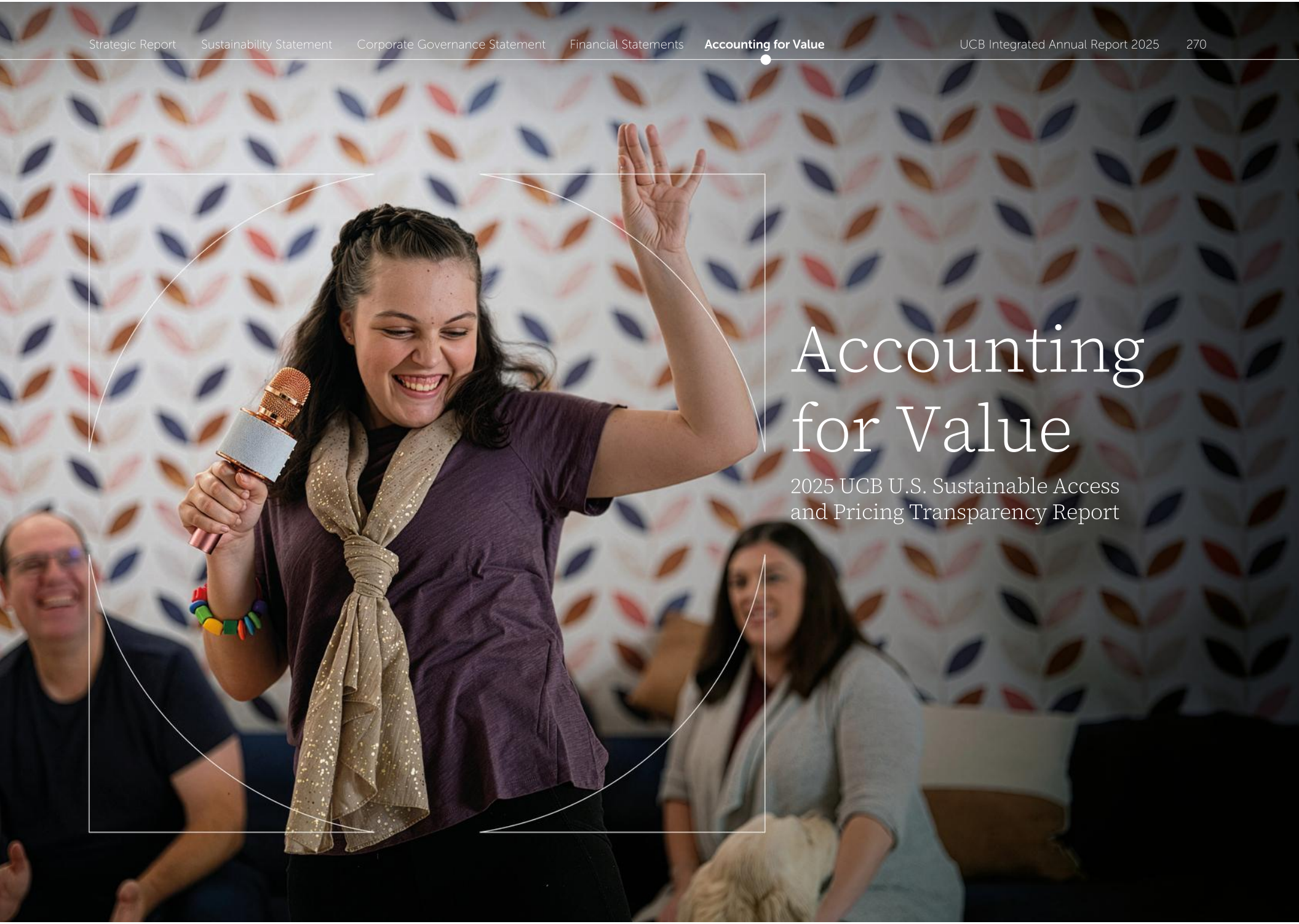

Accounting for Value

2025 UCB U.S. Sustainable Access and Pricing Transparency Report

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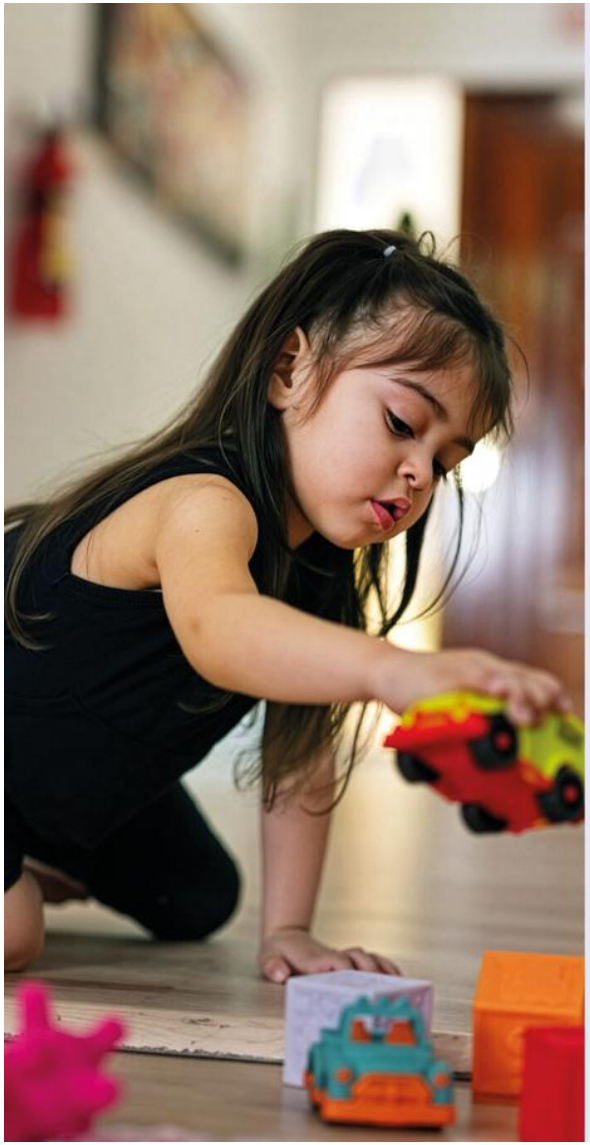

A commitment from UCB leadership

Healthcare is changing quickly, but our focus stays the same: creating medicines that elevate people's lives.

In 2025, we pushed our science forward and took concrete steps to build a system that works better for people living with severe neurological and immunological diseases.

We invested nearly 30% of our revenue in research and development, driving progress in neurology, immunology and rare diseases. These efforts helped us advance differentiated therapies and deepen partnerships with patient communities who inspire our work every day.

To meet the growing demand for life-changing therapies in the U.S., we are bringing our medicines closer to patients, from research, to development, to commercial, and manufacturing operations, which represents the full depth of our patient value chain. To support the production of recently approved and future pipeline medicines, we have also announced significant expansion of our U.S. biologics manufacturing capacity — an investment that delivers an estimated $5 billion in economic impact. This milestone strengthens our ability to bring innovative medicines to more people, faster and with greater reliability.

Looking ahead, we remain dedicated to creating meaningful change for patients, caregivers and communities. By working together, embracing innovation, and striving for greater access, we're building a future where our medicines make a lasting difference. We remain focused on creating a future defined by greater impact and transformative breakthroughs for the people and communities who rely on us.

"We strive to reach as many people that can benefit from our innovative medications as possible – because if we don't, we are failing patients and society."

Taco van Tiel

Taco van Tiel, Head of U.S.

"When we get policy right, we unlock access to breakthrough treatments for patients who need them most. That's what drives us: creating an environment where innovation thrives and patients benefit sooner."

Patty Fritz

Patty Fritz, Vice President, Head of U.S. Corporate Affairs & Sustainability

Our focus and 2025 results

Differentiate with science

UCB is commitment to innovative, differentiated medicines for severe diseases.

9 **approvals**
in the past 3 years

3 **rare disease**
drug approvals

Investment in a state-of-the-art
U.S. biologics manufacturing facility

Succeed together

UCB is advancing whole patient care.

