For Immediate Release

ASX Announcement

27 October, 2026
Melbourne, Australia

CSL Limited Annual General Meeting 2026

CSL Limited (ASX:CSL; USOTC:CSLLY) will hold its 2026 Annual General Meeting at 10:00am AEDT today in Melbourne.

The following is attached for the information of Investors:

- the Chair and Interim CEO and Managing Director's addresses to shareholders; and
- relevant extracts from the overhead presentations.

Authorised for lodgement by:

Fiona Mead
Company Secretary

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Chair Address at the 2026 CSL Annual General Meeting

Dr Brian McNamee AO, Chair and Independent Non-executive Director

Good morning, ladies and gentlemen.

Thank you for joining us today, both here in the room and online.

There is a quorum present, and it is my pleasure to open the meeting.

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

To my right:

- Ms Fiona Mead, our Company Secretary, who you have already heard from;
- Mr Costa Saroukos, who is standing for election at this meeting - You will have an opportunity to hear from him later this morning;
- Ms Elaine Sorg is next;
- Professor Andrew Cuthbertson; and
- Ms Alison Watkins at the end.

And to my left:

- Mr Gordon Naylor, currently our Interim Chief Executive Officer and Managing Director, who is also standing for election at this meeting. As we announced yesterday, Gordon will succeed me as Chair on 31 March next year.
- Ms Carolyn Hewson, who is standing for re-election at this meeting. You will have a chance to hear from Carolyn later in the meeting; she will take on the role of Senior Independent Director from 31 March.
- Dr Brian Daniels is next;
- Ms Samantha Lewis; and
- Mr Cameron Price.

We're fortunate to have such a strong group of Directors on our Board.

Today I will share the Board's perspective on the past year, the actions taken to strengthen CSL and our priorities for the future.

I will then hand over to Gordon who will provide a detailed review of CSL's performance in the 2026 financial year, the progress of our transformation and the outlook for the year ahead.

Following Gordon's presentation, we will move to the formal business of the meeting. Finally, as Fiona mentioned, we will take questions from shareholders in the room and online.

Voting on all items of business will be conducted by a poll, and I am declaring the poll open now. The poll will close 10 minutes after I declare the business of the meeting closed.

Before we move to the formal business of the meeting, I would like to update you on the two previously announced leadership changes for our company.

Firstly, we announced the appointment of Deborah Waterhouse as CSL's new CEO and Managing Director last week. Deborah will take up the role on 1 February and joins CSL from global HIV specialist ViiV Healthcare, where she has been CEO for the past decade.

ViiV is a joint venture, majority owned by GSK with Shionogi as a shareholder, which had sales of £7.7 billion during GSK's 2025 financial year.

The Board was clear that the new CEO must continue the momentum of our commercial performance, renew our pipeline and simplify our operations – and Deborah ticks all those boxes.

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She's an outstanding global leader with a proven ability to grow complex biopharmaceutical businesses. She has renewed the franchise at ViiV and has dedicated her career to improving outcomes for patients and public health.

And she knows the United States well, having previously led GSK's Vaccine and Primary Care U.S. businesses.

Deborah is very familiar with Australia, having lived and worked here, in Melbourne, when she was GSK's General Manager for Australia and New Zealand between 2008 and 2012.

In summary, Deborah is a world-class executive who leads with purpose and passion. She combines a strong focus on business performance with a deep understanding of patients, healthcare systems and access to medicines.

The Board was unanimous in its view that she is the right person to lead CSL in its next chapter of growth and I look forward to welcoming her to the role next year.

Secondly, yesterday we announced my intention to retire from the Board and as Chair of CSL on the 31st of March next year. I'll say a few words about my time at this great company later, but it has been my honour to be part of building something so special.

As I mentioned earlier, the Board of Directors undertook a thorough process and have unanimously decided that the best and most qualified person to succeed me as Chair is Gordon Naylor.

There are few people who understand this company as well as Gordon and we are fortunate that he will stay on our Board and keep sharing that knowledge and experience.

I want to thank Gordon for the passion and drive he's shown since he took over as Interim CEO in February. He steadied the ship, built on the strong foundations and positioned the business for profitable growth.

Gordon took on this role during the 2026 financial year, which was one of the most challenging periods in CSL's recent history.

