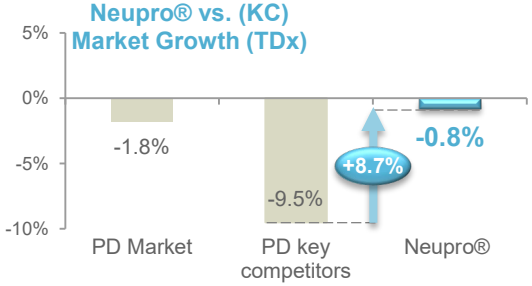
U.S.

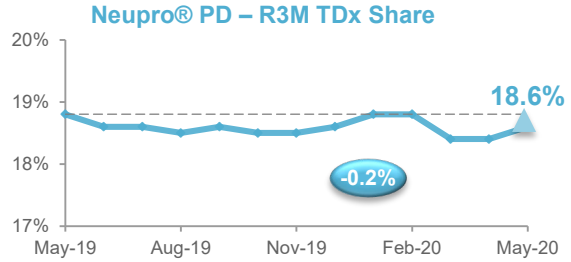




Source data U.S.: U.S. IMS NPA - In-Market KPIs are based on TRx

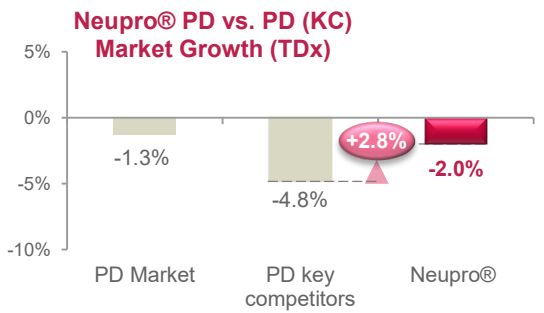
Europe

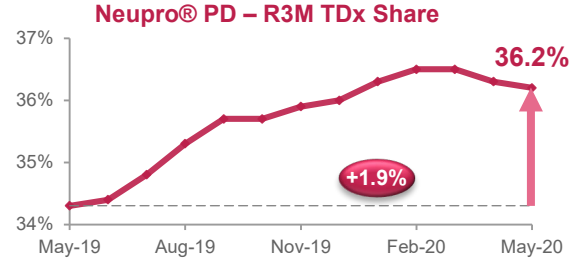




Source data EU: IMS MIDAS - In-Market KPI's are based on TDx

Japan





Source data JP: IMS MIDAS - In-market KPI's are based on TDx

PD market: All molecules in ATC3= N4A. In the Europe and Japan, the TDx of all these molecules are factored for PD usage. In the US, only the TRx of Rotigotine, Pramipexole and Ropinirole are factored for PD usage
PD Key Competitors (KC) market: The 8 DA's (Dopamine Antagonists): Bromocriptine, Cabergoline, Lisuride, Pergolide, Rotigotine, Pramipexole, Piribedil, Ropinirole
In the U.S., only Rotigotine, Pramipexole and Ropinirole are factored for PD usage, hence the PD market and PD KC market are the same.

Bimekizumab clinical development programs

Over 4 500 patients participating

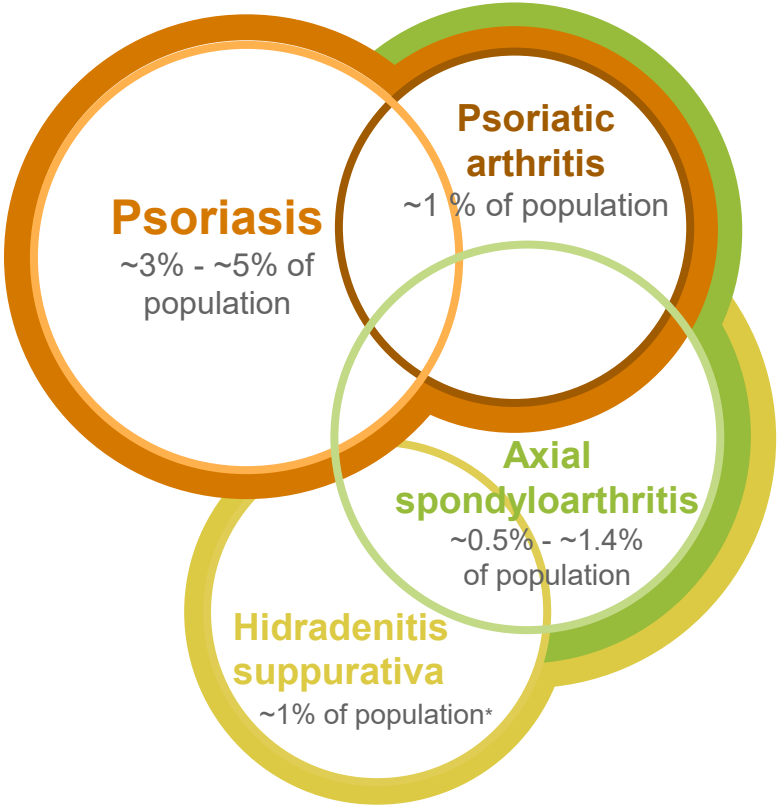
psoriasis (PsO)	psoriatic arthritis (PsA)	axial spondyloarthritis (incl. nr AxSpA & AS)	hidradenitis suppurativa (HS)
> 2 000 patients	> 1 200 patients	> 500 patients	+/- 1 000 patients
Data presented at AAD 2020	Phase 3 ongoing Topline results end 2021	Phase 3 ongoing Topline results end 2021	Phase 3 ongoing Topline results H1 2023
Submission summer 2020			

