

GENERAL MEETING UCB SA/NV – 30 APRIL 2020

Message of the CEO, Jean-Christophe Tellier

The world today is facing an unprecedented challenge as it fights against the COVID19 pandemic. This crisis is having a profound impact on people across the world, putting pressure on our health care systems and disrupting our daily lives. In such difficult times, it is heartening to see the wave of solidarity coming from individuals, organizations and companies. At UCB we know that it is our responsibility to ensure the safety of our employees, to help and stand by the patients that are affected, to support the healthcare professionals who are working tirelessly to save lives and our communities that are doing their best to keep essential activities going. Now is the time, more than ever, to collaborate with all our partners in society for the greater good, with people at the heart of everything we do.

UCB is helping there where it can make a real impact for people, patients, and society.

None of this can be achieved without ensuring the safety of our 7,500 employees. Across the world, we are constantly assessing the best precautionary health and safety measures for our colleagues and their families. Thanks to our flexible work policy, our IT infrastructure and employee well-being support programs, our employees can either work from home or work safely in our production and research centers. We are ensuring that all of them continue to be compensated.

One of our key priorities is to make sure that patients who need our medicines keep access to them regardless of the logistical challenges COVID-19 is bringing. By embracing new digital ways and thanks to the tremendous dedication of our employees working in our production and research centers, we are confident that we can ensure supply of products during this crisis. In countries where patients may need additional financial support during this crisis to cover the cost of our medicines, they have access to our patient assistant programs to help them in these exceptional circumstances.

As a biopharmaceutical company, we have expertise and resources that are essential during this pandemic and we feel that we have a social obligation to be there, present within our communities.

We are contributing to COVID-19 basic research and treatment development with various researchers and governments. We are also working with government agencies and the healthcare community to determine if any of our available or investigational therapies could be used effectively to help hospitalized patients with COVID-19.

We are offering our expertise and resources to increase local testing capabilities in countries where UCB has the required facilities. In Belgium we are part of a government led initiative with the pharmaceutical industry and academia to accelerate the national response against COVID-19. We are performing COVI-19 tests in our facility in Braine L'Alleud to help with upscaling of testing. And in the UK, our teams have delivered equipment to the UK government labs to accelerate testing.

We are helping - locally and globally - through donations and direct assistance to our partners. Here we have been active on many fronts and these are just a few of our initiatives. We started producing hydro-alcoholic solution in our major manufacturing sites and donated it to local healthcare authorities and hospitals in Belgium and Switzerland; we donated protective materials to health care organizations in China, United States of America and Belgium. As a pharmaceutical company we have healthcare professionals amongst our employees and we are supporting them if they wish to volunteer their expertise to their local governments in the fight against COVID19. Looking at society at large, we are concerned by the impact of this crisis on micro and small businesses, so we are shortening our payment terms. At UCB we also made 1.5 million Euro available to our local teams to support their communities where they see the highest need. Our team in Italy for example donated funds for the construction of the Fiera's COVID-19 pop-up intensive care hospital in Milan.

We are aware of the profound effect that the pandemic will have on the future of society. We are creating a global fund aiming to support researchers and organizations committed to better understand and address the medium-and-long term impact of COVID-19 on vulnerable populations' health. This fund, with an initial 3 million Euro contribution from UCB, will be open to UCB employees' financial voluntary contribution, which will be matched by our company, as well as to voluntary contribution from shareholders and other UCB partners in society.

UCB's financial performance in the first months of 2020 is very solid and holding-up well at this time in-line with our full year 2020 financial guidance as updated on April 2nd, at the occasion of the successful closing of the Ra Pharma acquisition. The updated financial guidance for 2020 does not reflect any potential impacts from the evolving COVID19 pandemic. We are of course following the development diligently to assess the financial significance of this pandemic to UCB.

Please don't hesitate to reach out to us if you are a UCB patient with questions or needing assistance, a healthcare professional with information needs or a partner or stakeholder (including shareholders) with further questions.

Never before have we collectively faced a pandemic such as COVID-19 and we hope our actions, which are inspired by patients and people, and driven by our scientific knowledge, contribute to the tremendous efforts so many people, government and organizations are doing to help fight COVID-19.

Stay safe!

Jean-Christophe Tellier

CEO of UCB

Forward looking statements UCB

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Given these uncertainties, you should not place undue reliance on any of such forward-looking statements. There can be no guarantee that the investigational or approved products described in this press release will be submitted or approved for sale or for any additional indications or labelling in any market, or at any particular time, nor can there be any guarantee that such products will be or will continue to be commercially successful in the future.

UCB is providing this information, including forward-looking statements, only as of the date of this press release and it does not reflect any potential impact from the evolving COVID-19 pandemic, unless indicated otherwise. UCB is following the worldwide developments diligently to assess the financial significance of this pandemic to UCB. UCB expressly disclaims any duty to update any information contained in this press release, 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.