The Board recognises the effect of the past 12 months on shareholders. We know that your confidence has been tested, and we understand it must be earned back through consistent performance and delivery.

FY26 was a reset for CSL. The company reassessed previous investments and made clear decisions to establish stronger foundations for the future.

The Board supported decisive action by the management team, following Gordon's 90-day review.

Gordon and the management team have acted with urgency to simplify the organisation, sharpen its priorities and enhance accountability. The Board is encouraged by the outcome of those actions; Gordon will elaborate on them shortly.

From the Board's perspective, CSL is already a more focused and productive company, capable of converting its scientific, commercial and operational strengths into sustainable growth and stronger returns for shareholders.

CSL has operated for more than a century by applying science and expertise to some of the most serious and complex challenges in rare disease and public health.

The company retains important strengths. It operates in areas of significant unmet medical need, has leading positions in its core markets and possesses scientific and operational capabilities built over many years. These strengths provide a solid foundation, but they cannot be taken for granted.

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Markets evolve. Competition increases. Scientific opportunities change. As a result, CSL is already responding and executing more consistently and the Board has four key areas of focus.

First, CSL must deliver stronger commercial and operational performance.

Second, CSL must improve the productivity and returns generated from research and development. Innovation remains central to CSL's future, but investment must be focused on opportunities supported by strong science, clear strategic relevance to CSL's therapeutic areas and a credible impact for patients.

CSL must access the best science, whether it is developed internally or through carefully selected external partnerships – Gordon will give more detail on this shortly.

Third, the company must maintain thoughtful discipline in the allocation of capital.

Every significant investment is supported by strong foundations and assessed against its capacity to generate appropriate long-term returns. This applies across research and development, manufacturing, business development and the wider operations of the company.

Finally, CSL must translate its strategy into consistent results.

The Board has maintained close oversight of the reset and transformation underway across the company. Our role is to ensure that CSL has the right strategy, leadership, governance and risk management in place.

The Board is closely monitoring progress and the transformation is producing a simpler and more productive company.

Just as CSL must continue to evolve as a company, its Board must also evolve.

It is essential that the Board maintains the right mix of skills, experience and diversity of thought to guide CSL in an increasingly complex global environment.

That includes expertise in science, medicine, commercial execution, financial management, risk, governance, global markets and the operation of large and complex organisations.

Several directors are standing for election or re-election today.

Carolyn Hewson is standing for re-election as a director. Carolyn has served on the CSL Board since December 2019 and brings significant experience across financial services, investment markets and governance.

Gordon Naylor is standing for election as a director. Before returning to the Board in December 2025, Gordon had a 33-year executive career at CSL across a range of senior roles, including Chief Financial Officer. His knowledge of CSL and the global biotechnology sector is a valuable addition to the Board.

Costa Saroukos is also standing for election as a director. Costa joined the Board in December 2025 following a 25-year career in the pharmaceutical sector, most recently as Chief Financial Officer of Takeda Pharmaceuticals. He brings extensive international experience across finance, transformation and the global biopharmaceutical industry.

You will have an opportunity to hear from each of the directors standing for election or re-election later in the meeting.

The Board believes their collective experience strengthens our ability to oversee CSL's strategy, transformation and long-term development.

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We remain committed to engaging constructively with shareholders, listening carefully to their views and ensuring that CSL's remuneration framework supports the long-term interests of the company and its owners.

CSL has confronted issues that needed to be addressed. Its strategic priorities are clearer. The organisation is simpler and more focused. Expectations on execution, investment and productivity have been strengthened.

At the heart of the company are 29,000 people who bring CSL's purpose to life every day.

On behalf of the Board, I want to thank them for their professionalism, resilience and commitment through this period. We believe the actions taken over the past year have established stronger foundations for CSL's future.

On a personal note, again I'd like to reiterate how proud I am to have served this organisation as both CEO and Chair. It will be with mixed emotions next March when the time comes to sign off. But I know I leave CSL in the safe hands of Gordon and Deborah, and under the steady guidance of our Board.

The Board is confident in CSL's underlying strengths and opportunities. We remain committed to overseeing the changes required to realise those opportunities and create sustainable value for shareholders.

Thank you for your continued support over all these years. So many of our shareholders have been with the company for the whole journey and I thank you for that.

Gordon will now take you through CSL's performance in the 2026 financial year, the actions management has taken and the company's priorities and outlook for the year ahead.