6 107 **patients and caregivers**
supported through UCBCares®

direct-to-patient programs
and other patient support initiatives

35+ **advocacy**
partnerships

Drive value through results

UCB is supporting an affordable, transparent health system.

32%
of all discounts going toward
programs for older, low-income and military-affiliated Americans

$6.6bn **rebates, discounts, and fees**
to private payers, government programs, providers, distributors, and others

$2.1bn **contributions to government programs**

Accounting for Value continued

Science and scale: Bringing innovation to more patients

At UCB, science starts with people – their realities, challenges, and aspirations. Their lived experiences shape our research and inspire us to develop innovative, differentiated medicines for severe neurological, immunological, and rare diseases. Today, **our portfolio serves nine patient communities,** underscoring our commitment to breakthrough science and the communities who depend on it.

Our breakthrough science

We strive to reach populations with high unmet needs, and that ambition has led to the commercialization of several breakthrough therapies:

BIMZELX® (bimekizumab-bkzx):
First and only interleukin 17A (IL-17A) IL-17A & interleukin 17F (IL-17F) IL-17F inhibitor for adults with moderate-to-severe plaque psoriasis (PSO), active psoriatic arthritis (PsA), active non-radiographic axial spondyloarthritis (nr-axSpA) with objective signs of inflammation, active ankylosing spondylitis (AS), and moderate-to-severe hidradenitis suppurativa (HS)

RYSTIGGO® (rozanolixizumab-noli):
First agent for anti-acetylcholine receptor (AChR) antibody positive or anti-muscle-specific tyrosine kinase (MuSK) antibody positive generalized myasthenia gravis (gMG)

ZILBRYSQ® (zilucoplan):
First and only once-daily subcutaneous C5 inhibitor to treat gMG in adults who are AChR antibody-positive

FINTEPLA® (fenfluramine):
Foundational therapy for the treatment of seizures associated with Dravet Syndrome and Lennox-Gastaut Syndrome (LGS) in patients two years of age and older

"With decades of experience in epilepsy, our early clinical data helped transform treatment paradigms and redefine patient care. Today, more than 30% of all U.S. patients on any epilepsy medication are treated with a UCB-originated molecule—a testament to our enduring leadership and innovation."

UCB's deep commitment to research and development, by the numbers.

25-30%
of revenue reinvested into R&D globally

25-30%
R&D ratio above industry standard in the past decade

25%+
of our U.S. employees are dedicated to R&D

4 000+
enrollees in our active clinical trials

9
mid- and late-stage clinical trials

Accounting for Value continued

Harnessing science for rare disease communities

We continuously evolve to maintain a strong pipeline of differentiated solutions, which has allowed us to secure three rare disease drug approvals in less than three years: **RYSTIGGO®, ZILBRYSQ®**, and, most recently, **KYGEVVI™** (doxecitine and doxribtimine), alongside **FINTEPLA®** for rare epilepsy syndromes, Dravet Syndrome and LGS.

KYGEVVI™ received FDA approval in November 2025 for the treatment of adults and pediatric patients living with Thymidine Kinase 2 deficiency (TK2d), with an age of symptom onset on or before 12 years. TK2d is an often fatal, ultra-rare, life-threatening, genetic mitochondrial disease characterized by progressive and severe muscle weakness. **KYGEVVI™** is the first and only approved treatment for these patients living with TK2d.

"After years of searching for treatment options, today's approval represents a life-changing moment for our community. It means more strength, more time, and renewed hope for Arturito's future."

Olga Estopinan, Muscular Dystrophy Association (MDA) family member

Our investments in infrastructure for the future

Delivering innovation demands resilient infrastructure. We are committed to expanding in the U.S., and prioritizing research and development to further our scientific ambition and better serve the people who rely on us.

Since 2017, UCB has strengthened its U.S. footprint:

68%
increase in U.S. workforce to 1 900 total U.S. employees

140 000 square feet
of R&D facilities in the U.S. —and growing

$31.4 billion
in economic impact over the past five years

Accounting for Value continued

UCB's new U.S. biologics manufacturing facility

In June 2025, we announced UCB's largest manufacturing investment in the Company's history: a new, state-of-the-art biologics manufacturing facility.

