



CSL Limited
ABN: 99 051 588 348
655 Elizabeth Street
Melbourne
Victoria 3000 Australia
T +613 9389 1911
F +613 9389 1434
CSL.com

ASX Announcement

For immediate release

29 May 2023

CSL Shareholder Briefings

Melbourne, Australia – CSL (ASX:CSL; USOTC:CSLLY)

CSL will be meeting with its shareholders today in Brisbane (Monday, 29 May 2023) and tomorrow in Sydney (Tuesday, 30 May 2023). The presentation materials for these meetings are attached for the information of investors.

A recording of the presentation will be available in the 'investors' section of the Company website at www.csl.com under Presentations.

Authorised for release by:

Fiona Mead
Company Secretary

Investors:

Bernard Ronchi
Investor Relations
CSL Limited
P: +61 3 9389 3470
E: bernard.ronchi@csl.com.au

Media:

Jimmy Baker
Communications
CSL Limited
P: +61 450 909 211
E: jimmy.baker@csl.com.au

A woman with blonde hair, wearing clear safety glasses and a white lab coat over a green shirt, is shown in profile, looking down at a piece of laboratory equipment. The background is a bright, out-of-focus laboratory setting.

CSL

**Shareholder
Briefing**

May 2023

Joy Linton
Chief Financial Officer

Legal Notice

IMPORTANT NOTICE AND DISCLAIMER

This presentation contains summary information about CSL Limited (ACN 051 588 348) and its related bodies corporate (together, **CSL**) and CSL's activities as at the date of this presentation. It is information given in summary form only and does not purport to be complete. It should be read in conjunction with CSL's other periodic corporate reports and continuous disclosure announcements filed with the Australian Securities Exchange (**ASX**), available at www.asx.com.au. This presentation is for information purposes only and is not a prospectus or product disclosure statement, financial product or investment advice or a recommendation to acquire CSL shares or other securities.

No representation or warranty, express or implied, is made as to the fairness, accuracy, completeness or correctness of the information, opinions and conclusions contained in this presentation. To the maximum extent permitted by law, none of CSL or its directors, employees or agents, nor any other person, accepts liability for any loss arising from the use of this presentation or its contents or otherwise arising in connection with it, including, without limitation, any liability from fault or negligence on the part of CSL or its directors, employees, contractors or agents.

This presentation contains forward-looking statements in relation to CSL, including statements regarding CSL's intent, belief, goals, objectives, initiatives, commitments or current expectations with respect to CSL's business and operations, market conditions, results of operations and financial conditions, products in research, risk management practices, climate change and other environmental and energy transition scenarios. Forward-looking statements can generally be identified by the use of words such as "forecast", "estimate", "plan", "will", "anticipate", "may", "believe", "should", "expect", "project", "intend", "outlook", "target", "assume" and "guidance" and other similar expressions.

The forward-looking statements are based on CSL's good faith assumptions as to the financial, market, risk, regulatory and other relevant environments that will exist and affect CSL's business and operations in the future. CSL does not give any assurance that the assumptions will prove to be correct. The forward-looking statements involve known and unknown risks, uncertainties and assumptions and other important factors, many of which are beyond the control of CSL, that could cause the actual results, performances or achievements of CSL to be materially different to future results, performances or achievements expressed or implied by the statements. Factors that could cause actual results to differ materially include: the success of research and development activities, decisions by regulatory authorities regarding approval of our products as well as their decisions regarding label claims; competitive developments affecting our products; the ability to successfully market new and existing products; difficulties or delays in manufacturing; trade buying patterns and fluctuations in interest and currency exchange rates; legislation or regulations that affect product production, distribution, pricing, reimbursement, access or tax; acquisitions or divestitures; research collaborations; litigation or government investigations, advances in environmental protection processes, uncertainty and disruption caused by the COVID-19 pandemic and CSL's ability to protect its patents and other intellectual property.

Readers are cautioned not to place undue reliance on forward-looking statements, which speak only as at the date of the presentation. Except as required by applicable laws or regulations, CSL does not undertake any obligation to publicly update or revise any of the forward-looking statements or to advise of any change in assumptions on which any such statement is based.

TRADEMARKS

Except where otherwise noted, brand names designated by a TM or ® throughout this presentation are trademarks either owned by and/or licensed to CSL.

