



UCB Pharma S.A. Allée de la Recherche 60, 1070 Bruxelles

***Human Resources Belgium***

Brussels, 05/09/2025

**REFERENCE LETTER**

Subscriber, Alexandra Nijssen, acting as representative of UCB Pharma S.A., Allée de la Recherche 60, 1070 Brussels, declares that:

Francine Mussoi

Living in

Rue Pierre Dupont 186 32 Evere 1140 Brussels

is employed by our Company as "Global Quality Auditing Bus. Ops Lead", since 10/02/2025 under a permanent contract.

A handwritten signature in blue ink, consisting of a stylized 'A' followed by a horizontal line and a loop.

Alexandra Nijssen

Director Talent & Reward Ops Belgium