UCB's growing footprint reflects our long-term commitment to delivering scientific innovation, economic impact and sustainable healthcare value to patients in the United States. Equipped with advanced technologies and AI-enabled systems, the facility strengthens our end-to-end supply chain, supports one of our fastest-growing markets and enhances reliability of supply.

Projected influence of U.S. manufacturing facility

$5 billion
in economic impact in the U.S.

300+
permanent, highly skilled direct jobs in biologics manufacturing

500+ jobs
created during construction

More than medicine:

Supporting the whole person

As scientific innovation advances, UCB's responsibility extends beyond discovery.

Innovations have an impact only when patients can access them – and that requires strong partnerships, education, support services and community engagement.

Supporting patient care and positive health outcomes

We're expanding care beyond treatment – supporting **more than 6 100 patients and caregivers through UCBCares®**, UCB Direct and other patient assistance programs, funding scholarships, and **partnering with 35+ advocacy organizations** to support communities.

167 975

Number of patients benefiting from UCB financial assistance programs in 2025

201 144

Number of patients benefiting from UCB patient support programs in 2025

Support services

UCBCares®, ONWARD, and Nurse Navigators provide support to patients, caregivers and healthcare professionals throughout the treatment journey.

Access and affordability

UCB offers access and affordability programs, including Patient Assistance, Copay Assistance, Bridge Support, and Vouchers that help reduce barriers to treatment by providing financial assistance, temporary medication access, and cost-saving options. These programs are designed to support eligible patients in starting and maintaining their prescribed UCB therapy.

Health equity

UCB Population Health Resources are teams that work with a wide range of stakeholders to help address challenges facing groups of individuals and improve their health outcomes.

Accounting for Value continued

Empowering every moment

Beyond direct access to treatments, we help people feel informed and supported to live fulfilling lives through education, partnerships and community building.

UCB offers the **UCB Myasthenia Gravis Scholarship™** and the **UCB Family Epilepsy Scholarship Program™**.

UCB also partners with a variety of advocacy organizations and educational institutions to address unmet needs of patients across disease areas, by, for example:

Empowering Hidradenitis Suppurativa community:

UCB partners with patient organizations to raise awareness and reduce stigma for this painful inflammatory skin condition with a goal of earlier diagnosis and better outcomes.

Providing health resources for Myasthenia Gravis community:

Responding to requests from people living with gMG, a progressive neurological illness, UCB has shared nutrition, exercise and other resources to improve wellness.

Supporting caregivers:

UCB worked with patient communities to design resources to assist families in planning long-term adult care for individuals with rare epilepsies.

20+
Years awarding academic scholarships

Nearly 700
recipients awarded since 2005

$3 150 000+
awarded in scholarships

35+
ongoing partnerships

150+
advocacy events attended

200 000+
members of advocacy communities engaged with

80+
patient education and public awareness initiatives implemented

MYASTHENIA GRAVIS FOUNDATION OF AMERICA

Dravet Syndrome Foundation

ahsid THE ASSOCIATION OF hidradenitis suppurativa & INFLAMMATORY DISEASES

NATIONAL PSORIASIS FOUNDATION

GLOBAL HEALTHY LIVING FOUNDATION

MOREHOUSE SCHOOL OF MEDICINE

HS Connect

UNITED MITOCHONDRIAL DISEASE FOUNDATION

EPILEPSY FOUNDATION

Accounting for Value continued

Succeeding together with Camp Small Steps

UCB's Camp Small Steps, in collaboration with Shine Forward with Dravet and the Dravet Syndrome Foundation, is a support infrastructure built with and for the Dravet community to reach them where they are, in a way they never thought possible. Camp Small Steps creates a place of belonging by providing safe, accessible camping activities for families affected by Dravet Syndrome.

"It was the most fun I think my Dravet son has ever had! Thank you for this experience!"

Caregiver from Tennessee

"It had something for every age, all sensory levels. It felt safe and like a family event."

Caregiver from Tennessee

"It was amazing!!!! My kids all loved it, and it was so accommodating for kids of all developmental needs! It will be talked about in our house for a long time!"