Evolving understanding of overlapping disease highlights *bimekizumab* relevance

Psoriatic diseases

~30% patients living with psoriasis progress to psoriatic arthritis

~40% patients living with psoriatic arthritis have moderate to severe psoriasis



Spondyloarthritis

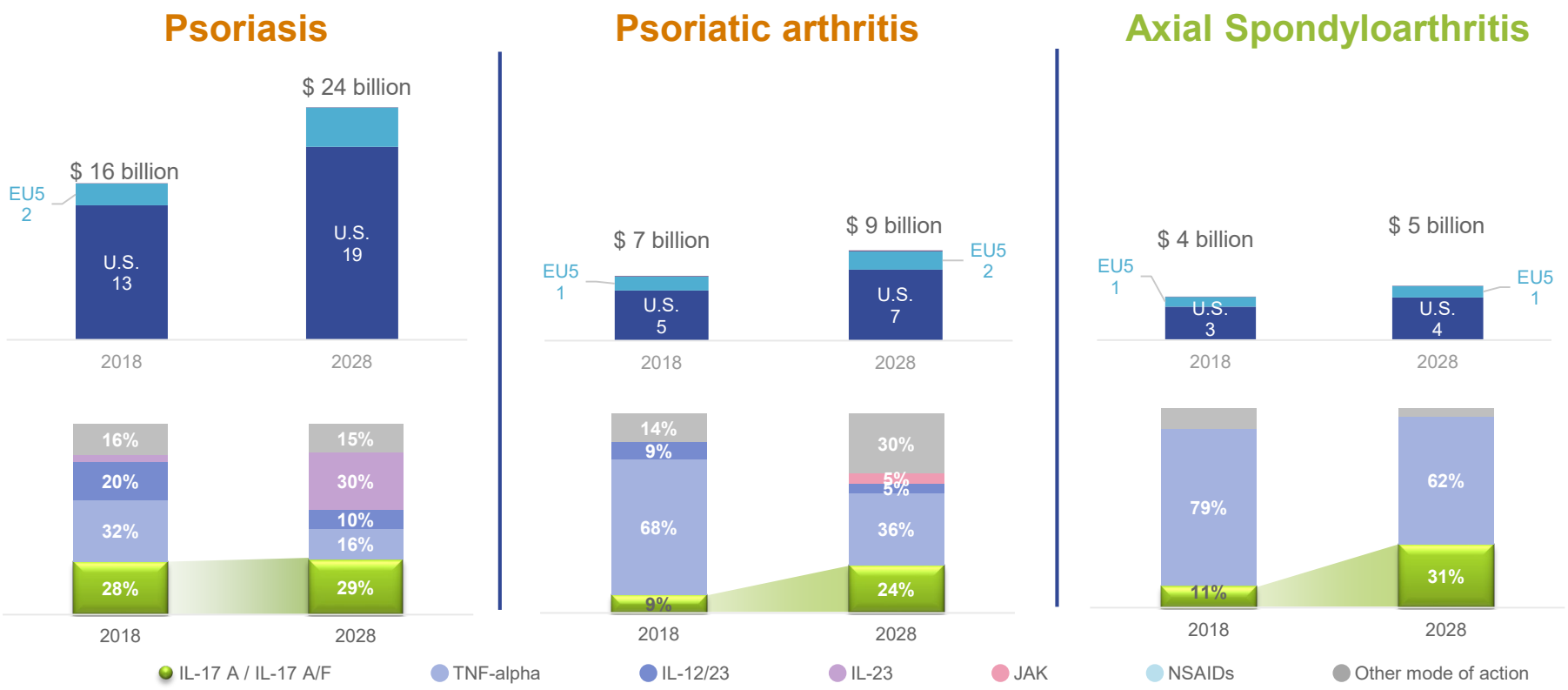
~40% patients living with psoriatic arthritis have axial disease

Hidradenitis suppurativa

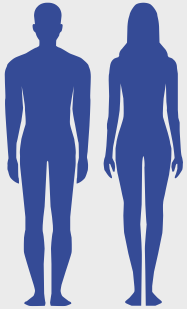
Up to
~10% of axSpA patients have HS
~ 0.3% patients with PSO have HS

*Prevalence varies widely by geography and ranges between 0.3%-4%

Focusing on markets with strong growth potential

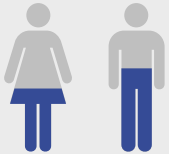


Psoriasis affects a significant portion of the population



up to
~3%
of the population[8]
is affected by PSO

Prevalence[1]



45% 55%

Age[2,3]

Late teens–early thirties (type 1 PSO)

Fifties (type 2 PSO)

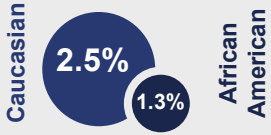
Two peaks of incidence

Age, geographic region, and **ethnicity** all influence an individual's risk of developing PSO

Ethnicity

PSO more commonly affects Caucasians than other ethnic groups[4]

Prevalence according to ethnicity in the USA[5]:



Geographic region

Reported prevalence in adults:

Japan[6]	USA[4]	UK[4]	Brazil[7]	Italy[4]	France[4]	Norway[4]
0.34%	0.91%	2.2%	2.5%	3.1%	5.2%	8.5%

Prevalence generally increases with increasing distance from the equator[2]

1. Kimball AB et al. *Br J Dermatol*. 2014;171(1):137-147.
2. Crow JM. *Nature*. 2012;492(7429):S50-S51.
3. Langley RG et al. *Ann Rheum Dis*. 2005;64:(suppl 2):ii18-23; discussion ii24-25.
4. Parisi R et al. *J Invest Dermatol*. 2013;133(2):377-385.
5. Enamandram M and Kimball AB. *J Invest Dermatol*. 2013;133(2):287-289.
6. Kubota K et al. *BMJ Open*. 2015 Jan 14;5(1):e006450.
7. Duarte GV et al. *Psoriasis(Auckl)*. 2015;5:55-64
8. Parisi R, et al. *J Invest Dermatol*. 2013;133:377-385.

