To replace the image under the gradient layer:

1. Go to the "View Tab" and select "Slide Master"
2. Move the gradient layer to select the image
3. Select the images > right click > "Change Image"

After the image had been replaced move the gradient layer back into position.
CSL at a glance

• Global #1 in plasma therapies
• Global #2 in influenza vaccines
• Strong R&D capability
# CSL Purpose Statement and Values

## Our Purpose
The people and science of CSL save lives around the world. We develop and deliver innovative specialty biotherapies, helping people with life-threatening conditions live full lives. Our Values guide us in creating sustainable value for our stakeholders.

| Customer Focus: We are passionate about meeting the needs of our customers | Innovation: We seek better ways of doing things | Integrity: We are ethical and honest at all times | Collaboration: We work together to achieve better results | Superior Performance: We strive to be the best at what we do |
Outstanding returns since IPO

ASX Top 10 Listed Companies
(#6, ~A$60bn market cap)

Comparable in scale to key plasma competitors
CSL businesses

**CSL BEHRING**
Global
14,000+ employees

Develops, manufactures & markets biotherapies for:
- Coagulation disorders
- Immunological disorders
- Pulmonary therapies
- Wound healing therapies
- Critical care therapies

Operates one of the world’s largest plasma collection networks.

**SEQIRUS**
Global
1,500+ employees

- Second-largest influenza vaccine provider in the world.
- Provides influenza vaccine to both the Northern and Southern hemispheres, protecting Australia, the UK and the US from the ever-present threat of an influenza pandemic.
- Our broad portfolio of influenza products are sold in more than 20 countries around the world.

**RESEARCH & DEVELOPMENT**
Global - 1,100+ employees

Develops new & improved protein-based therapies for treating serious illnesses.
- Haemophilia
- Immunoglobulins
- Speciality plasma products
- Breakthrough medicines
Blood Plasma fundamentals

Blood primarily consists of cells and plasma
Plasma proteins are extracted and used in a number of therapeutic treatments

- Red Blood Cells (collected for transfusion, carries oxygen)
- Plasma proteins (collected for fractionation: helps prevent clots, carries nutrients, prevents infection)
- White Blood cells (prevent infection)
- Platelets (prevent bleeding and bruising)
- Water

- Immunoglobulins (Ig) (IVIg, SCIg), Hyper Ig
  - Immune deficiency
  - Neurological indications
- Factor VIII Factor IX
  - Plasma derived (pd) coagulation factors
- Albumin
  - Blood loss replacement or exchange
- Other Products
  - Specialised biologics
CSL’s plasma collection footprint

CSL Behring has an integrated network of over 160 plasma collection centres augmented by sufficient secured supply and rollout plans to meet CSL’s future plasma needs.
Manufacturing Network

**Bern, Switzerland**
- 1,400 employees
- Core products: immunoglobulins
- Specialty products: albumin, anti-D-hyperimmune, cyto-megalievirus-hyperimmune

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

**Marburg, Germany**
- 2,400 employees
- Core products: coagulation factors and critical care
- Specialty products: hyperimmunes

**Kankakee, Illinois, United States**
- 1,200 employees
- Core products: albumin, intermediate pastes
- Specialty products: coagulation factors, alpha₁-proteinase inhibitor
Seqirus

- Liverpool
  - Egg-based manuf

- Marburg
  - MF59 manuf

- Holly Springs
  - Cell-based manuf

- Parkville
  - Egg-based manuf
Global burden of influenza

Each year, influenza related illness:

- Attacks 5%–10% of adults and 20-30% of children globally\(^1\)
- Causes 3 million – 5 million cases of severe illness\(^1\)
- Causes up to 500,000 deaths annually\(^1\)
- All countries are affected
- Significant economic costs: Medical care and lost labour in the US alone costs up to USD $17bn annually

## Seqirus turnaround on track

<table>
<thead>
<tr>
<th>FY16</th>
<th>FY18</th>
<th>FY20</th>
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<tbody>
<tr>
<td>Acquisition</td>
<td>Breakeven</td>
<td>Breakeven Revenue US$1bn; 20% EBIT</td>
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</tbody>
</table>

- **FY16**
  - Organisational redesign
  - Integrated processes
  - Culture change

- **FY18**
  - Full-year impact of product launches
    - Flucelvax® QIV
    - Afluria® QIV
    - Flud®
  - Optimise R&D spend
  - New information systems
  - Exit transitional services agreements

- **FY20**
  - Deliver on Holly Springs
    - Step change in output
    - Drive efficiency
  - Optimise product portfolio
    - Flud® growth
    - TIV to QIV
  - Fill and finish facility at Liverpool