Caregiver from Texas

"They're not going to be able to stop talking about it. We could never send him [their loved one with DS] to camp."

Caregiver from Washington

448+

total attendees across 5 camps

94%

of surveyed caregivers would attend another Camp Small Steps

108%

growth in event attendance from first to fifth

Transparency and access: A system that works

Supporting patients also means addressing the system-level barriers to timely, affordable access to care.

Through responsible pricing, transparent reporting, and advocacy for system-wide reforms, UCB works to break down structural barriers that stand between patients and the treatments they need.

Driving affordability and transparency

At UCB, we are committed to ensuring that every eligible patient can access the treatments they need. We do that by pricing responsibly, using a transparent framework that reflects the value our medicines bring to patients, caregivers and society, and by offering a range of patient assistance programs designed to support those who need help most.

Encourage the development and adoption of medicines that create patient value and make people healthier;

Promote and reward innovation in a way that is sustainable for UCB and the health system; and

Provide affordable access to medicines for patients who benefit the most from them.

2025 by the numbers

In 2025, our U.S. net price change (after rebates, discounts and fees) averaged -1.7% across the U.S. product portfolio (list price change averaged 4.9%). This reflects our significant market rebates and discounts to ensure patients can access UCB medicines.

-1.7%
net price change[1]

4.9%
list price change

32%
of all discounts went toward programs critical to older, low-income and military-affiliated Americans (includes Medicaid, Medicare, 340B and military-affiliated programs)

23% discounts to Medicaid and 340B

9% discounts from Medicare programs and other government insurance programs

UCB provides on average more than 50% in rebates, discounts and fees, over $6.6 billion in 2025, to the list price of our medicines in an effort to improve access and with the aim of lowering the affordability burden for patients.

$6.6bn
in rebates, discounts, and fees to private payers, government programs, providers, distributors and others

$2.1 bn
contributions to government channels

1. Net price change represents the year-over-year change in average net price, which is WAC less rebates, discounts, fees and returns, calculated at a product level and weighted across the company's U.S. product portfolio. The methodology used may differ from those used by other companies.

Advancing a more sustainable health system

The U.S. health system is a complex web of interconnected players that often creates barriers to timely and affordable access. UCB works within the current landscape to support patients while advocating for public policy solutions that drive innovation and elevate patient lives.

Using Direct-to-Patient programs to remove access barriers

Overview:

Direct-to-Patient programs allow patients to purchase their medicines directly from the manufacturer, cutting out supply chain middlemen and the rebates and discounts they often do not pass on to patients.

What we're doing:

UCB has offered patients a Direct-to-Patient program for several years that enables patients to consistently access certain branded medications at a discounted cash price.

We are committed to expanding this practice to more of our portfolio

The U.S. health system also has numerous structures in place meant to benefit patients, but due to misaligned incentives and a lack of transparency, some of these do not benefit patients in the way they are intended.

3 years

Direct-to-Patient access for UCB medicines

90%

discount off list price offered to patients by UCB Direct

Returning 340B to its original purpose: Supporting vulnerable patients

Overview:

The original goal of the 340B program was to increase access for underserved patients, but the program has become less about patients and more about boosting the bottom lines of hospitals and for-profit pharmacies.

What we're doing:

UCB supports the 340B Drug Pricing Program's purpose of increasing access for underserved patients, but we are concerned about program integrity. This $66 billion program operates with few guardrails and no evidence that patients are benefiting.

We support 340B program reform that actually benefits patients

To promote affordability and access, we invest in our patient assistance programs to directly reduce costs for those in need.

340B entities can purchase some medicines for 1 cent per dose and mark them up by

1 000%

Profits from 340B markups make up

10%

of every dollar spent on brand medicines

Accounting for Value continued

The more PBMs profit, the less patients benefit

Overview:

Pharmacy Benefit Managers (PBMs) in the U.S. healthcare system use medicines as profit centers, forcing patients to pay more than they should and driving U.S. out-of-pocket costs higher than elsewhere in the world.

What we're doing:

UCB offers rebates and discounts to improve access and lower patients' out-of-pocket costs.