Bimekizumab Phase 3/3b development program in psoriasis

BE VIVID / PS0009
(vs *ustekinumab*)
NCT03370133

Positive topline results (Oct 2019)

BE READY / PS0013
(vs placebo)
NCT03410992

Positive topline results (Nov 2019)

BE SURE / PS0008
(vs adalimumab)
NCT03412747

Positive topline results (Dec 2019)

BE RADIANT / PS0015
(vs *secukinumab*)
NCT03536884

Positive topline results (July 2020)

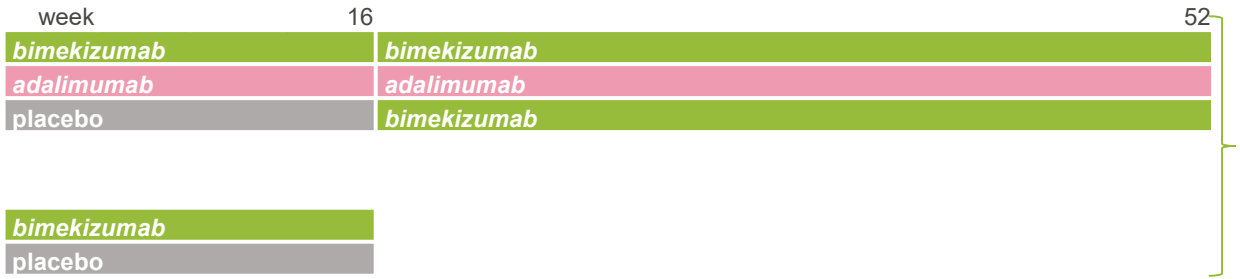
Data presented at AAD 2020

Submission summer 2020

Bimekizumab – ambition: best in disease efficacy in skin and joints

Phase 3 topline results expected end 2021

Psoriatic arthritis

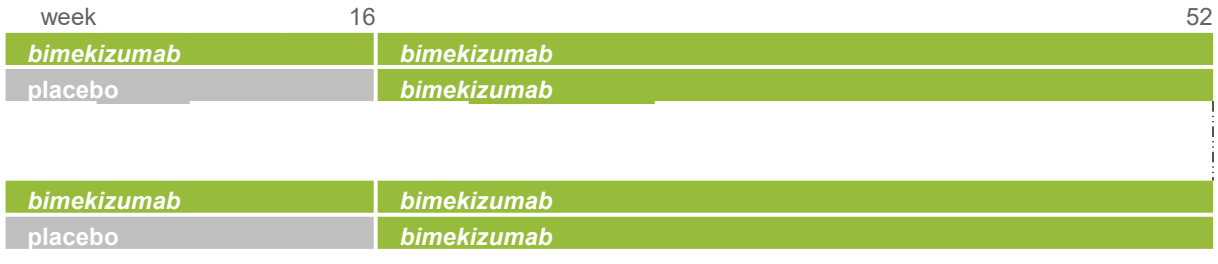


BE OPTIMAL
NCT03895203
PA0010
840 patients

BE COMPLETE
NCT03896581
PA0011
390 patients

Primary endpoint
ACR50 @ week 16

Axial Spondyloarthritis



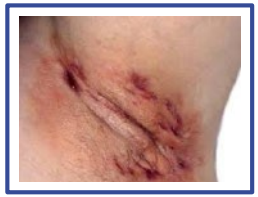
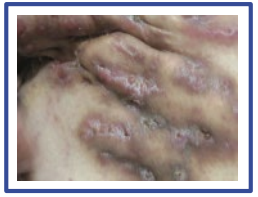
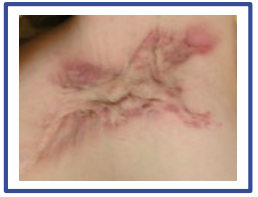
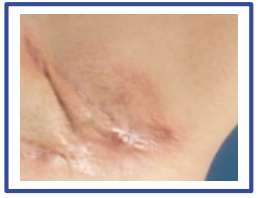
BE MOBILE1
NCT03928704
AS0010
240 patients

BE MOBILE2
NCT03928743
AS0011
300 patients

Primary endpoint
ASAS40 @ week 16

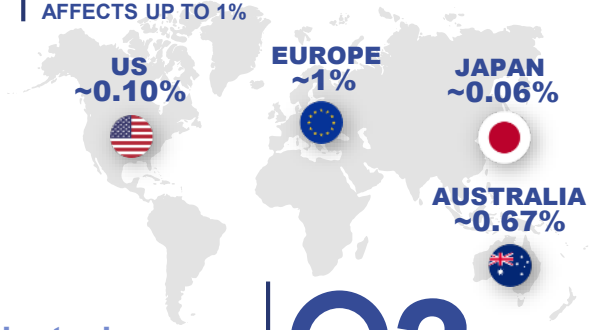
BE MOBILE1: to assess the efficacy, safety and tolerability of *bimekizumab* versus placebo in patients with active non-radiographic axial spondyloarthritis
BE MOBILE 2: to assess the efficacy, safety and tolerability of *bimekizumab* versus placebo in patients with active ankylosing spondylitis

HS is a debilitating disease

PREVALENCE

AFFECTS UP TO 1%



HIDRADENITIS SUPPURATIVA (HS)

Hidra-den-eye-tis Sup-RA-tiva

A debilitating, chronic, inflammatory skin disease of the hair follicle that presents with painful, inflamed lesions in the armpits, genital area, groin, buttocks/anus, and breasts resulting in painful, inflamed lesions, lumps, cysts, scarring

DIAGNOSIS

Not Understood

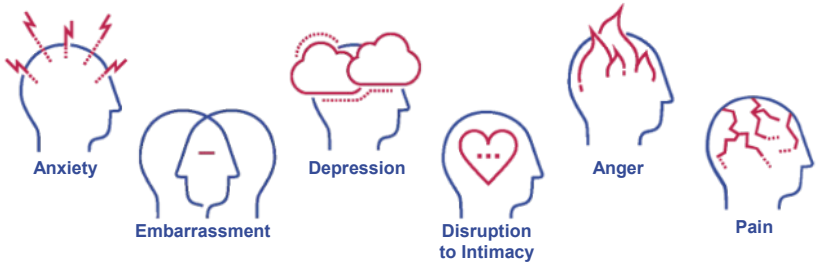
Significant delays in diagnosis ranging from **3.7–23.7 yrs.**