Gordon, over to you.

ENDS

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Interim CEO Address at the 2026 CSL Annual General Meeting

Gordon Naylor, Interim Chief Executive Officer and Managing Director

Thank you, Brian.

Good morning everyone and thank you for joining us today.

It is a privilege to address you as Interim Chief Executive Officer and Managing Director of CSL. I returned to CSL in February this year after a gap of several years, following more than three decades with the company in a variety of leadership roles.

Upon my return to the business, I spent considerable time visiting our sites, meeting with employees, speaking with customers and healthcare professionals, and engaging with investors and other stakeholders.

That review reinforced for me that the special culture and extraordinary people we have at CSL is unchanged. CSL possesses exceptional strengths.

We operate in leading positions across plasma therapies, influenza vaccines and nephrology. We serve patients with serious and often life-threatening conditions. We have deep scientific expertise, significant manufacturing capabilities and talented people who are deeply committed to our patients, donors and public health.

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It was also clear from my engagement that the robust and stable industry structure and economics underpinning the plasma business was fundamentally unchanged and that the demand for our key plasma products continued to be strong and growing.

However, it was also clear to me that we needed to improve execution and focus. The business had become too complex. Decision-making had slowed and investment was spread across too many priorities. We needed greater focus, clearer accountability, and stronger capital discipline.

The management team's work to address these issues was already underway when I took the role and I'm pleased to say that over the last nine months we have seen tangible results.

Today I will discuss our FY26 performance, the progress we have made through the transformation, and our priorities for the year ahead.

As Brian noted, FY26 was a successful reset year for CSL.

It was a year in which we took decisive action to reposition the company and establish stronger foundations for sustainable growth.

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Although we completed a number of restructuring initiatives that were already underway, the purpose of the reset was not simply to reduce costs, but to return CSL to sustainable growth that would deliver returns over the long run.

My 90-day review of the business provided a valuable framework. In addition to the restructuring initiatives that were already in flight, we:

- Brought the leadership team together to collectively drive the business and the necessary changes
- Transparently communicated the challenges and the shareholder perspective to the global organisation
- Stopped a number of non-core initiatives
- Enhanced the organisation's financial discipline and understanding of industry economics
- Re-evaluated many assets on the balance sheet in light of current commercial realities
- Critically evaluated our Behring commercial capability and invested to strengthen our competitiveness. The green shoots that we saw back in May are translating into market share benefits
- We enhanced the focus on operational excellence in plasma collection; and
- Accelerated the operational separation of Seqirus to allow that business to compete more effectively with its innovative influenza vaccine portfolio. We're seeing that play out in the current northern hemisphere season.

Against that backdrop, our underlying business remained resilient.

Group revenue was US$15.8 billion, a decrease of 1 per cent. Underlying net profit after tax – or NPAT – decreased 3 per cent to US$2.8 billion.

These measures exclude the restructuring costs and impairment-related charges associated with the actions we announced earlier in the year. On a reported basis, CSL recorded a statutory net loss of US$2.6 billion.

While this result reflects significant one-off charges taken during the year, it does not change the underlying earnings capacity of the business. Most importantly, CSL continued to generate strong operating cash flow of US$3.5 billion; we maintained the dividend and completed another major buyback.

Cash generation remains one of the company's greatest strengths and provides flexibility to invest in future growth while maintaining a strong balance sheet and returning capital to shareholders.

Across our portfolio, market demand for immunoglobulin therapies remained robust. We also saw strong uptake of ANDEMBRY and HEMGENIX, demonstrating the value that differentiated innovation can bring to patients and shareholders alike.

While it was clear that more work remained, FY26 confirmed that the core foundations of the business were strong.

We have already made meaningful progress.

During FY26, our transformation program generated US$176 million of pre-tax savings, exceeding our target for the year.

Those savings were achieved across research and development, commercial and medical affairs and broader operational activities. Importantly, this is not a conventional cost-reduction program.

Where we identify opportunities capable of generating attractive returns, we are reinvesting. That includes strengthening our commercial and medical capabilities and investing in priority development programs.

We are becoming more selective, with a clear understanding of where CSL has the greatest opportunity to create value.

Looking forward, we expect pre-tax savings from transformation initiatives to increase to approximately US$400 million in FY27 and up to approximately US$550 million in FY28.