Joy Linton
CFO



CSL – Leading Global Biotech

5th Largest Global Biotech

Global #1

in protein therapies
~\$37 billion industry



40+

Countries of operations
around the world



32,000+

employees around
the world

Global #2

in influenza vaccines
\$6 billion industry



US\$10.6

billion in annual
revenue



2,000+

R&D employees

Global #1

in iron
~\$5 billion industry



US\$4.6

billion in R&D
investments in the
last 5 years to advance
product pipeline



330

Plasma collection
centres across
China, Europe and
North America

Our Businesses

CSL

```
graph TD; CSL[CSL] --- CSL_Behring[CSL Behring]; CSL --- CSL_Seqirus[CSL Seqirus]; CSL --- CSL_Vifor[CSL Vifor];
```

CSL Behring

Biotherapies & Rare Disease

CSL Seqirus

Vaccines

CSL Vifor

Iron Deficiency & Nephrology

Driven by **Our Promise**

Global Manufacturing Presence

CSL Behring



Bern, Switzerland

- Core products: immunoglobulins, albumin
- Specialty products: albumin, anti-D-hyperimmune



Broadmeadows, Australia

- Toll plasma fractionation services for Australia, New Zealand, Hong Kong, Malaysia, Singapore and Taiwan
- Core products: coagulation factors, critical care, immunoglobulins



Marburg, Germany

- Core products: coagulation factors, critical care
- Specialty products: hyperimmunes



Kankakee, IL, U.S.

- Core products: albumin, intermediate pastes
- Specialty products: coagulation factors, alpha1-proteinase inhibitor



Wuhan, China

- Core products: albumin, immunoglobulins

Global Manufacturing Presence

CSL Seqirus



Parkville, Australia

Only influenza vaccine manufacturing facility in Australia and the world's only manufacturer of Q fever vaccine and local antivenoms



Holly Springs, NC, U.S.

Largest cell-based influenza vaccine manufacturing facility in the world



Liverpool, U.K.

Only injectable influenza vaccine facility in the U.K. One of the largest biotech sites in Europe