Resulting in intense pain, progressive scarring, and psychological damage

♀3x

more **common in women** than men

SEVERE IMPACT ON QOL



MULTIPLE CO-MORBIDITIES

OTHER CO-MORBIDITIES

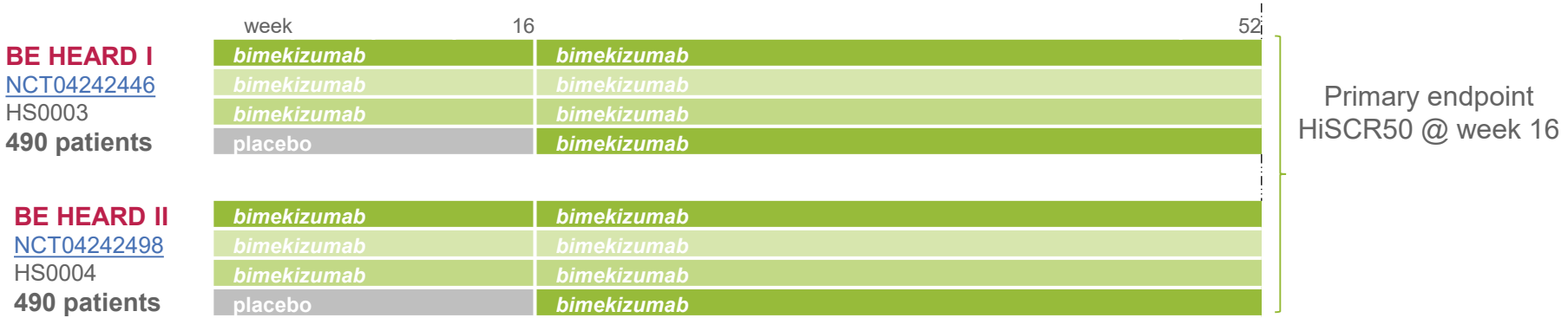
- Psychological Disorders
- Metabolic Syndrome
- Squamous Cell Carcinoma
- Down Syndrome

HS references

What is HS?	• Zouboulis et al, J Eur Acad Dermatol Venereol 2015;29:619-44; • Alikhan et al, *J Am Acad Dermatol* 2019;81:76–90;
Who is affected?	• HS & more common in women: Jemec GBE et al, N Engl J Med 2012;366:158–64; • HS & more common in women and location: Zouboulis CC et al, J Eur Acad Dermatol Venereol 2015;29:619–44 • More common in women: Shahi V et al, Dermatology 2014;229:154–8.
Prevalence	• For the EU: Zouboulis CC et al, *J Eur Acad Dermatol Venereol* 2015;29:619–44; • For the US: Garg A et al, *JAMA Dermatol* 2017;153:760–4; • For Japan: Phan et al. Biomedical Dermatology (2020) 4:2 https://doi.org/10.1186/s41702-019-0052-0. Kurokawa I, Hayashi N, Society JAR. Questionnaire surveillance of hidradenitis suppurativa in Japan. J Dermatol. 2015;42:747–9 • For Australia: Calao M et al, *Plos One* 2018;13:1–23
Delays to Diagnosis	• Canadian Hidradenitis Suppurativa Foundation. What is HS? http://hsfoundation.ca/en/what-ishs/. Accessed 2020-03-26. • Kluger N et al, *Skin Appendage Disord* 2017;3:20–7
Impact on QOL – Anxiety, Depression, & Anger	• Evaluating patients' unmet needs in hidradenitis suppurativa: Results from the Global Survey Of Impact and Healthcare Needs (VOICE) ProjectGarg, Amit et al.Journal of the American Academy of Dermatology, Volume 82, Issue 2, 366 – 376
Impact on QOL – Embarrassment, Sexual / Intimacy, and Pain	• Kluger N et al, *Skin Appendage Disord* 2017;3:20–7;
Co-morbidities	• IBD: Janse IC et al, *Inflam Bowel Dis* 2016;22:106–13; Egeberg A et al, *J Invest Dermatol* 2017;137:1060–4. • AV: Wertenteil S et al, *J Am Acad Dermatol* 2019;80:1308–13; • Diabetes: Bui TL et al, *J Am Acad Dermatol* 2018;78:395–401; • axSpA: Rondags A et al, *Semin Arthritis Rheu* 2019;48:611–7; Schneider-Burrus S et al, *Dermatology* 2016;232:606–12
Shaving & Deodorant Usage	• NHS https://www.nhs.uk/conditions/hidradenitis-suppurativa/ [accessed: 15 Nov 2019].
Psychological Disorders	• Shavit E et al, *J Eur Acad Dermatol Venereol* 2015;29:371–6;
Metabolic Syndrome	• Shalom G et al, *Br J Dermatol* 2015;173:464–70;
Squamous Cell Carcinoma	• Makris GM et al, *Dermatol Surg* 2017;43:107–15;
Down Syndrome	• Garg A et al, *Br J Dermatol* 2018;178:697–703.

Bimekizumab: Potential new treatment option for HS

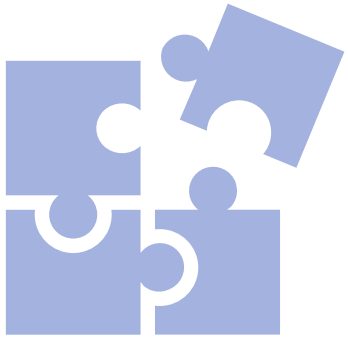
Phase 3 topline results H1 2023



HS: Hidradenitis Suppurativa
Different colors for bimekizumab indicate different dosing regimens
Source: www.clinicaltrial.gov

Ra Pharma – Excellent strategic fit with UCB

Enriching our pipeline, adding external opportunities



Zilucoplan, 'pipeline in a product'

- Highly complementary with *rozanolixizumab* in moderate / severe chronic and acute settings

Technology platform ExtremeDiversity™

- Macrocyclic peptide chemistry platform supporting sustained innovation

Strengthening our ambition for patients

- Significant unmet medical need in generalized myasthenia gravis & other disorders

Transaction closed (April 2020)

Rozanolixizumab potential in multiple IgG autoantibody-mediated diseases with high unmet medical need

	Myasthenia gravis	Immune thrombocytopenia	Chronic inflammatory demyelinating polyneuropathy
	Antibodies target components of neuromuscular junction	Antibodies target platelets and destroy them	Antibodies target components of peripheral nerves, causing damage to the myelin sheath and axon
	• Muscle weakness (extremities, eyes, bulbar and respiratory symptoms) • Fatigue	• Thrombocytopenia • Bleeding (petechiae, purpura, nosebleeds, intracranial bleeding) • Fatigue	• Motor deficits • Sensory deficits
	~ 10 - 45 cases / 100 000	~ 10 - 50 cases / 100 000	~ 1 - 6 cases / 100 000
	• Surgery (thymectomy) • Steroids, steroid-sparing drugs • Plasma exchange (PEX) • IV immunoglobulin (IVIg)	• Platelet transfusion • IV immunoglobulin (IVIg) • Steroids • Surgery (splenectomy) • TPO receptor agonists	• IV Steroids • IV / subQ immunoglobulin • Plasma exchange (PEX)