Alongside the transformation, we have continued strengthening the operational foundations of the business.

In plasma, CSL is the industry leader in operational efficiency and productivity, but we continue to seek opportunities for improvement across our collection and manufacturing network.

Reliable plasma supply remains critical to supporting long-term growth in our immunoglobulin franchise and meeting increasing patient demand.

To underline the importance of our plasma network, one of my first actions as Interim CEO was to elevate Steve Marlow, as Executive Vice President & General Manager for CSL Plasma, to the Global Leadership Team.

Steve is driving innovation in that space. This is critical for efficiency, our competitiveness and for us to respond quickly to patient needs.

We have also strengthened commercial and medical capabilities throughout the organisation.

In July of this year Diego Sacristan was appointed Chief Commercial Officer, with responsibility for leading the Behring and Vifor businesses across Commercial & Medical. Diego previously ran CSL's U.S. business and helped transform the Commercial and Medical operating model and led the expansion of our U.S. sales force.

And in April Amy Van Buren was promoted to the role of Chief People Officer. Amy joined CSL late last year and brings a wealth of experience, with more than 25 years of Human Resources leadership experience in diverse industries including biotech, retail and consulting.

These moves demonstrate the depth of talent we have in the company.

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Among the important outcomes of FY26 were our strong cash flows, our disciplined capital allocation and positioning the business for profitable growth

Net debt to EBITDA was 1.8 times in FY26, placing leverage comfortably within our target range.

A strong balance sheet gives us choices. It allows us to invest in growth opportunities while also continuing to return capital to shareholders via buybacks and dividends.

And in FY27 we commenced a further A$1.1 billion buy-back program.

Research and development remains essential to CSL's future. Our approach is now more focused and productive; the reduction in our fixed costs and overheads enables us to focus on key programs.

Our model is evolving to combine deep scientific and clinical capability with targeted external partnerships that can accelerate innovation and expand access to promising science.

A good example of this is the partnership we announced in late 2025 with Dutch biotech company VarmX. The partnership is to develop a novel treatment to help restore blood coagulation in patients on Factor Xa anticoagulants, who require urgent surgery or are experiencing severe bleeding.

Another recent example is our partnership with Alentis Therapeutics. This partnership provides access to a potential first-in-class treatment for patients with rare kidney and liver diseases and supports our ambition to build a leading nephrology franchise.

We will pursue external partnerships within our core therapeutic areas that can complement our internal capabilities and accelerate patient impact. I am looking forward to working with Deborah Waterhouse, who brings special portfolio development capability to the company.

We are also continuing to improve productivity in our manufacturing operations and across our plasma collection network.

During the year we announced a $1.5 billion expansion of our manufacturing facility in Kankakee, Illinois. We are currently working through the clinical and regulatory pathway to introduce a higher yielding process that will allow increased plasma therapeutic supply to patients.

We also returned the Lengnau facility in Switzerland to our global manufacturing network.

Our expanded collaboration with Haemonetics and the rollout of its next-generation plasmapheresis platform in our U.S. centres is expected to improve operational efficiency and help support future growth in our plasma business.

I'd also like to briefly touch on our inaugural Sustainability Report. This important milestone for CSL provides, for the first time, a comprehensive set of climate-related disclosures in line with Australia's new reporting requirements.

It provides our shareholders and stakeholders with greater transparency about how we identify, assess and manage climate-related risks and opportunities. As a company with global operations and supply chains, climate change is a business issue that we take seriously.

FY27 is a year of focused execution and delivery. I'm pleased to reaffirm guidance, based on progress to date.

For the group, we expect revenue to be broadly in line with FY26 and underlying NPAT to increase by approximately 5 per cent on a constant-currency basis.

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Behring and Seqirus are performing well, as expected. We recognise that FY27 is a year where Vifor will continue to face challenges from generic competition in the iron portfolio.

We expect additional benefits from the transformation program during FY27 and will continue balancing reinvestment in growth opportunities with disciplined financial management.

We also expect to maintain strong operating cash flow as we execute the next phase of our capital management program.

Our priorities for the year ahead are clear.

We will continue to improve our commercial performance, deliver the next phase of transformation benefits, increase our operational productivity and continue to improve returns from R&D and business development.

We will maintain disciplined capital allocation, generating strong and reliable returns for our shareholders.

These priorities are straightforward.