CSL Vifor



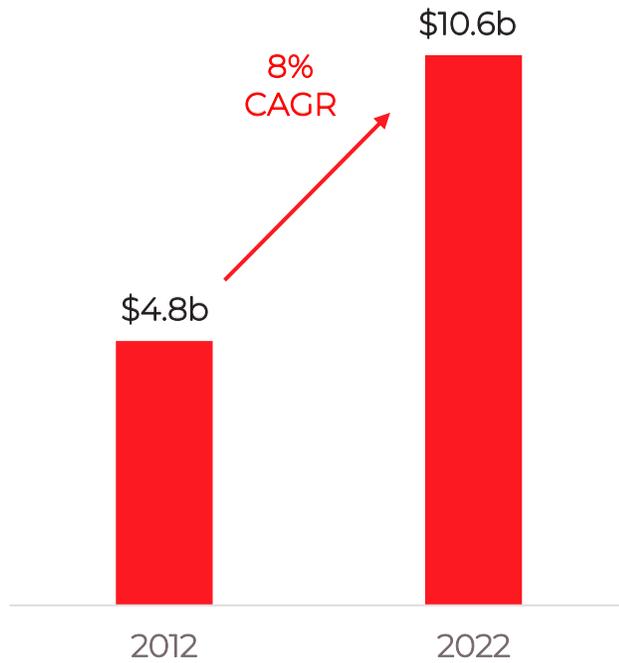
St Gallen, Switzerland

Active pharmaceutical ingredient production of iron therapies

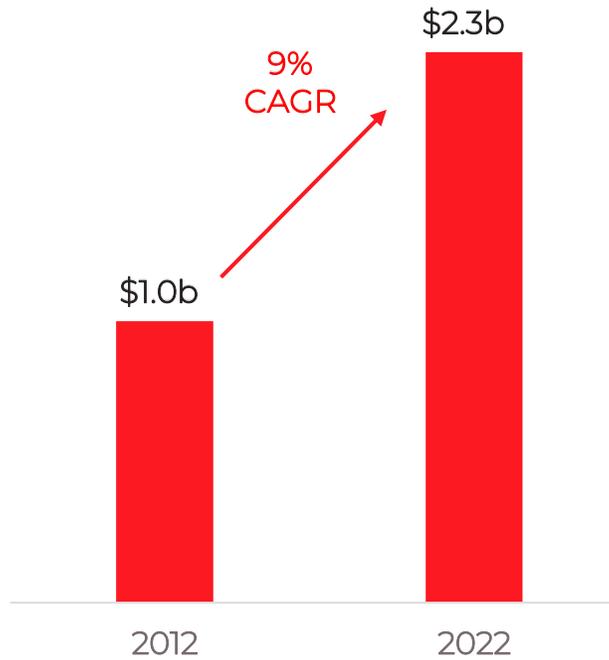
Strong and Consistent Growth

US\$

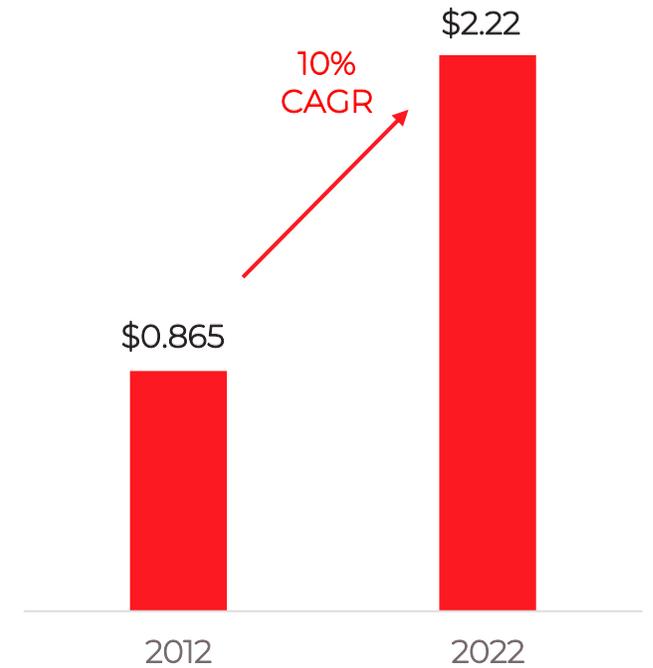
Revenue



Net Profit



Dividends



1H23 Performance

*Ig franchise growing strongly
CSL Vifor progressing well*



CSL Behring

- Ig franchise growing strongly
- Record levels of plasma collections

CSL Seqirus

- Strong sales growth driven by differentiated products
- Licence agreement for late-stage self amplifying mRNA vaccine technology