Current therapies associated with morbidity and burdensome to patients & healthcare systems

IV: Intravenous
subQ: sub-cutaneous
TPO: thrombopoietin

Rozanolixizumab, novel targeted approach recycling IgG

Transforming disease burden for patients

blocks FcRn receptors binding plasma IgG[1]

Resulting in the attenuation of IgG recycling, and thus removal of IgG autoantibodies

patients living with IgG-mediated autoimmune diseases

Chronic diseases with unpredictable fluctuations and high treatment-associated burden (hospital setting, invasive)

	Proof of concept	Confirmatory phase
myasthenia gravis (MG)	✓	Topline results Q1 2022
immune thrombocytopenia (ITP)	✓	Topline results H2 2022
CIDP[2]	Topline results H1 2021	

Providing a patient-focused solution with a quick home subcutaneous infusion delivery

1 IgG: Immunoglobulin G
2 Chronic Inflammatory Demyelinating Polyneuropathy

Rozanolixizumab Phase 3 development program

	Myasthenia gravis (MG0003 / NCT03971422)	Immune thrombocytopenia (TP0003 / NCT04200456)
	240 patients with moderate to severe MG • diagnosis of MG @ screening • be considered for treatment with immunological therapy	**105 patients** with moderate to severe ITP • Platelet count <30K/L • IgG level>5.5g/L
Duration	43 days	34 weeks
Comparator	placebo (3 arms)	placebo (2 arms)
Endpoints	Change from baseline in Myasthenia Gravis-Activities of Daily Living (MG-ADL) score to Visit 10	Platelet count ≥ 50K/L during weeks 13-25
	Topline results Q1 2022	**Topline results H2 2022**

Rozanolixizumab Phase 2a development program

Proof of concept achieved in MG & ITP – CIDP ongoing

	Myasthenia gravis (MG0002 / NCT03052751)	Immune thrombocytopenia (TP0001 / NCT02718716)	CIDP (CIDP01 / NCT03861481)
	43 patients with moderate to severe myasthenia gravis (MG) • diagnosis of MG @ screening • considered for treatment with immunological therapy	66 patients with primary ITP • ≥ 3 months diagnosis @ screening • Platelet count <30x10^9/L @ screening and <35x10^9/L @ baseline	34 patients with Chronic Inflammatory Demyelinating Polyneuropathy
Duration	99 days	12 weeks	12 weeks
Comparator	placebo (2 arms)	5 arms (different dosing regimens)	placebo (2 arms)
Endpoints	• *rozanolixizumab* safe & well tolerated • clinical improvement over the entire duration of the study	*rozanolixizumab* well tolerated across all dose groups • mild-to-moderate headaches at higher doses • no patient discontinued the study	• Clinical change from base line • Safety and tolerability
	Topline results (Oct 2018)	**ASH 2019**	**Topline results H1 2021**

UCB0107, anti-Tau antibody for Progressive Supranuclear Palsy

Positive phase 1 – move to confirmatory phase in PSP

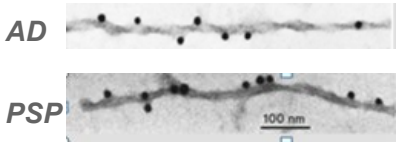
Key facts

UCB0107 blocks tau uptake and aggregation

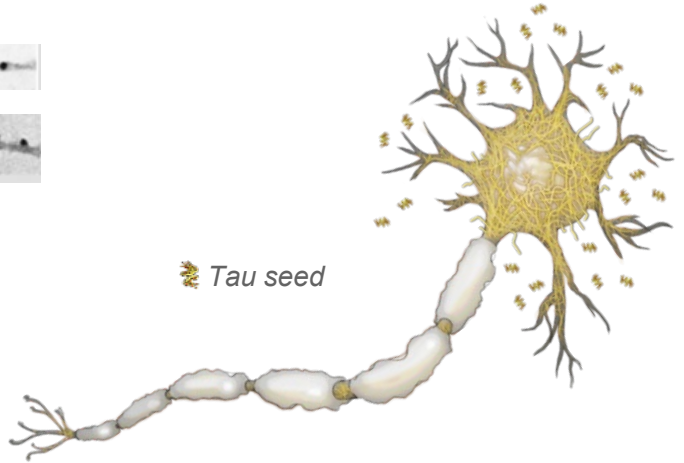
- **Tau misfolding and aggregation** leads to neuronal death and disease spread
- **PSP** is a rare, **rapidly progressing tauopathy** with debilitating cognitive & motor symptoms
- **Alzheimer's disease is also a tauopathy**, with high prevalence and economic impact

Key insights

UCB0107 was generated to block spreading of tau seeds from patient materials



Tau seeds spread from dying cells to infect other neurons



Source: UCB internal data
PSP: Progressive Supranuclear Palsy ; AD Alzheimer's disease

Adjusted EBITDA

In compliance with the ESMA Alternative Performance Measures guidelines, recurring EBITDA, Earnings before Interest Taxes Depreciation & Amortization, is renamed into "adjusted EBITDA". The calculation methodology remains unchanged.