**FY16 Acquisition FY18 Breakeven FY20**

**Acquisition FY18 Breakeven Revenue US$1bn; 20% EBIT**
Strong commitment to R&D

- Immunoglobulins
- Breakthrough Medicines
- Specialty Products
- Haemophilia Products
- Plasma Fractionation
- Recombinant Technology
- Protein Science
### Near Term Products

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<td><strong>Immunoglobulins</strong></td>
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<td>PRIVIGEN® IsoLo</td>
<td>PRIVIGEN® CIDP US</td>
<td>HIZENTRA® CIDP US/EU</td>
<td>HIZENTRA® CIDP Japan</td>
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<tr>
<td>IDELVION® US</td>
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<td>CSL830 HAEGARDA™ US</td>
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<td>CSL830 EU</td>
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<td><strong>Haemophilia</strong></td>
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<td>AFLURIA® QIV 18+ US &amp; AUS</td>
<td>AFLURIA® QIV 5-17yr US</td>
<td>AFLURIA® QIV 6m-5yr US</td>
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<td>FLUAD® TIV 65+ US</td>
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<td>FLUCELVAX® QIV 4+ US</td>
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* Calendar Years
Global Workforce

Our Organisation

17,021
Employees around the world

EUROPE & RUSSIA
5,093 employees

NORTH AMERICA
9,236 employees

ASIA
414 employees

MIDDLE EAST
12 employees

AUSTRALIA/NZ
2,151 employees

LATIN AMERICA
115 employees

BROADMEADOWS AUSTRALIA

MELBOURNE AUSTRALIA
GROUP HEAD OFFICE

PARKVILLE AUSTRALIA

Csl Behring

MAIDENHEAD UK
SEQIRUS HEAD OFFICE

MARBURG GERMANY

BERN SWITZERLAND

LIVERPOOL UK

KANKAKEE US
CSL BEHRING HEAD OFFICE

HOLLY SPRINGS US

KING OF PRUSSIA US

Csl Behring

14
Group Sales

CSL H117
Sales US$3.6B

- Immunoglobulins: $1,426m
- Specialty: $590m
- Seqirus: $620m
- Haemophilia: $514m
- Albumin: $433m

- North America: 50%
- Australia: 8%
- ROW: 8%
- Asia: 10%
- Europe: 24%
### 1H17 Highlights

<table>
<thead>
<tr>
<th>Business Area</th>
<th>Key Financials</th>
<th>Commentary</th>
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</table>
| **IMMUNOGLOBULINS** | Sales $1,426m +22%\(^1\) | • Focussed sales & marketing efforts  
• CIDP indication in Europe  
• New patients, increasing home treatment |
| **HAEMOPHILIA**     | Sales $514m +2%\(^1\)  | • Strong patient penetration of Idelvion\(^{®}\) in US & EU  
• Transition from Helixate\(^{®}\) |
| **SPECIALTY**       | Sales $590m +25%\(^1\) | • Restructured & fully established sales force  
• Increasing awareness and diagnosis of HAE |
| **ALBUMIN**         | Sales $433m +19%\(^1\) | • Enhanced sales & marketing efforts in China  
• Solid growth in Turkey & Brazil |
| **SEQIRUS**         | Revenue $620m +14%\(^1\) | • More normal influenza season  
• Zostavax\(^*\) public launch in Australia |

\(^1\) Growth shown at constant currency to remove the impact of exchange rate movements, facilitating comparability of operational performance.

\(^*\) Zostavax is a registered trademark of Merck & Co. Inc.
Outlook for FY17

• Continued strong demand for plasma therapy products
• Ongoing growth in rCOAGs sales contribution
• Continued progress of Seqirus turnaround

NPAT growth\(^1\) ~ 18-20\% \text{ @ CC}^2
EPS growth to exceed NPAT growth

---

\(^1\) Excludes one-off gains and costs (net $90m) relating to the acquisition of NVS-IV from FY16
\(^2\) Constant Currency (CC) removes the impact of exchange rates movements to facilitate comparability
## Strategic Objectives

<table>
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<tr>
<th>Objective</th>
<th>Description</th>
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<tr>
<td>Growth</td>
<td>Maximize portfolio value &amp; deliver new product launches</td>
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<td>Efficiency</td>
<td>Be the most efficient, highest quality plasma player</td>
</tr>
<tr>
<td>Influenza</td>
<td>Deliver on influenza strategy</td>
</tr>
<tr>
<td>Innovation</td>
<td>Pursue new opportunities to diversify portfolio and enhance growth</td>
</tr>
<tr>
<td>People &amp; Culture</td>
<td>Create a culture that attracts, retains and develops the best talent</td>
</tr>
</tbody>
</table>
Thank You

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