CSL Vifor

- Successful acquisition closure
- ~5 months financial contribution

R&D

- Gene therapy HEMGENIX[®] approved
- Multiple late stage programs

\$7.18b
+25%¹
REVENUE

\$1.62b²
0%¹
NPAT
Incl. one-off costs associated with Vifor acquisition

\$1.82b²
+10%¹
NPATA³

Long Term, Sustainable Growth

1

Consistent strategy & disciplined execution

2

Targeted R&D with persistent innovation

3

Commitment to sustainability

Long Term, Sustainable Growth

1

Consistent strategy & disciplined execution

2

Targeted R&D with persistent innovation

3

Commitment to sustainability

Our 2030 Strategy

Focusing

in therapeutic areas where we excel

Innovating

across our organization

Delivering

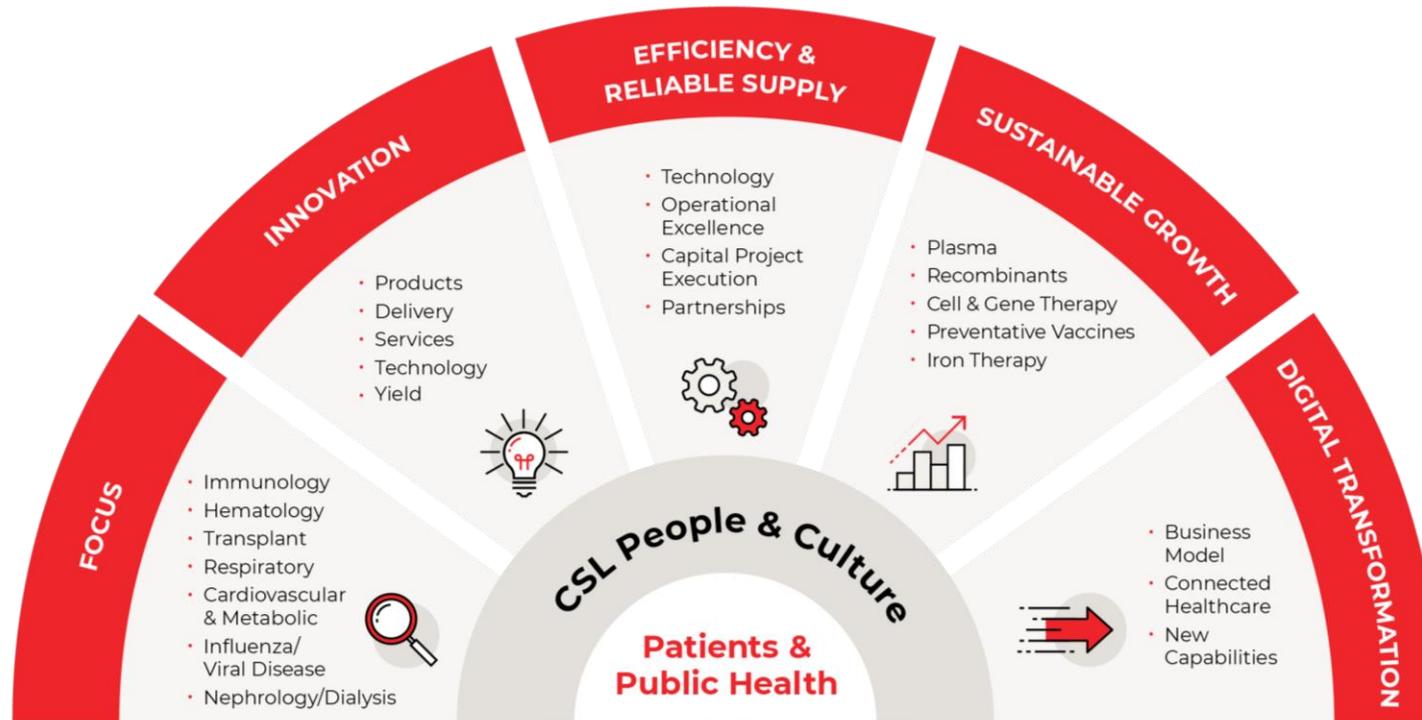
reliable supplies of our products as efficiently as possible

Growing

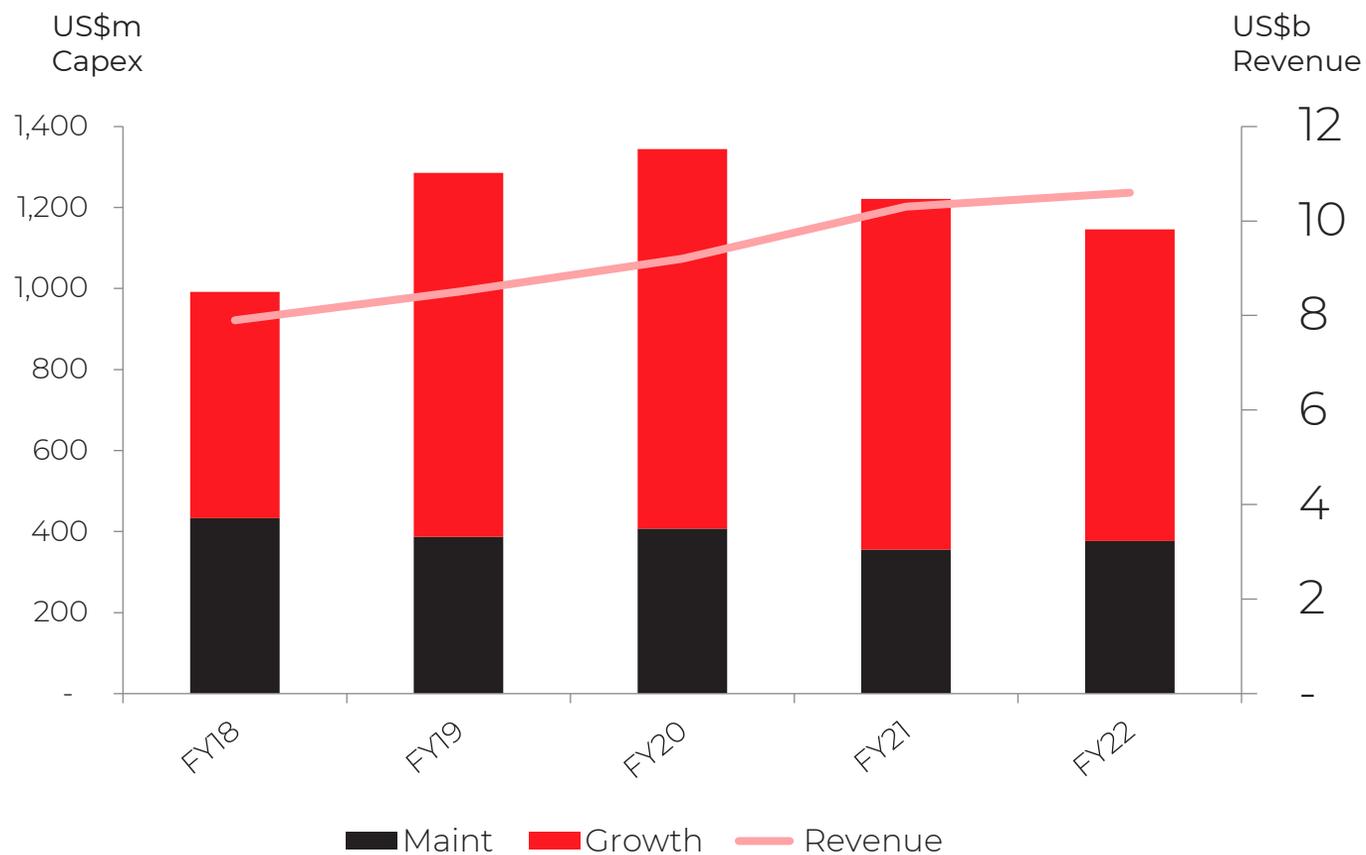
our pipeline with sustainable, trusted R&D platforms

