

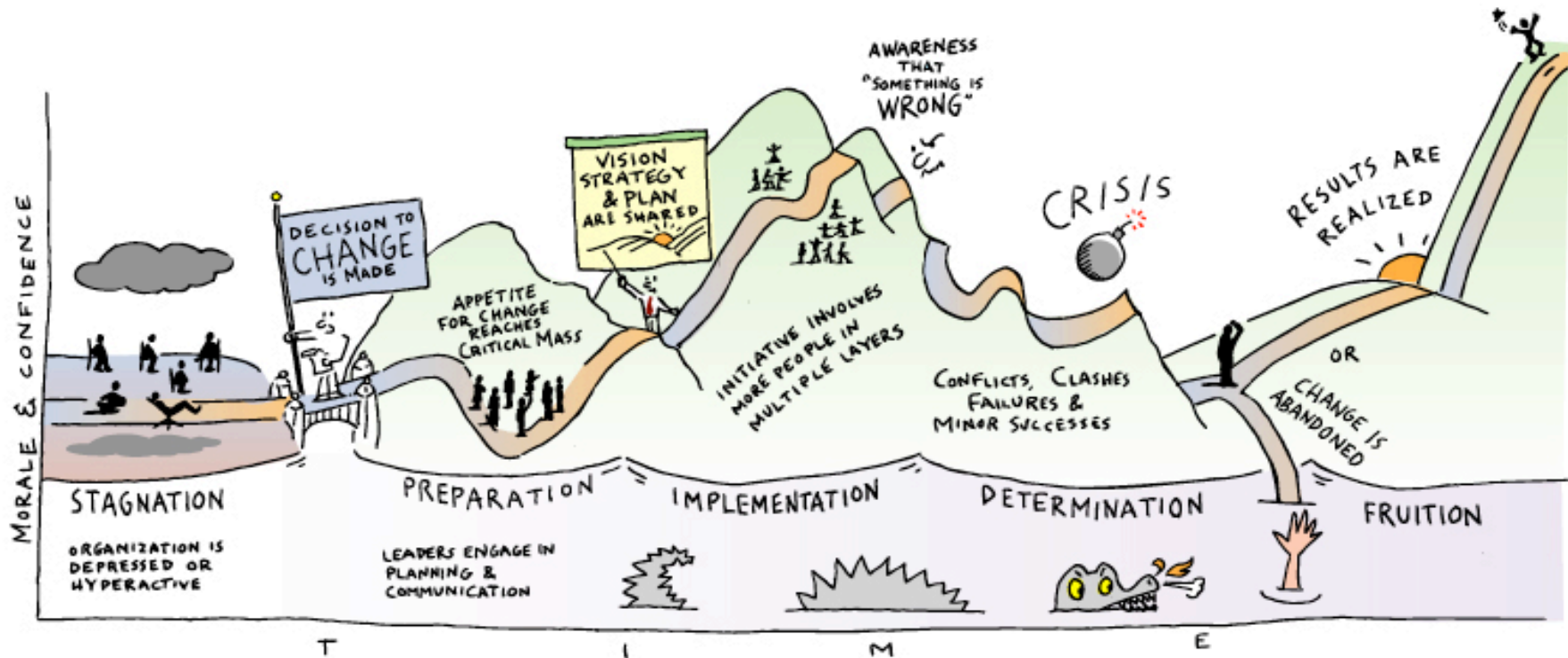
Change Management @ UCB



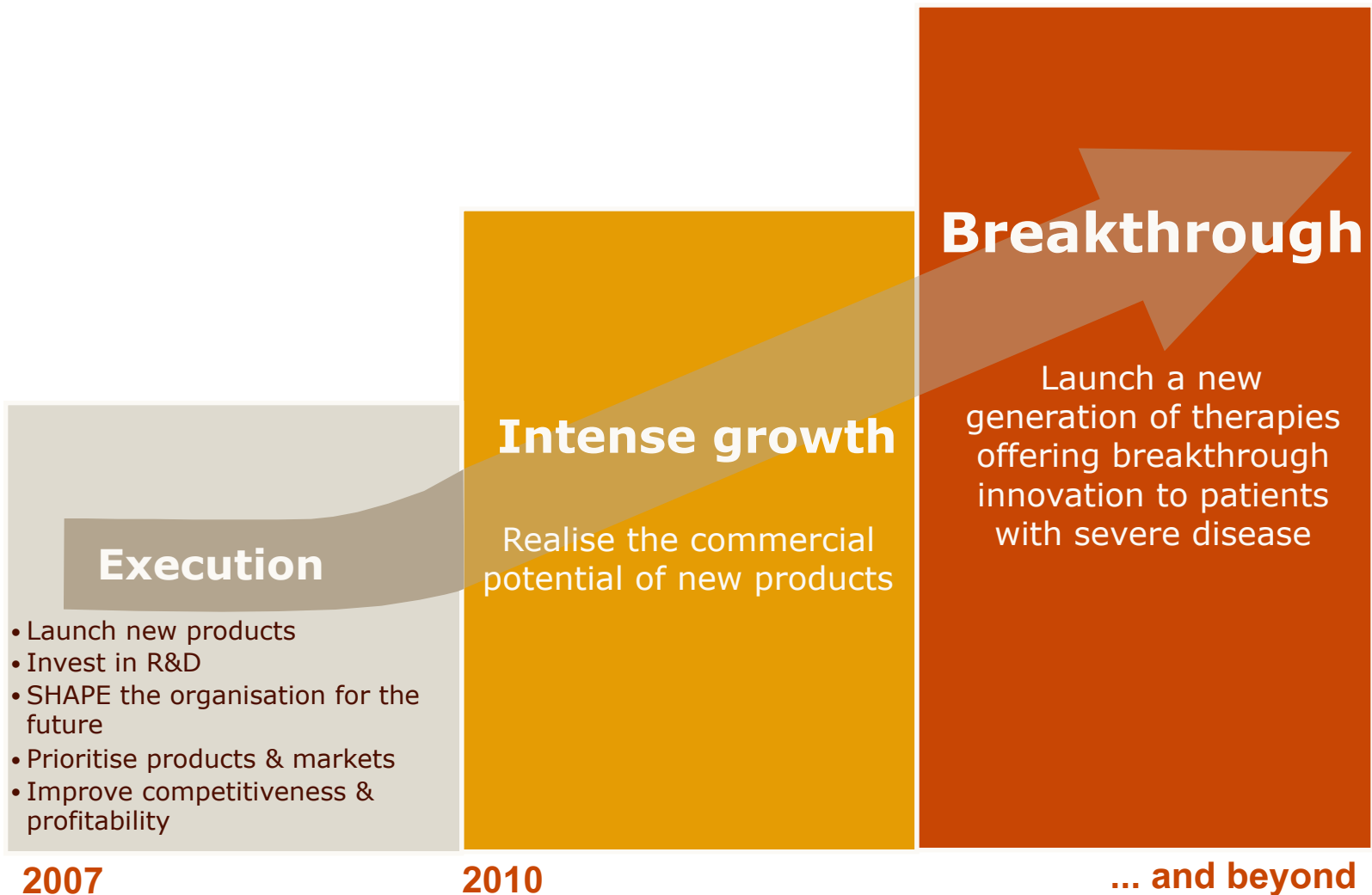
Colleen, living with Parkinson's disease



The famous changing curve...



UCB : Our “road map”



Strong mid- to long-term potential with short-term challenges

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- Impressive late stage pipeline: CNS & Inflammation/Immunology
 - Already several approvals: Cimzia®/CD in the U.S.+CH, Neupro®/RLS and Vimpat®/Epilepsy in Europe
 - Five projects across both regions in filing process
 - Five projects in clinical phase III development
- Two "UCB blockbusters" in the US at end of patent life
 - Zyrtec® and Keppra®
- UCB has launched an initiative program, called "SHAPE"
 - to improve competitiveness
 - to increase profitability
 - to successfully deliver new medicines to patients



SHAPE – 1 project – 4 dimensions

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One UCB on Patient Centricity