An important outcome of the execution of these priorities is the enabling and elevating of our people and the continued growth of talent in the company.

Our global workforce has proved resilient during this period of significant change. Harnessing their talent and energy has been a big part of the turnaround.

I am grateful for their commitment, their passion and their professionalism.

I would also add that it is very high on my personal priorities for this financial year to effect a smooth CEO handover to Deborah, followed by my transition into the Chair role. It is critical that we maintain our momentum.

I also want to acknowledge the Australian patients affected by the historical contamination of donated blood.

A Senate inquiry is now underway, and CSL will make a submission.

I also want to thank our shareholders for their ongoing support while we establish these stronger foundations for the future.

I join Brian in welcoming Deborah Waterhouse to CSL within the timing that we anticipated. Following a thoughtful transition, I am looking forward to commencing my new role as Chair of the Board and working closely with her.

I am very confident that Deborah will be an outstanding global leader who will build upon those foundations to realise the potential of this great company.

Finally, can I just add a personal note on Brian who, as you know, is retiring as Chair.

I actually started at CSL a few years before Brian and have worked very closely with him over many years

I think that Brian's background as a medical doctor has driven him to care very deeply about patients and public health. He is also at heart an entrepreneur, always thinking about opportunities.

He saw potential in CSL and its people and was the architect of CSL gaining its independence from government and then growing to global leadership in plasma therapeutics.

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The float, followed by a string of major acquisitions – JRH, ZLB, Nabi and Behring – established the foundations of CSL today and generated enormous value for shareholders and our medical stakeholders.

The Novartis Influenza Vaccines acquisition was in the same mould – and was the foundation of Seqirus and its rapid ascent to global leadership in that space.

As I became more closely involved in the company again in recent months, it was clear that Brian's passion and accountability for the company remained undimmed.

Brian and the Board took steps before my return that made my job easier – recognising that improvements were needed and initiating a number of changes that I have continued.

The last few months have needed strong measures and having the support of Brian and the Board has been absolutely critical – and I am grateful for that.

Thank you.

ENDS

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WELCOME TO CSL'S 2026 ANNUAL GENERAL MEETING

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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.

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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.

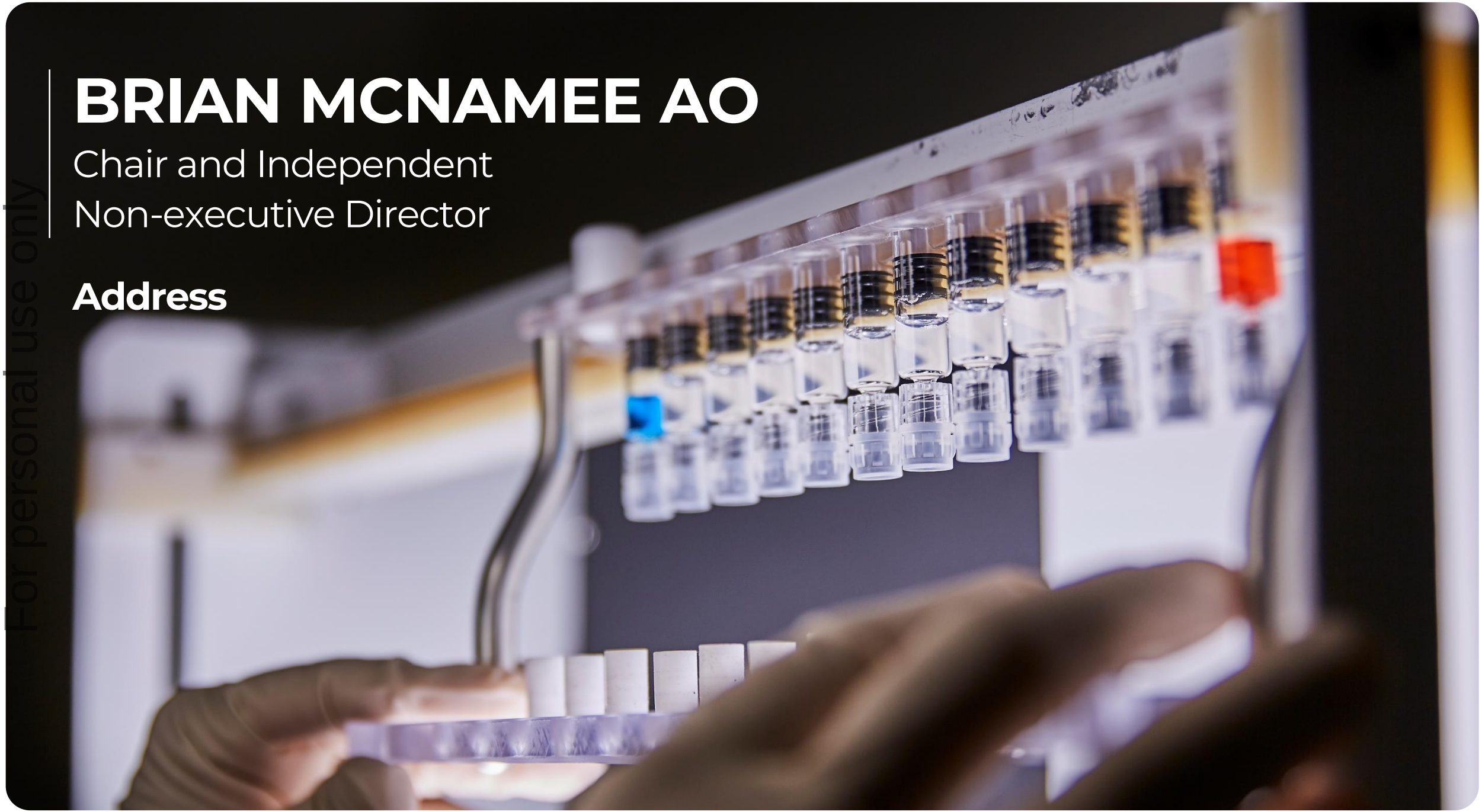
The forward-looking statements involve known and unknown risks, uncertainties and assumptions and other important factors, many of which are beyond the control of CSL, that could cause the actual results, performances or achievements of CSL to be materially different to future results, performances or achievements expressed or implied by the statements. Readers are cautioned against reliance on forward-looking statements.