For the six months ended 30 June	Actual		Variance	
€ million	2020	2019	Actual rates	CER
Revenue	**2 608**	**2 323**	**12%**	**9%**
Net sales	2 491	2 219	12%	9%
Royalty income and fees	38	33	14%	11%
Other revenue	79	71	12%	11%
Gross profit	**1 925**	**1 725**	**12%**	**8%**
Marketing and selling expenses	- 569	- 502	13%	12%
Research and development expenses	- 689	- 568	21%	21%
General and administrative expenses	- 94	- 96	- 2%	-2%
Other operating income / expenses (-)	41	12	>100%	>100%
Total operating expenses	**- 1 311**	**- 1 154**	**14%**	**13%**
Adjusted (recurring) EBIT	**614**	**571**	**8%**	**-2%**
Add: Amortization of intangible assets	107	92	17%	16%
Add: Depreciation charges	62	61	1%	-1%
Adjusted (recurring) EBITDA	**783**	**724**	**8%**	**0%**

Numbers may not add due to rounding
CER: constant exchange rate

EBIT: Earnings before interest and taxes
EBITDA: Earning before interests, taxes, depreciation and amortization charges

Profit

For the six months ended 30 June	Actual		Variance	
€ million	2020	2019	Actual rates	CER
Adjusted (recurring) EBIT	**614**	571	**8%**	**-2%**
Impairment charges	0	- 2	n.a.	n.a.
Restructuring expenses	- 13	- 8	59%	57%
Gain on disposals	37	42	-12%	-12%
Other income / expenses (-)	- 119	- 5	>100%	>100%
Total other income / expenses (-)	- 95	27	n.a.	n.a.
EBIT (operating profit)	**519**	598	**-13%**	**-20%**
Net financial expenses (-)	-61	- 53	15%	16%
Result from associates	0	- 1	-44%	-44%
Profit before income taxes	**458**	544	**-16%**	**-23%**
Income tax expense (-)	-70	- 108	-35%	-35%
Profit from continuing operations	**388**	436	**-11%**	**-21%**
Profit / loss (-) from discontinued operations	0	1	n.a.	n.a.
Profit	**388**	**437**	**-11%**	**-21%**
Attributable to UCB shareholders	363	411	-12%	-22%
Attributable to non-controlling interests	25	26	-4%	-6%
Profit attributable to UCB shareholders	**363**	**411**	**-12%**	**-22%**

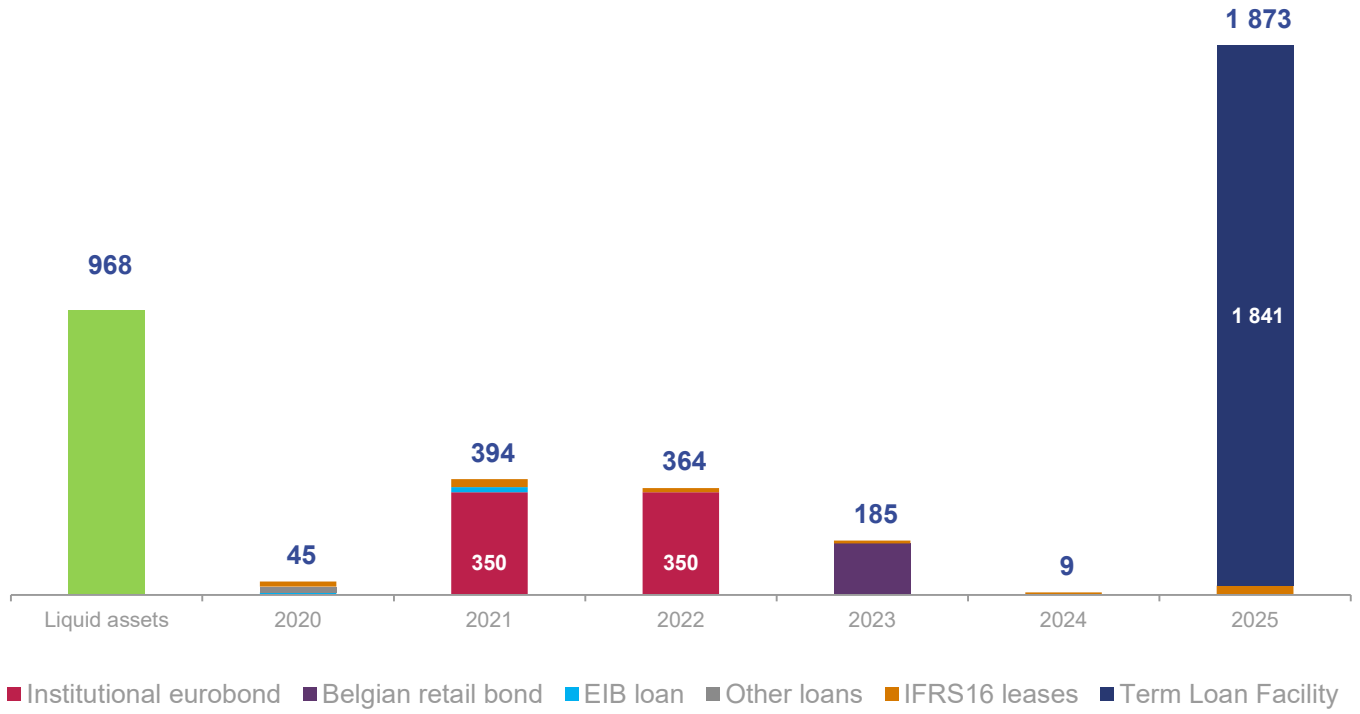
Numbers may not add due to rounding
CER: constant exchange rate
EBIT: Earnings before interest and taxes

Core earnings per share

For the six months ended 30 June	Actual		Variance	
€ million	2020	2019	Actual rates	CER
Profit	**388**	437	**-11%**	**-21%**
Attributable to UCB shareholders	363	411	-12%	-22%
Attributable to non-controlling interests	25	26	-4%	-6%
Profit attributable to UCB shareholders	**363**	411	**-12%**	**-22%**
Total other income (-) / expenses	95	- 27	n.a.	n.a.
Income tax on other expenses (-) / credit	-15	5	n.a.	n.a.
Profit (-) / loss from discontinued operations	0	- 1	n.a.	n.a.
Amortization of intangibles linked to sales	90	74	21%	20%
Income tax on amortization of intangibles linked to sales	-8	- 8	-11%	-11%
Core profit attributable to UCB shareholders	**525**	453	**16%**	**3%**
Weighted average number of shares (million)	189	187	1%	
Core EPS attributable to UCB shareholders	**2.77**	**2.42**	**15%**	**6%**

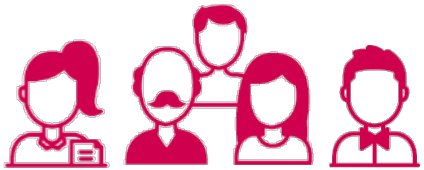
Numbers may not add due to rounding
CER: constant exchange rate

Debt maturity schedule (@ 30 June 2020, € million)

