

## Reliable Manufacturing and Supply Chain

The development of medicines is a complex and highly regulated process, which requires a strong Quality Management System (QMS) ensuring the quality, safety and efficacy of drugs, devices, and combination products throughout all stages of the product lifecycle. Manufacturing is at the heart of this process, with reliable and consistent processes ensuring the continued availability of high-quality medicines which meet government standards around the world.

We recognize that a robust supply chain is vital to prevent shortages and ensure that patients have access to the medicines they need, when they need them. Today, supply chains around the world face a number of complex challenges. However, at UCB we are proud to say we did not experience disruptions due to supply chain issues during the COVID-19 pandemic, a testament to our resilient manufacturing and supply chains.

### UCB's Values

As a company, we recognize that we have the moral duty and social obligation to make responsible decisions that guarantee both human and environmental health. Creating a stable and agile organization has been fundamental to UCB's success. Sustainability is at the core of everything we do. This includes environmental sustainability, as well as ensuring long-term access for patients who need our medications. Our understanding of sustainability extends to our quality and supply chain. Our goal is that by 2030, all patients who need our medicines in countries where we operate have access to them, which means ensuring the long-term sustainability of our treatments.

We take our responsibility seriously and understand the importance of reliable manufacturing processes and a sturdy supply chain for the development and delivery of safe and effective medicines to our patients. We understand the serious impact that any disruptions could have on the patients we serve and believe that preparedness and anticipation are essential.

### UCB's Approach

Our processes and governance safeguard our commitment to deliver reliable and safe treatments to the patients we serve. Key to this is our resilient approach which involves internal manufacturing sites and close work with our trusted partners. We work with and oversee trusted partner manufacturing sites to ensure we meet our legal obligations for quality standards around the world. Further, we collaborate closely with our partners across the whole supply chain, both upstream and downstream.

At UCB we are agile in our response to threats, embracing change and preparing ourselves to effectively manage an evolving external environment. Everything we do is underlined by our

ambition to design processes which ensure the best possible product quality, safety, and benefit risk profile for patients, while reducing our environmental footprint.

## Quality of Medicines

At UCB, while we produce some of our medicines in-house, we chose to work with key partners for a significant part of our manufacturing activities. We work with many trusted third parties, which we select for their expertise in medicines production, to support us to achieve our goals to improve production capacity, or for their technical capabilities. However, whether we directly produce a treatment in one of UCB's manufacturing sites or work with external partners, continuous patient access to safe medicines is at the core of our decision-making.

All manufacturing activities, whether they are internal or external, are operated under a strong Quality Management System (QMS), that ensures the delivery of products with the quality attributes required to meet the needs of patients, health care professionals, regulatory authorities, and other internal or external customers. When working with external partners in manufacturing, we deploy a strict monitoring and auditing process, which includes pre-approval assessments, operational oversight, auditing, and ad-hoc inspections. We have a big team of vendor quality leads who work directly with our partner sites and are responsible for ensuring UCB standards are upheld.

## Supply Chain

To ensure a resilient supply chain, we sense, predict, and respond.

- **Sense:** We are aware of the events in and around our supply network and we have strong links and good communication with our upstream and downstream partners.
- **Predict:** We forecast the potential impact of events, looking into simulations, and scenario planning.
- **Respond:** At UCB, we apply data-driven inventory strategies across different nodes in our supply network and building collaborative and value-driving relationships with our partners upstream and downstream.

We believe the best way to have a positive impact on society is to engage with our partners and integrate into our supply chain requirements, specification and criteria which are in line with our Green Strategy.

We have a deep partnership with **EcoVadis** which aims to raise social and environmental standards throughout our supply chain. We have selected EcoVadis to help us assess the sustainability performance of key suppliers, holding them to high standards. For this initiative to be a success, we ask our suppliers to be transparent & committed to the cause during the trading of goods or services.



We hold a carbon reduction program with our suppliers through the Science Based Targets approach developed by the CDP, UN Global Compact, WRI, and WWF and have participated in several other partnerships, such as the Responsible Health Initiative (RHI), and Pharmaceutical Supply Chain Initiative (PSCI) which both aim to improve the visibility, efficiency, and sustainability impact of the global health supply chain.