We provide rebates and discounts to improve formulary access and mitigate PBM impact on patients

Minimizing barriers to care: Rightsizing utilization management/prior authorization

Overview:

Many commercial health plans use utilization management tools that can create hurdles to timely medication access. We are especially concerned about step therapy, which forces patients to "try and fail" on other treatments before accessing the one their provider recommends.

What we're doing:

UCB supports healthcare providers' ability to choose the right therapy for each patient while minimizing burdensome requirements such as prior authorization.

To promote access for patients, we advocate for step therapy policy reforms in partnership with patient communities

We develop state-level programs to educate and assist providers with step therapy override processes

As the healthcare landscape rapidly evolves, we remain steadfast in our commitment to building a more sustainable health system, one that enhances patient wellbeing at every stage of care.

Understanding what matters most:

Patient perspectives

Meet Arturito,

who has defied all expectations while living with Thymidine Kinase 2 deficiency (TK2d).

Diagnosed at 18 months with TK2d, Arturito's health rapidly deteriorated. His symptoms began at just 14 months old, and he gradually lost muscle tone and became weaker. Every time the family flew, he would become severely ill with pneumonia that wouldn't respond to antibiotics. His path to diagnosis was frustrating: physicians told his parents their son was "a mystery" to them. Determined to find answers, his father took him to Johns Hopkins in Baltimore, where doctors finally diagnosed Arturito with TK2d, an ultrarare, life-threatening mitochondrial disease.

Following Arturito's diagnosis, he wasn't expected to survive past infancy. His father immediately quit his 27-year congressional position to form a private foundation benefiting TK2d families. He connected with Dr. Michio Hirano at Columbia University Irving Medical Center, who enrolled Arturito in a clinical trial for deoxynucleoside therapy. Arturito became the first human in the United States to receive this experimental medicine.

Nearly 13 years later, Arturito is doing well and still on the drug, making him the oldest living American patient in the trial. His survival is extraordinary as children with his condition have approximately 50% mortality after one year of onset. Arturito's groundbreaking participation has paved the way for other TK2d patients and brought hope to the entire TK2d community.

Meet Albert,

who saw seven different neurologists before being accurately diagnosed with generalized myasthenia gravis (gMG).

Albert's diagnosis journey began in spring 2014 when he experienced slurred speech, choking, double vision, and muscle weakness, leading to a prolonged diagnostic process that involved seven different neurologists.

In October 2015, a neurologist specializing in autoimmune diseases finally identified gMG, confirmed by bloodwork showing elevated acetylcholine levels. After Albert was diagnosed, he started treatment with medications including prednisone and pyridostigmine and faced challenges.

In 2020, he joined a clinical trial, marking a turning point as his symptoms improved, allowing him to reconnect with daily life. Within a month of treatment, he experienced a reduction in his difficulty swallowing and double vision, and his extreme fatigue began to diminish. As the treatment continued to take effect, he gradually regained the ability to engage in daily activities and reconnect with family life.

Albert's resilience and commitment to understanding his condition led to continued treatment, highlighting the role of perseverance, supportive care and emerging therapies in managing gMG.

Meet Cydney,

who is fighting the stigma around hidradenitis suppurativa (HS).

Cydney, a 27-year-old woman from Colorado Springs, has bravely come forward to share her story and raise awareness about HS, a recurring, painful and often misunderstood skin condition. HS can cause painful bumps in areas such as the groin and armpits, which are often mistaken for acne.

Diagnosed at 17, Cydney spent years visiting emergency rooms where her abscesses were incorrectly treated. HS, which disproportionately affects women, specifically Black women, is often stigmatized and misunderstood, leading to delayed diagnoses. After hiding her HS for years, Cydney now shares her journey through social media to connect with others and combat the stigma surrounding HS. She has more than 200 000 followers on TikTok and Instagram.

Meet Nicole,

a devoted mom and caregiver from Tennessee, whose seven-year-old daughter Emma is rebuilding her childhood while living with Dravet Syndrome (DS), a rare, severe form of epilepsy that has shaped their daily lives.