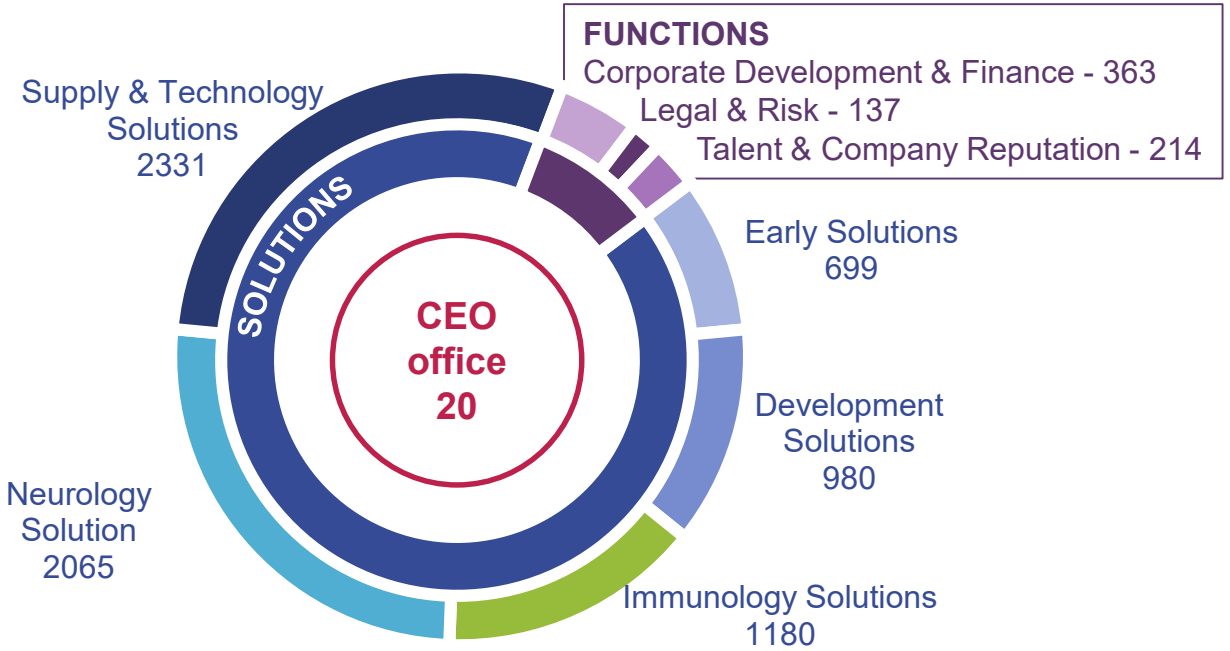


UCB new organization

Our people are key to deliver on our ambition



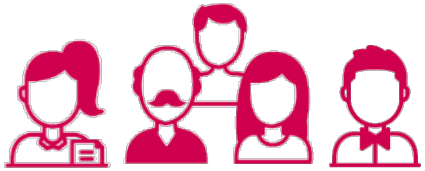
7 989
employees worldwide



CEO office consists of department reporting directly to the CEO including the Sustainability team and the Internal Audit team

One UCB today: A global player

Presence in 38 countries complemented by a robust network of partners

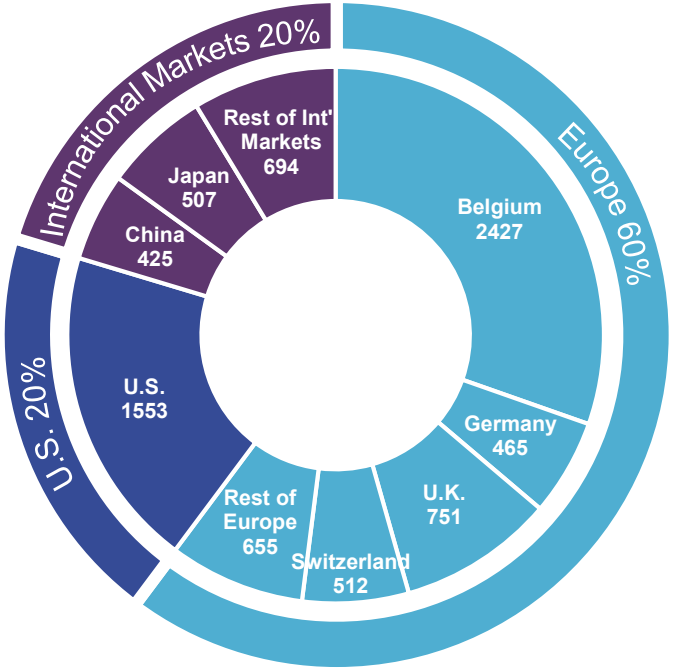


7 989
employees worldwide

50/50
Women / Men

858
New colleagues

6%
Employee turnover

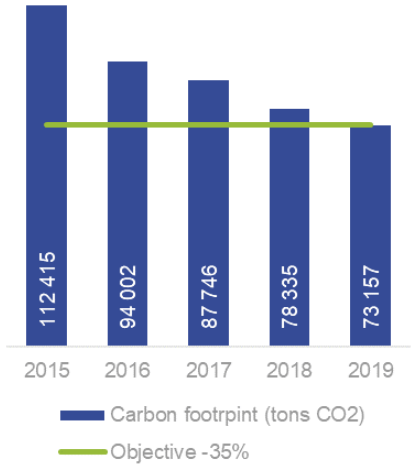


Situation at 30 June 2020
For more details about UCB employees, refer to UCB 2019 integrated annual report

