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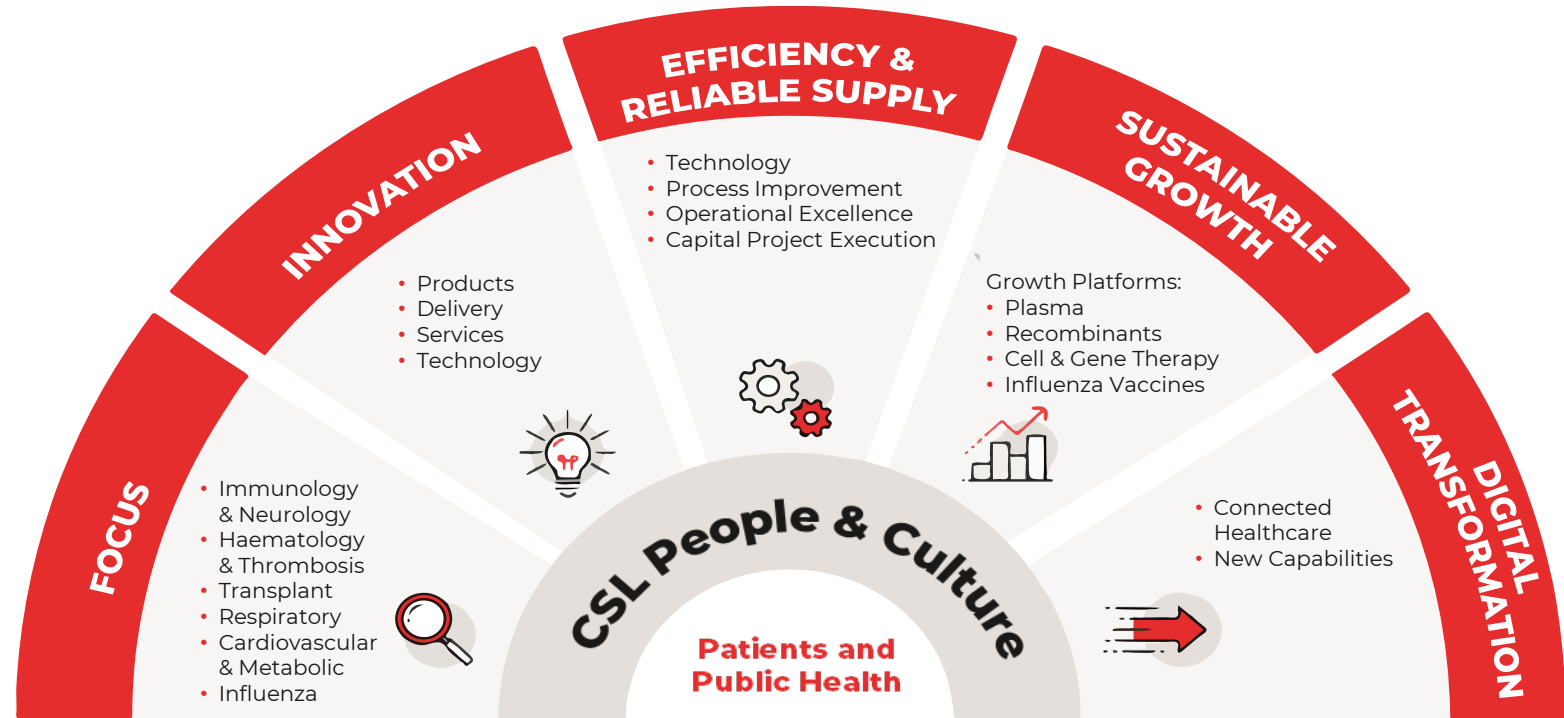
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Values and 2030 Strategy

Strategic Overview



Core Values



Patient Focus

We deliver on our promise to patients



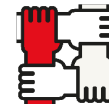
Innovation

We turn innovative thinking into solutions



Integrity

We walk the talk



Collaboration

We are stronger together



Superior Performance

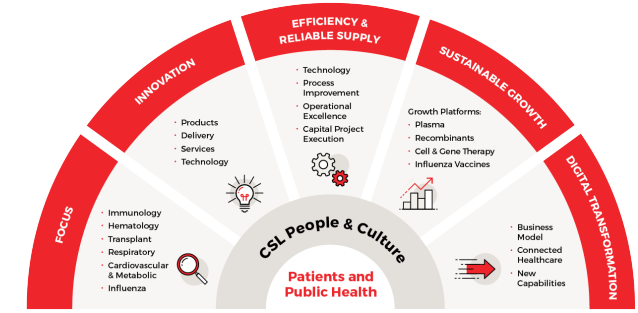
We take pride in our results

“

Over the next decade, Operations has a critical role to play in helping CSL ensure that we can meet demand for our products and continue to deliver on our promise to patients and health systems.