Emma's seizures began when she was four months old, but despite ongoing episodes and her parents' concerns, she was not initially prescribed treatment. After a year of unanswered questions, a neurologist confirmed an SCN1A gene mutation and diagnosed Emma with DS shortly after her first birthday.

Following Emma's diagnosis, her seizures were frequent and unpredictable. That left Nicole feeling "always on" and as though she had lost her own identity. The constant fear of complications, including sudden unexpected death in epilepsy (SUDEP), weighed heavily on Emma's family as they navigated the realities of this progressive, life-threatening condition.

After starting a new treatment, Emma began having fewer seizures and even seizure-free periods. The combination of treatment, vigilant care and support from her medical team transformed her life. "Last year, we couldn't even think of taking Emma out of the house. She wasn't happy, she wasn't talking, and she was a shell of herself," Nicole recalls. "Now, it has been incredible to see her do things that weren't possible before." Today, Emma can say her name, call Nicole "mom," share what she wants, and enjoy everyday moments, while Nicole continues to advocate for better awareness, more open conversations about SUDEP, and stronger resources for families affected by rare epilepsies.

Powering progress

through partnerships

Partnering with patient communities to advance HS awareness and care

Goal

To integrate patient perspectives into healthcare solutions for HS and foster a supportive community for individuals affected by this skin condition.

What we do

UCB collaborates with patients living with HS to develop patient-centered resources and campaigns. Initiatives such as the Healing Space, a mental health support platform, and the Make HStory campaign highlight UCB's commitment to authentic patient representation. The HS Papaya app and an HS patient registry in partnership with UCSF further empower patients with knowledge and tools for effective condition management.

Impact

The partnership has the potential to reduce the average diagnosis time of 7-10 years for patients with HS and fostered a strong community, as exemplified by UCB's HS Summit, which was attended by individuals with HS meeting fellow patients with HS for the first time.

Enhancing epilepsy care through UCB and Morehouse's community-based approach

Goal

To improve healthcare access and outcomes for patients with epilepsy in Georgia through a community-based care model.

What we do

UCB and Morehouse School of Medicine are enhancing epilepsy care by connecting community health workers (CHWs) to patients with necessary resources and specialists. This collaboration focuses on addressing barriers, such as specialist access and insurance coverage, while providing behavioral health support. The initiative is currently in its pilot phase, with a plan to expand the CHW model across Georgia and to other states, aiming to improve care coordination and reduce emergency room visits.

Impact

The program aims to reach over 110 000 patients with epilepsy in Georgia and to expand nationwide, improving access to care and reducing healthcare costs by providing better-coordinated services.

Accounting for Value continued

Resources for resilience: Dravet Syndrome Awareness Month for families living with Developmental and Epileptic Encephalopathies (DEEs)

Goal

To support families affected by DS and raise awareness about this rare epileptic condition.

What we do

UCB provides comprehensive resources including the VIP Sibling and C.A.R.E. Binder to assist families in managing DS and transitioning from pediatric to adult care. The CareCompass tool centralizes care information, simplifying management for caregivers. Initiatives such as Camp Small Steps offer families a safe environment to experience traditional childhood activities, enhancing social connections within the DS community.

Impact

UCB supports over 10 000 patients globally, facilitating better communication and emotional support among siblings and caregivers, which significantly reduces stress and anxiety levels.

Supporting people impacted by rare disease through an effective policy landscape

Goal

To advocate for policy changes that improve access to treatments and quality of life for individuals with rare diseases.

What we do

UCB is an active member of the Save Rare Treatments Task Force, working to shape a supportive policy environment for patients with rare diseases. Through this coalition, UCB advocates for legislative changes such as the Joe Fiandra Access to Home Infusion Act and the ORPHAN Cures Act, which aim to improve access to treatments and foster innovation in drug development. UCB engages with Congress and patient organizations, using the Aspire 4 Rare Report as a tool to drive systematic policy reforms that prioritize patient needs.

Impact

As part of the Save Rare Treatments Task Force, UCB contributes to advocacy efforts that aim to pass critical legislation, impacting 30 million Americans living with rare diseases, 95% of whom lack FDA-approved treatments.