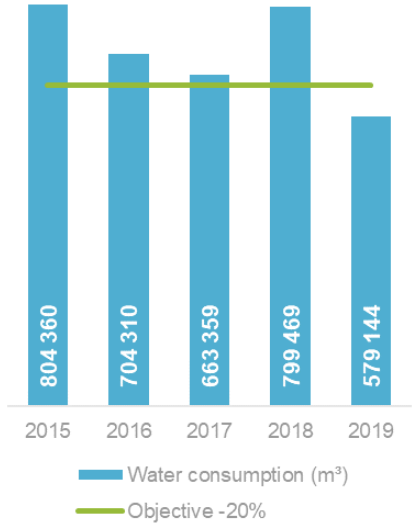
UCB Green strategy

Our environmental targets by 2030

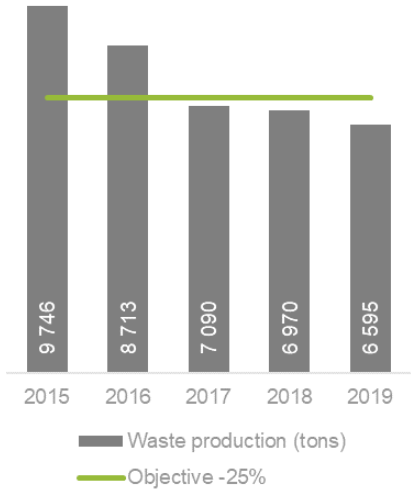
CO_2 emissions
- 35%



Water consumption
- 20%



Waste production
- 25%

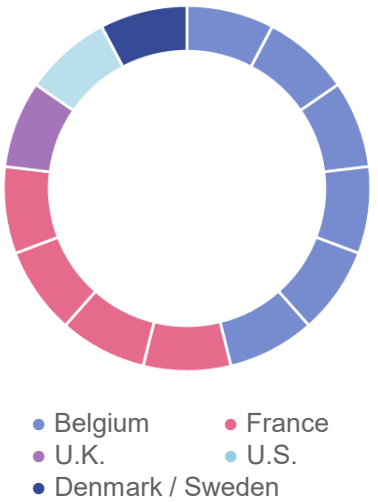


For more details about UCB environmental footprint, refer to UCB 2019 integrated annual report

Corporate governance

Board of Directors

- **13 members**
  - Mandate: 4 year
  - Age limit: 70
- **5 women (38%)**
- **7 independent directors (54%)**
- **5 nationalities**

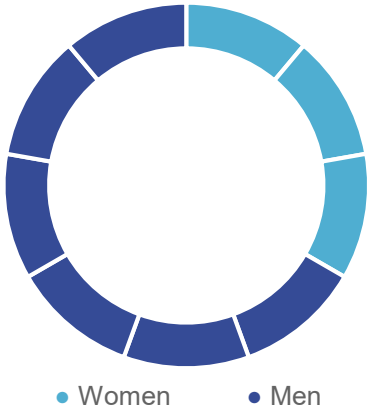


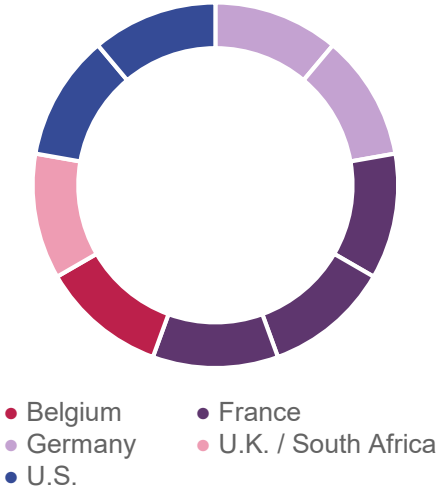
Status post 2020 AGM
For more details about diversity @ Board level, refer to UCB 2019 integrated annual report

Corporate governance

Executive Committee

- **9 members**
  - Jean-Christophe Tellier, CEO since 2015
- **3 women (33%)**
- **5 nationalities**

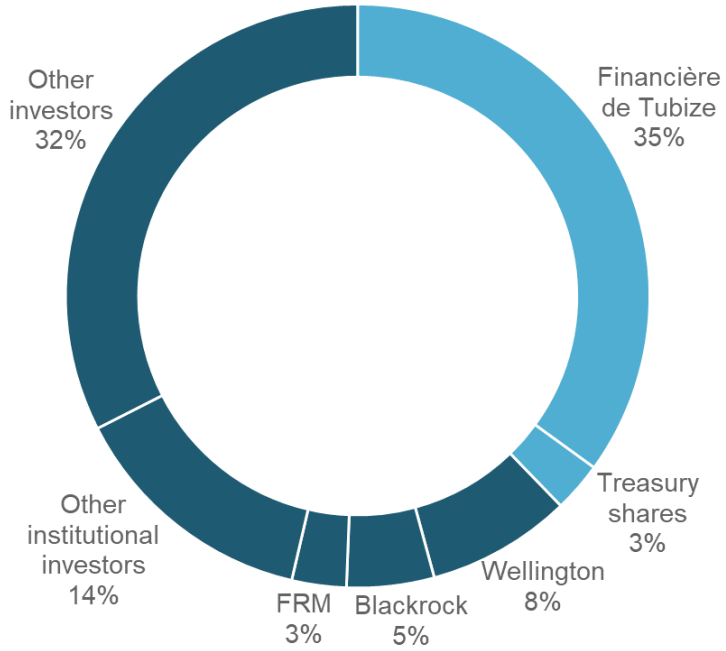


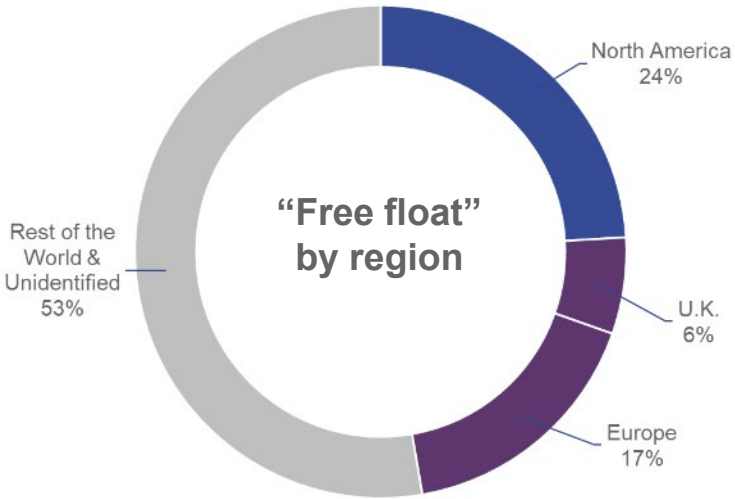


Status at 1 July 2020
For more details about diversity @ ExCom level, refer to UCB 2019 integrated annual report

Stable shareholder base with free-float of 62%

Weighted average shares outstanding in 2020: 189 million





Source: Latest notifications (as of 23 July 2020), FactSet and UCB underlying ownership analysis (October 2019)

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