Simply Better Ways

Simplify our organisation and infrastructure

Get to a nimbler and more effective organisation and prune bureaucracy

MAXimise our assets

Focus on core products and core markets

... to optimise the value of our portfolio

New Biopharma & Leadership Capabilities

Strengthen our capabilities and skills

Adapt our leadership behaviour to UCB challenges

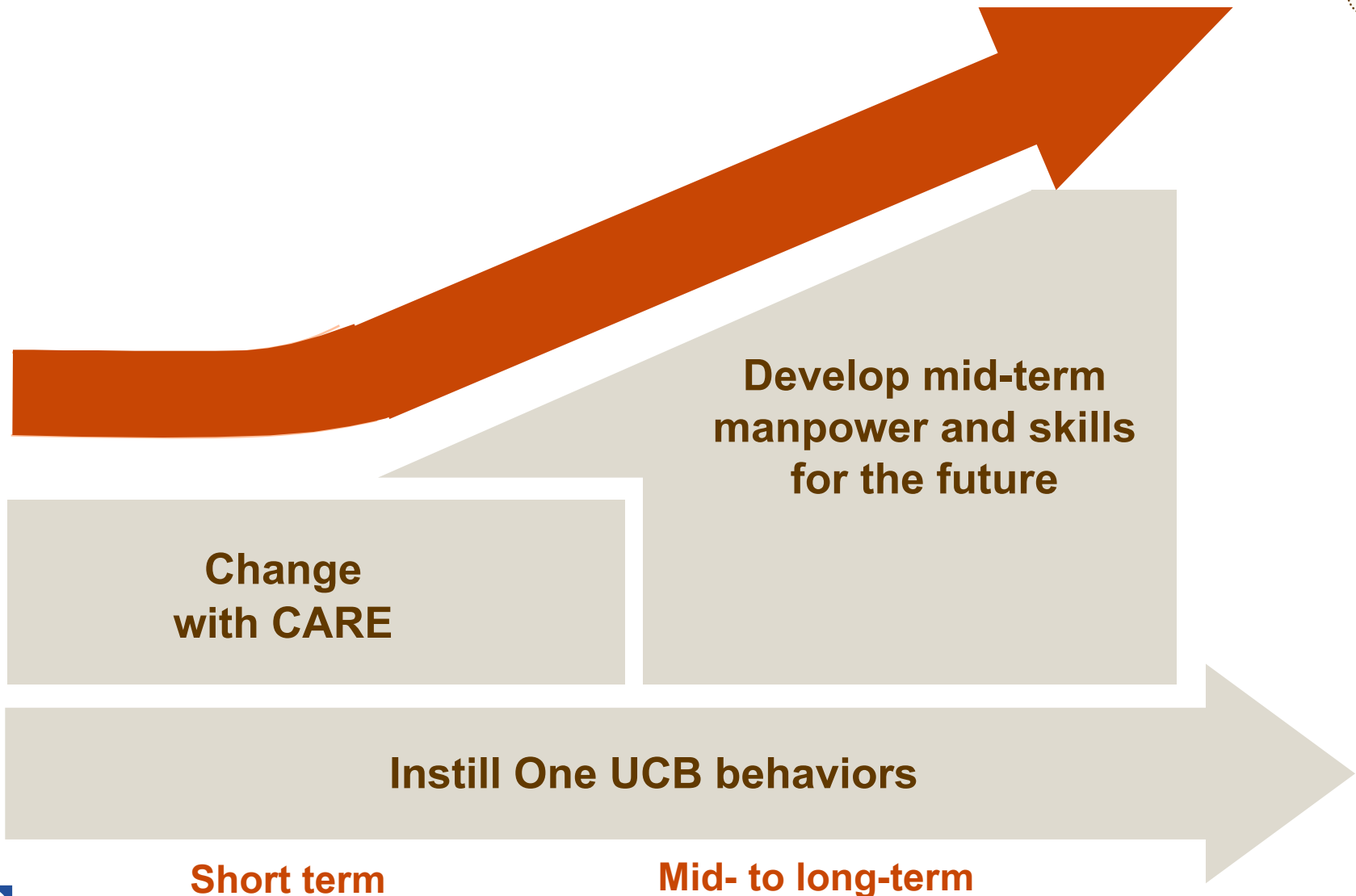
Borderless Innovation to drive our future

Implement an open organisation model that will facilitate tapping into external innovation sources

Change with Care... the first immediate response

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From “Shape”
deployment
to a new
Human Talent strategy



Raffaele, living with epilepsy



The strategic contribution :

- Considering business shift and evolution...
- Considering rightsizing of UCB...
- Considering growing knowledge level to Biopharma...

What could represent a breakthrough in HR for the next 5 years that could :

“Ensure the adequate win/win balance
between Highly engaged & talented people
and
a successful and sustainable
One UCB company with patient at the heart”

HR customization against 6 fundamental trends :

1. The sense of purpose is the main source of action/engagement and is currently challenging a classical definition of performance
2. Talented people want to be able to express their talent above organizational, structural or job constraints,
3. Organizations need to be agile and flexible to constantly adapt to unpredictable environment
4. Especially in a highly scientific/knowledgeable organizations, the skills, competencies and know-how are the (most) critical assets of a company
5. A new Employee Value proposition needs to be a Win-Win / more balanced situation
6. New communication technology is fundamentally changing the rules of the game

HR @ UCB : from HR to Human Talent...

From HR processes

to People @ the Center...

From an MBO philosophy

**to People Engagement, People
in action**

From Development

to a learning / knowledge organization

From Talent

management

**to Professional life path based
on accurate talent**

From Culture

to Sense of Purpose



From Reward

to Recognition

***Thank you,
Time for Q&A...***