Transforming

our digital intellect and technologies



Investing to serve unmet patient needs



60-70% in growth capex
v maintenance capex
over the last 5 years

FY23 expected to be
~\$1.2b

Long Term, Sustainable Growth

1

Consistent strategy & disciplined execution

2

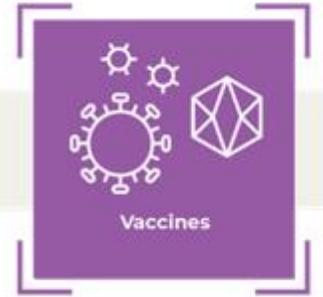
Targeted R&D with persistent innovation

3

Commitment to sustainability

Focus Through Our Therapeutic Areas

Therapeutic Areas



CSL Vifor adds iron and nephrology

Expanding R&D's Global Footprint



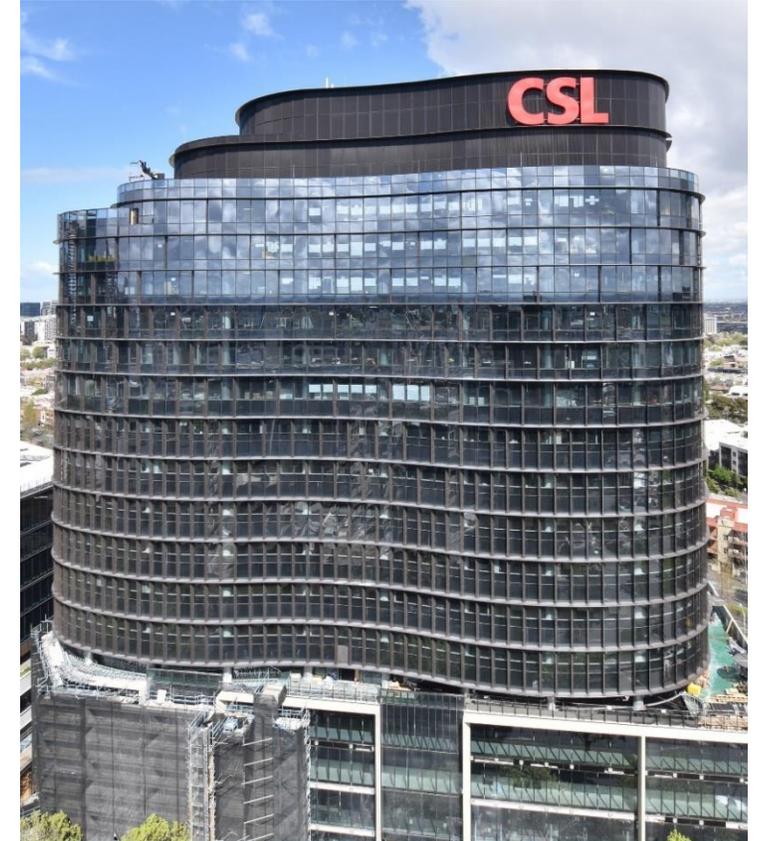
Tullamarine, AU



Marburg, DE

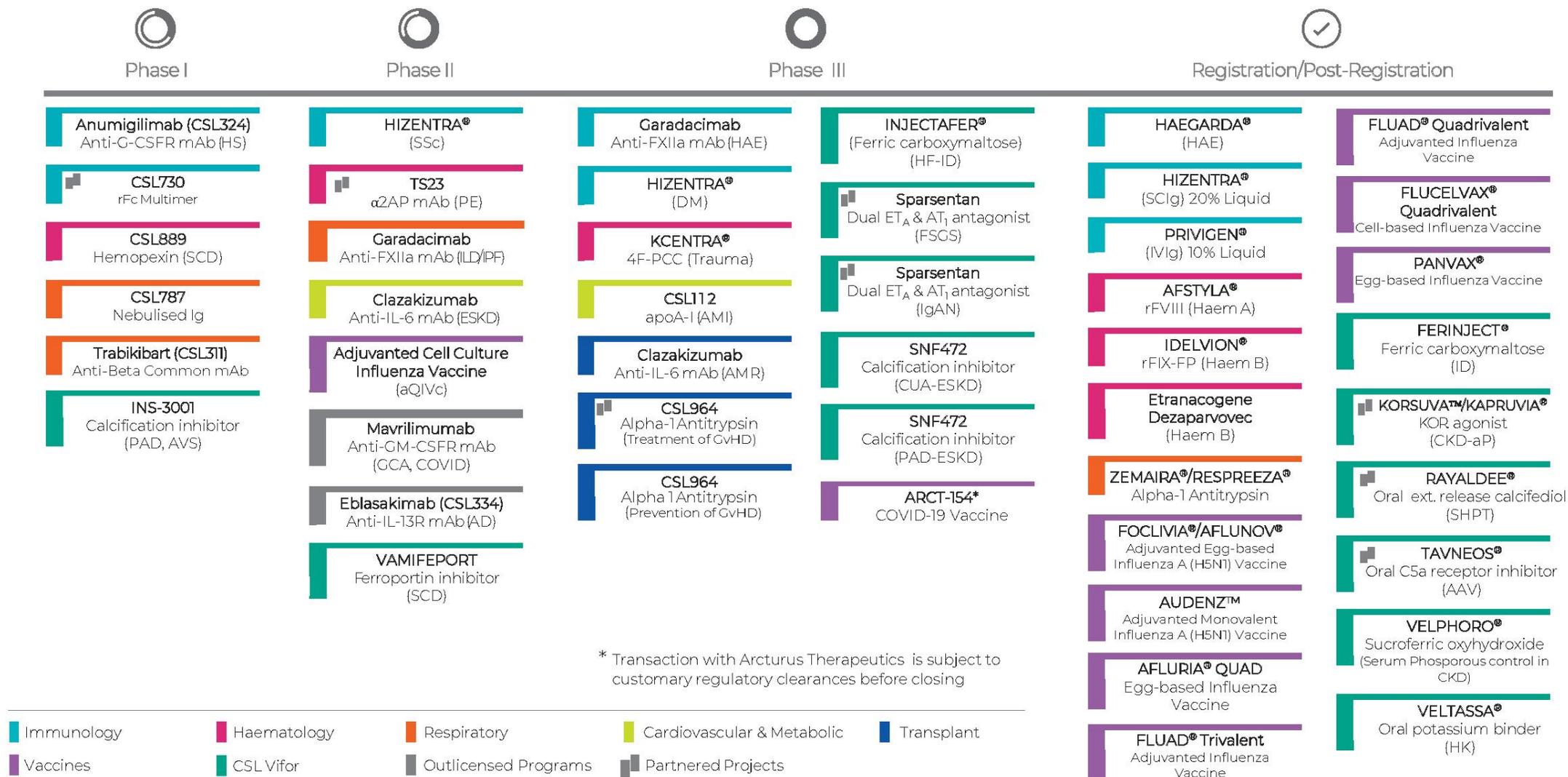


Waltham, MA, US

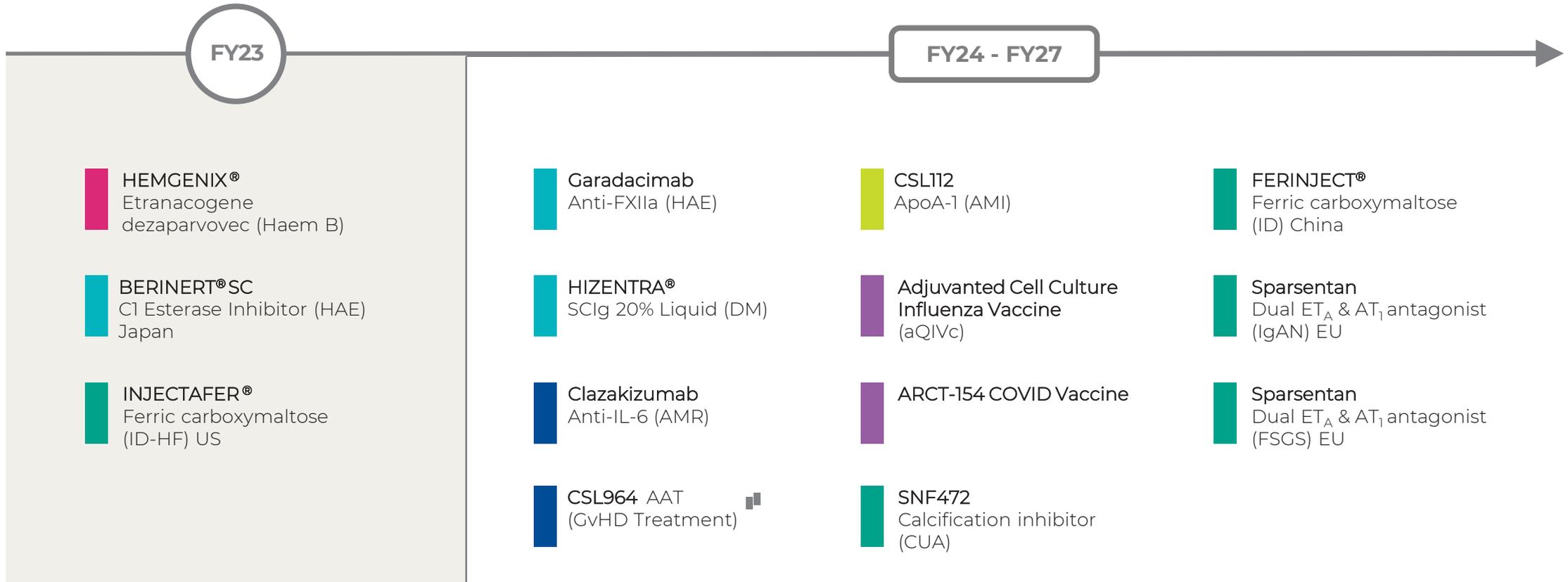


Melbourne, AU

R&D Portfolio – FY22



Significant Target Launch Dates¹



■ Immunology ■ Haematology ■ Cardiovascular & Metabolic ■ Transplant
■ Vaccines ■ CSL Vifor ■ Partnered Projects

¹ Launch subject to clinical completion, submission and regulatory approval

Long Term, Sustainable Growth

1

Consistent strategy & disciplined execution

2

Targeted R&D with persistent innovation

3

Commitment to sustainability



CSL is committed to a healthier world. **Our vision** is a sustainable future for our employees, communities, patients and donors, inspired by innovative science and a values-driven culture

Creating Value



A healthy, more productive society



Sustainable financial growth



Social and economic opportunity

Our Promise to patients

Sustainability – 3 Key Strategic Pillars

ENVIRONMENT (E)

- E1 Integrate sustainability considerations into business decisions
- E2 Reduce carbon emissions
- E3 Minimise end to end production of waste through removal, reduction & recycling
- E4 Reduction of carbon emissions/waste in our supply chain

SOCIAL (S)

- S1 Being trusted by donors through a focus on their experience and wellbeing, and their communities
- S2 Strengthen societal health through access to our existing products and therapies and investment in innovation
- S3* Enhance our industry position as a patient-focussed leader by communicating our impact on patients and community health

