

## Global Pricing

At UCB, we strive to maximize the value we create for people living with severe diseases. Responsible pricing for our life-changing treatments enables us to help to reduce pressures on patients in need and the health-care systems who take care of them, whilst maintaining sustainable investment in research & development (R&D) to drive future innovation. It also allows us to continue investing in ongoing clinical trials for existing, authorized treatments to provide additional data on the value of these treatments. Whether we are bringing new innovative treatments to people with limited treatment options, or bringing existing treatments to patients in different countries, we aim for fair and sustainable pricing that maximizes access for patients who can benefit from our treatments.

How treatment pricing is set rightly continues to come under global scrutiny. At UCB, we believe that thoughtful pricing based on the real value the treatment brings can help support not only widespread access but also equity in access. UCB recognizes that our pricing decisions not only impact patients, but also health-care systems and society at large. As one partner in complex health environments, we collaborate with health-care systems to strike a balance of flexible and reactive pricing, always ensuring that our prices enable UCB to achieve our core mission: provide solutions to patients that need them while ensuring long-term sustainability and benefit to the health-care system and society as a whole.

## UCB's Values

UCB's foundational pricing principles are rooted in the belief that responsible pricing can contribute to increasing global health and create value for patients around the world, now and into the future. We support a competitive, value-based system for the pharmaceutical industry, that will continue to improve sustainable, affordable, and equitable access for all patients who need our medicines. We understand the essential role we play in many patients' lives and recognize our important contribution to ensuring that health-care systems are sustainable.

## UCB's Approach

We design and build our pricing policies with patients and health-care systems in mind, supporting sustainable structures that can continue to create value. To achieve this, we use a bespoke, value-based pricing framework which looks at patient value in the context of individual health-care systems which patients use to access care. We use insights from patients about their experiences alongside other measures to truly understand a treatment's value. This structured approach analyses the value that each of UCB's treatments bring, measuring improvements in indicators such as patients' quality of life and treatment efficacy.

We recognize that different countries around the world face very different challenges, so UCB also takes these unique considerations into account. Our dedicated teams work closely with health-care systems and payers to ensure our product pricing is adapted to support different systems. As we come together to improve patient outcomes around the world, we also look further and consider the impact of pricing on patients.

## Affordability of Medicines

At UCB, we want the result of our innovations to be accessible to all patients who need them. While there is not one single approach that suits all health-care systems, there is a universal need to promote equitable access to effective treatments. By adapting our pricing strategy to the particular challenges and patient populations of each country, we can better ensure that our innovations are accessible to all patients who need them. Our value-based pricing approach remains central to this effort, as we continue to measure the impact of our treatments on patients' quality of life and overall health outcomes.

UCB's tiered pricing approach allows us to better align prices for medicines with countries' ability-to-pay, working in collaboration with governments and health-care systems to understand the context specific to each country. This enables us to offer medicines to those patients who would not otherwise be able to access treatment, as well as reduce unavailability of life-changing treatments. Our focus is to help patients to live as free as possible from the challenges and uncertainty of diseases, so we seek to negotiate pricing that is affordable, while maintaining a focus on sustainability and quality of our treatments to ensure long-term access for patients.

As we consider affordability for health-care systems, UCB is also considering the impact on patients. As such, UCB uses tools to assess affordability, including taking account of the amount individual patients may have to contribute towards the cost of the medicine, in order to set fair and sustainable prices.

## Our Commitments

Our pricing policies will always focus on the value we bring to patients, their caregivers, and their families. We recognize the important role we play in allowing people with severe diseases to live the best lives they can, so we work to support access and reflect this impact in our pricing policy.

As we continue to innovate and deliver impactful solutions with improved outcomes, we are committed to providing value for all patients who need our medicines. This includes small populations with high unmet need including rare diseases, which require significant investment in research & development (R&D). UCB's responsible pricing, alongside appropriate intellectual property rights, enable us to continue to develop treatments and innovate, while working to ensure that patients who need our treatments can access them.



UCB's dedication to fair pricing to enable access means we frequently evaluate and update our pricing assessment and decision-making tools to reflect the real impact on patients, including how patients' own assessments are done. We always consider each country's unique and evolving context and regulations to facilitate fair price negotiations, with the aim of providing access to treatments for patients as quickly as possible.