Factors that could cause actual results to differ materially include: fluctuations in interest and currency exchange rates; legislative or regulatory changes affecting the pricing or reimbursement of CSL's products, including tariffs and most-favoured nation (MFN) pricing requirements; the success or otherwise of CSL’s research and development activities; factors affecting CSL’s ability to successfully market and sell new and existing products, including decisions by regulatory authorities regarding approval of CSL’s products and regarding label claims; competitive developments affecting CSL’s products, and trade buying patterns; factors affecting CSL’s ability to collect plasma, and difficulties or delays in manufacturing; legislation or regulations affecting the manufacturing or distribution of CSL’s products, market access for CSL’s products, environmental protection matters, or tax; litigation or government investigations; acquisitions or divestitures; and CSL’s ability to protects its patents and other intellectual property.

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.

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BRIAN MCNAMEE AO

Chair and Independent
Non-executive Director

Address

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BOARD OF DIRECTORS AND COMPANY SECRETARY

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Brian McNamee AO
Chair & Non-executive Director



Andrew Cuthbertson AO
Non-executive Director



Brian Daniels
Non-executive Director



Carolyn Hewson AO
Non-executive Director
Standing for re-election



Samantha Lewis
Non-executive Director



Gordon Naylor
Standing for election



Cameron Price
Non-executive Director



Costa Saroukos
Standing for election



Elaine Sorg
Non-executive Director



Alison Watkins AM
Non-executive Director



Fiona Mead
Company Secretary



GORDON NAYLOR

Interim CEO and
Managing Director

Address

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FY26 - A SUCCESSFUL RESET

- Accelerated CSL's strategic transformation
- Strengthened financial discipline
- Invested in our commercial capability
- Enhanced focus on operational excellence in plasma collection
- Operational separation of CSL Seqirus completed
- Positioned to return to sustainable growth



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FY26 PERFORMANCE[1]