SUSTAINABLE WORKFORCE (W)

- W1 Raise awareness, visibility and engagement of sustainability across the end-to-end working experience for our employees.
- W2 Communicate to, and engage with employees in programs that maximise diversity, equity and inclusion
- W3 Ensure all CSL employees have access and opportunity to participate in community giving programs and volunteerism for local needs

Across All Pillars We Shall Innovate, Partner, Engage Employees, Actively Communicate

Sustainability – Environment

Carbon emissions reduction targets



Scope 1 & 2

A reduction of 40% of absolute Scope 1 & 2 emissions against a baseline of the average annual emissions across FY19-21 by 2030

Scope 1 & 2

Abatement Levers

- Increased energy efficiency
- A push towards more renewable power
- Switching fuels to less carbon intensive energy sources
- Re-designing some of our manufacturing sites

Scope 3

Ensure suppliers who contribute 67% of Scope 3 emissions set Scope 1 & 2 reduction targets by 2030 aligned with Science Based Targets initiative

Scope 3

Abatement Levers

- Revised procurement standards and award criteria
- Supplier enablement through advocacy and education
- Strategic partnerships to innovate and collaborate

Positive Market Fundamentals

CSL Behring

- Strong plasma collections and Ig growth expected to continue
- Gene therapy HEMGENIX® US commercialisation

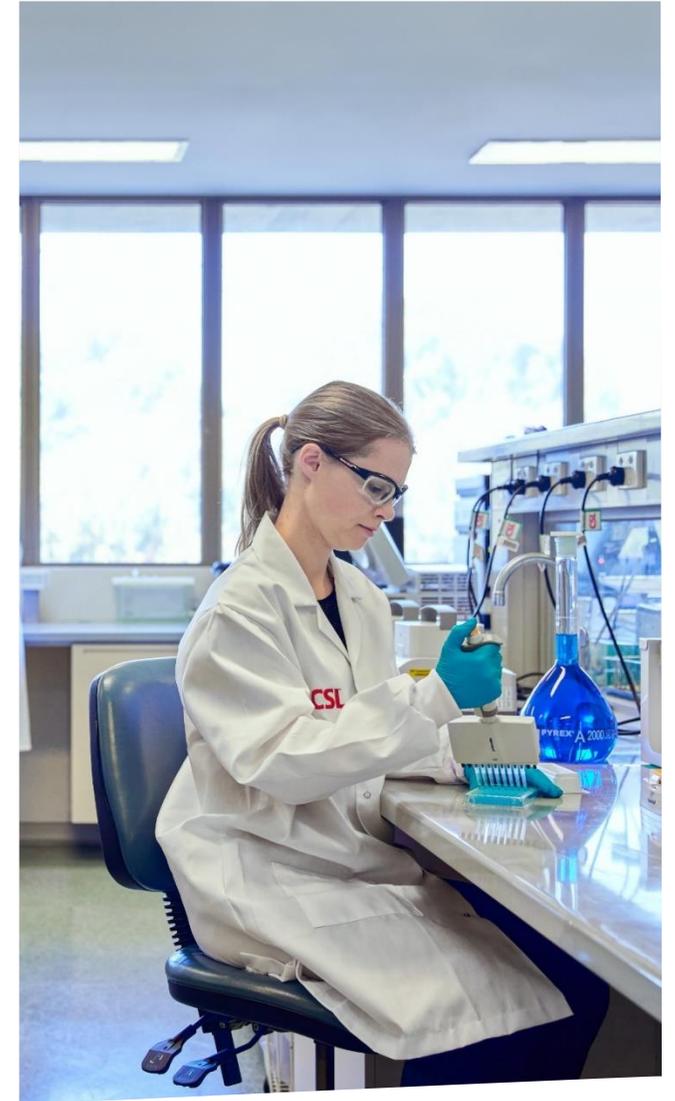
CSL Seqirus

- Demand for differentiated high value products to remain robust

CSL Vifor

- Untapped potential in iron
- Renal market expected to grow at low double digits in mid term

R&D portfolio progressing



Long Term, Sustainable Growth

1

Consistent strategy & disciplined execution

2

Targeted R&D with persistent innovation

3

Commitment to sustainability

The CSL logo consists of the letters 'CSL' in a bold, white, sans-serif font, centered within a solid red square.

Thank You / Questions