Changes in Operations have provided direction for new ways of working and behaviors required to achieve CSL's 2030 Strategy



What We are Focused on Achieving



Engaged and inclusive culture delivering top-tier results **for safety, quality, reliability and innovation**



End-to-end operations visibility and control by **partnering with the other key partners** in delivering for our patients



Global network mindset including both internal and external capabilities and capacities to **ensure scalability**



An organization which embraces **modernization** to allow us to **stabilize and scale**

We have created a streamlined, de-layered, global Operations organization designed to scale and grow to deliver for our patients



AN INTEGRATED, GLOBAL OPERATIONS NETWORK



DECREASED LAYERS ACROSS THE NETWORK



INTRODUCED NEW & EXPANDED CAPABILITIES



ACCELERATED DIGITAL TRANSFORMATION

Our Vision for Operations

“Operations enables CSL’s promise to patients and public health in the 2030 Strategy by developing a **continuously learning team** of CSL employees and partners that has a global mindset and is focused on efficiently delivering top-tier results for **safety**, **quality**, **reliability** and **innovation**.”



Safety



Quality



Reliability



Innovation



People

BHAGS

Establish an injury-free and environmentally responsible workplace driven by individual accountability and behaviour.

Provide donor-to-patient quality that ensures we are always right first time and constantly inspection-ready.

Enhance our customer-focused, demand-driven supply chain.

Become the most agile responsive and efficient E2E supply chain, delivering profitable business results.

Be a continuously learning organization that embraces diversity and inclusion and provides robust development opportunities to our people to deliver on our promise.

Operations Management of COVID-19 Challenges

- Plasma centers and manufacturing sites kept open during the pandemic to maintain supply of lifesaving medicines and influenza vaccines
- Took actions to prevent product and supply chain disruptions
- Development of strict protocols to ensure the safety of our employees and donors
- Provided support for COVID-19 vaccines and supply of MF59®



Plasma Collections

Continue to grow plasma collection network



25 new centers
opening in FY21
the United
States



**ALL CENTERS
REMAIN OPEN**

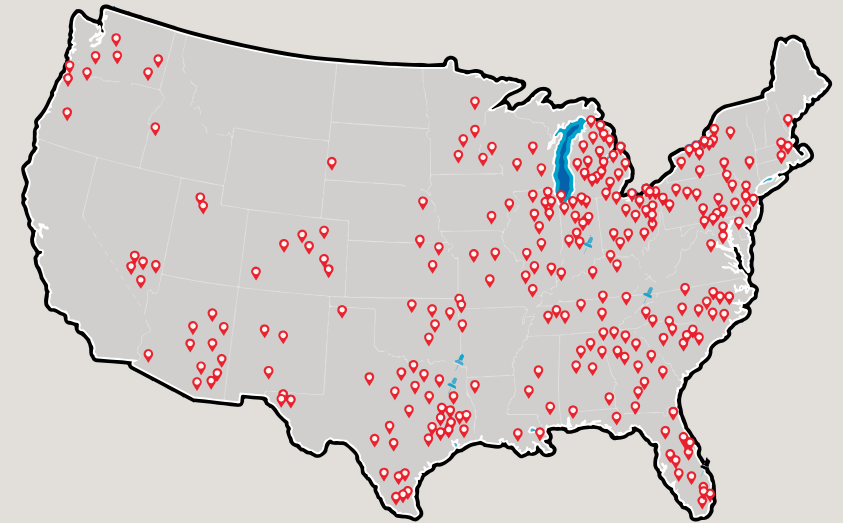


300+ centers:

- ✓ 284 United States
- ✓ 9 Germany
- ✓ 3 Hungary
- ✓ 5 China



Plan to open
40
new centers
in FY22



Plasma Collections

COVID-19 Impact



Challenge

- Plasma collections adversely impacted
- FY20 plasma collection volume down
- Additional collection costs incurred



Mitigation

- Collection centers designated “essential critical infrastructure”
- Adjustments to U.S. donor compensation
- Call-back program for first-time, lapsed and temporarily deferred donors
- Comprehensive campaign to raise awareness of the opportunity and need for plasma donation



Protecting Staff and Donors

Actions

- Pre-assessment of potential donors
- Plasma-designed social distancing
- Enhanced cleaning & disinfectant procedures
- ‘Safe passage’ letters provided to staff, donors and key vendors

Seqirus



Operating Highlights

- Delivery of a record-setting >100 million doses for the Northern Hemisphere 20/21 influenza campaign
- Ongoing shift to differentiated products
- Real-world evidence continues to demonstrate the potential for improved effectiveness of FLUCELVAX® & FLUAD®

Looking Forward

- Planning underway for construction of new cell-culture vaccine facility in Melbourne
- Fill & finish expansion:
 - Liverpool operational from Northern Hemisphere 21/22
 - Holly Springs operational from Northern Hemisphere 22/23





CSL™

Working for Patients &
Human Health Around
the World