Revenue $15.8b ⬇1%

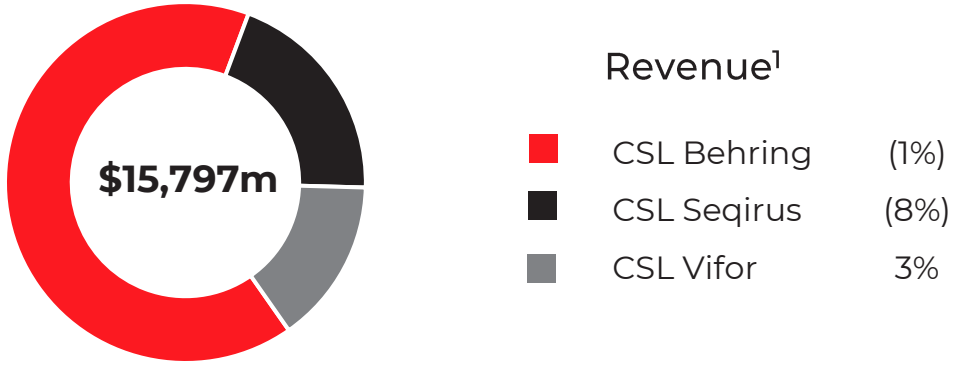
Underlying NPATA[2,3] $3.1b ⬇2%

Underlying NPAT[4] $2.8b ⬇3%

excluding one-off restructuring costs & impairments

Reported NPAT (Loss)[3] ($2.6b)

Cashflow from Ops $3.5b ⬇1%



Note: All figures are expressed in US dollars unless otherwise stated.

- Consistent with May 2026 update
- Reported results include one-off pre-tax restructuring costs of $0.8b and impairment and related costs of $7.1b
- Robust Ig demand
- Strong uptake of ANDEMBRY® and HEMGENIX®
- Growth in seasonal influenza vaccines

Strong progress on transformation initiatives

- Cost savings of $176m realised
- Partial reinvestment in commercial and pipeline initiatives

Strong balance sheet and cash flows

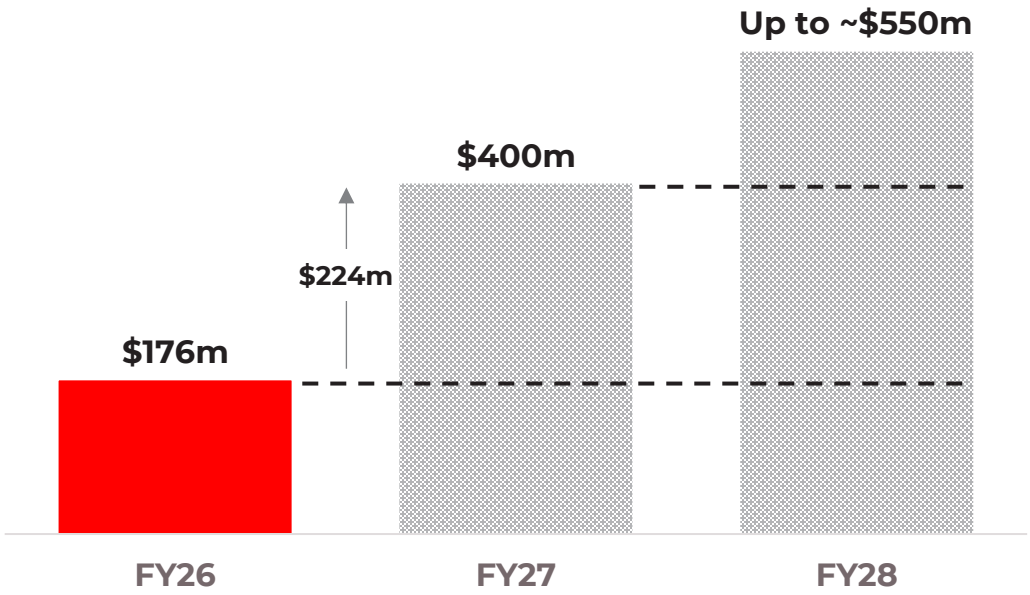
- ~A$1b buyback completed

Dividend maintained

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STRONG PROGRESS ON TRANSFORMATION INITIATIVES

Annual pre-tax cost savings



- FY26 one-off pre-tax restructuring costs $799m*
- FY26 cost savings delivered above target
- Majority of savings across R&D, Commercial & Medical and Operations
- Disciplined approach to reinvestment:
  - ~$30m reinvested in commercial initiatives
  - ~$50m on VMX-C001

** Cash phasing - $339m in FY26 and ~$300m in FY27*

OPERATIONAL EXCELLENCE



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OPERATIONAL EXCELLENCE

Steve Marlow
Executive Vice President & General Manager, CSL Plasma

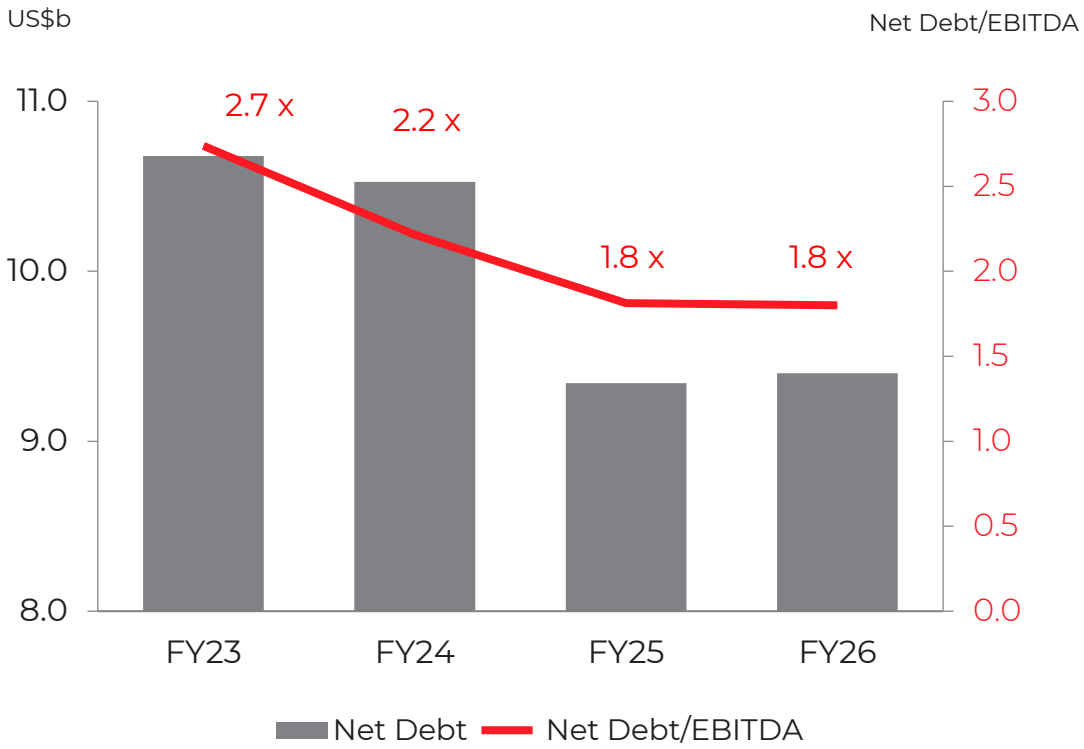
Diego Sacristan
Chief Commercial Officer

Amy Van Buren
Chief People Officer



CAPITAL ALLOCATION

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- Strong cash flow has significantly de-levered the Balance Sheet
- Sufficient capacity to support investment in growth opportunities
- Leverage within target range of 1.5x – 2.0x
- $1.5b of debt refinanced
- Dividend maintained
- Progression of buy-back program:
  - A$1b in FY26
  - A$1.1b in FY27

INVESTING FOR FUTURE GROWTH



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FY27 OUTLOOK
AT FY26 FX RATES

FY27 Guidance Reaffirmed

Revenue
In-line with
FY26 @CC[1]

Underlying NPAT[4] Growth
~5% @CC[1,3]

FX impact estimated to be a headwind of ~$50m if current rates remain unchanged for the remainder of the Financial Year
Anticipated FY27 impairments ~$200m



PRIORITIES FOR FY27
FOCUSED ON EXECUTION

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Drive portfolio innovation and growth

Improve commercial performance and returns from R&D and business development

Lead in operational excellence

Deliver transformation benefits and increase productivity

Enable and elevate our people

Build the capability and accountability required to execute

DISCIPLINED CAPITAL ALLOCATION AND STRONG, RELIABLE SHAREHOLDER RETURNS

CSL

APPENDIX
FOOTNOTES

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1. Percentages shown at constant currency to remove the impact of exchange rate movements, facilitating comparability of operational performance.
2. Underlying NPATA represents the statutory net (loss) / profit after tax before amortisation of acquired IP and significant non-recurring items including those related to one-off restructuring and impairments costs, business acquisitions and disposals.
3. