

Chairman Address at the 2019 CSL Annual General Meeting

Good afternoon Ladies and Gentlemen,

My name is Brian McNamee and as Chairman of CSL Limited it is a pleasure to welcome you to CSL Limited's 2019 Annual General Meeting. I also acknowledge all of our shareholders who are accessing the meeting via webcast today. There is a quorum present and I am delighted to officially open the meeting.

For those in the room here, I want to take a moment to ensure that you are familiar with the evacuation procedures to be followed in the unlikely event of an emergency. If an evacuation alarm sounds, the venue's fire wardens will enter the room and direct us to the emergency evacuation points. Please follow their instructions.

This is the first time that we have held our Annual General Meeting in Sydney and we are pleased to gather with a good number of over 48,000 of our shareholders who live in New South Wales. They represent around 30% of all CSL's shareholders and for this reason we felt it was a good thing to bring the AGM to Sydney in our 25th year as a listed company.

To begin formalities today, the Notice convening the Meeting has been circulated to every shareholder and I now take that Notice as read.

I would now like to introduce your Board of Directors and our Company Secretary:

To my left (your right);

- Ms Fiona Mead, Company Secretary
- Ms Marie McDonald;
- Mr Bruce Brook;
- Professor Andrew Cuthbertson.

And to my right (your left):

- Mr Paul Perreault, Managing Director
- Dr Megan Clark
- Mr Abbas Hussein
- Ms Christine O'Reilly
- Mr Tachi Yamada

You will have an opportunity to hear from the two Directors who are standing for election later in the meeting.

Having been in the Chair since the conclusion of last year's AGM, I am delighted to address this meeting today - especially gratifying as this week we marked the occasion of the 25th anniversary since CSL listed on the Australian Securities Exchange.

Back in 1994, the company included a small group of very talented people and a very modest set of assets, and it was firmly underpinned by big hopes and dreams. We could never have envisaged then the company as it is today; the value it has delivered to people with rare and serious diseases, the contribution it has made to public health to many communities' right around the world and to you, our shareholders. So I stand before you with pride, but also quite humbled. In that time, the world has changed dramatically and CSL has changed with it. Importantly there is much ahead of us and while it's nice to reflect for a moment with nostalgia, it is vastly more interesting to have our eyes focused forward – on what is next for our Company.

Paul Perreault, our CEO and Managing Director, will shortly be sharing with you some detail on the performance of our individual business units for FY19 – and we are delighted to deliver to our shareholders another great year, including a Financial Year 19 dividend that was up 18% in \$A terms. For this, I'd like to recognize and thank Paul and his Management team for their strong leadership.

They continue to effectively cultivate our strategy and drive a culture of innovation, not only across our R&D organization, but enterprise-wide.

I'd also like to thank our Board for their guidance and commitment to excellence. At the conclusion of the meeting we will say farewell to Mr. Tachi Yamada, who has been a Director since 2016. I'll say a few more words to acknowledge Tachi's contribution a little later.

What I have seen in my first year as Chair is a strong company with continued potential. I have enjoyed visiting some of our sites this year, including Kankakee, Liverpool, Bern and Marburg, and I have been impressed by the scale, discipline, innovation and culture flowing through the veins of the company. CSL has a presence in almost 70 countries globally and employs more than 25,000 people. We have in our stable some of the brightest and most educated minds within the scientific and business communities alike.

This year we had a 13 percent growth in our employee base - a testament to the Promising Futures we offer our employees and jobseekers alike.

'Company culture' has been given much airtime in the Australian corporate governance environment in recent times, and it something that my fellow Directors and I care about deeply.

We believe that the Board has a role in building and fostering a values-based culture, and that this must flow through the organisation. We know that the bedrock of our success lies in living our five Values:

- Patient focus.
- Innovation.
- Integrity.
- Collaboration.
- Superior Performance.

For CSL to continue to grow, to make a difference in people's lives through our science and be a highly desirable workplace, we ensure that Our Values remain the foundation of our culture and act as the guide for how we work.

That is one of the reasons why our Board spends two weeks of their year visiting CSL sites, talking to our people and seeking to understand the challenges, looking and listening for how well our values are translating into day to day behaviours. We know that long term sustainability cannot be founded on financial success alone. For us, patients must be kept at the forefront of decision-making - and then success in other areas will follow.

In fact, everything we do is driven by our promise to patients and protecting public health. Our strong performance last year is undoubtedly a key indicator of the shared purpose of our people and whether they are based in Parkville, Dubai, Tokyo, Bern, or King of Prussia – the needs of patients and demands of public health remain our compass.

We are also proud of the external recognition we have received in relation to our employee engagement. In the last financial year, the company received a few recognitions of note such as CSL's inclusion on Thomson Reuters' Top 100 Most Diverse & Inclusive Organizations Globally, Universum's Most Attractive Employers in Switzerland, and Forbes America's Best Large Employers.

I'd now like to turn our attention to our engagement with our broader stakeholder community, a subject of significant focus for the Board and an area in which CSL and its people remain deeply committed.

We conduct our business based on CSL's Values and know that being a mindful contributor to the economic, social and environmental well-being of our communities is critical to the sustainability of our company.

For us, corporate responsibility is aligned with business goals and complements our unique capabilities for the benefit of a diverse set of stakeholders.

This year, we made significant financial and in-kind contributions to the communities in which we live, work and serve. We continue to have strong and deep relationships with participants across the sector including healthcare professionals, regulators, patient and clinical groups. These ties are an important part of the social capital that adds value to our business.

We also engage with governments directly and through active membership in industry groups, and contribute to public policy through engagement with patient organisations, public health agencies, and other stakeholders at a national and global level.

We recognise the importance of participating in public policy matters that directly impact both the operations of our business, and the equitable access to non-discretionary medicines and vaccines that people around the world deserve. We strive to work with governments across more than 70 countries in order to foster healthier, global populations.

As you would be aware, we are seeing a high level of volatility in various markets around the world, and naturally this brings a level of uncertainty. As a company, we watch with interest, and where we need to, prepare to adjust and participate. For example, in anticipation of Brexit, we've established a new quality release laboratory in Amsterdam to allow Seqirus to seamlessly deliver vaccines across Europe.

We are optimistic that despite the fluctuations of the global trade environment, countries and their governments know that the good health of their populations leads to thriving economies, and they place priority on this.

In reflecting on my first 12 months as Chair, I am grateful for everything our teams have accomplished for patients and public health under the leadership of Paul and his team.

This reflection includes assessing how we work and knowing that we must continue to drive innovation.

Our ability to evolve continues to be one of our core strengths, and supports sustained growth and a continued ability to deliver innovative therapies for patients.

The last 25 years have clearly shown us that while innovation can revolutionise the way that we approach the prevention and treatment of disease, commercial success can only come from being able to effectively compete in the global marketplace in which we operate.

With this view, our focus for the longer term is on the following strategic pillars:

1. People and culture – we continue to seek diverse skill sets and depth of knowledge, driven by a values-based culture.
2. Growth – we want to lead commercialisation know-how, geographic expansion and depth of experience in our industry
3. Efficiency – efficiency has always been a hallmark of CSL and will continue to be so. We strive for operational excellence at the core of what we do each day, to build capacity for today and tomorrow.
4. Public health – we will continue to differentiate our influenza vaccine offering and further protect diverse communities across the globe.

Overseeing these strategic areas is where the Board provides support to Paul and the leadership team.

As a Board, we are also focused on ensuring that we have an appropriate mix of skills and diversity in our composition – and we do have some very fine skills on this Board. For a complex, global company such as ours, we must have a range of diverse and relevant experience that spans pharmaceutical industry, international business, finance, management and accounting, and scientific expertise.

Now for a word on recent investments made by our company. While we are a truly global company, we're committed to maintaining our corporate

headquarters and our global R&D hub in Australia. Australia is a good place to do business and to conduct world-leading science. We demonstrate this belief by continuing to make significant investments into the scientific community and into advanced manufacturing, and by promoting policy that allows the nation to punch above its weight on a highly competitive international stage.

We announced in August this year that we will relocate our Global Corporate Head Office into the heart of the Melbourne biomedical precinct.

When it is completed in 2024, this bespoke building will house 800 CSL employees and incorporate state-of-the-art biotech laboratories and clinical production suites.

We know that close collaborations, including physical proximity, between academia and industry better fosters the translation of brilliant scientific ideas into tangible outcomes. We're very pleased with the progress being made across our R&D portfolio and Paul will speak to some of the particular highlights from our pipeline.

We continue to invest in our ability to meet demand for our products at many of our facilities around the world. This includes doubling the footprint of our Broadmeadows, Melbourne plant to build a new base fractionation facility. In Marburg, Bern and Kankakee we have construction projects underway to expand capacity for the production of immunoglobulin and specialty products. Further, we're investing US\$140 million to extend our Seqirus US facility in Holly Springs to meet growing demand for our influenza vaccine products. These projects are timed to come on line ahead of demand to ensure a seamless supply of product to patients.

In conclusion, I would say to you that we are well positioned to continue creating value for our shareholders in the years ahead. It's been quite a journey, and we are looking forward to the next part of it.

I now call on Paul to present a more detailed review of the Company's operations, including our research and development portfolio.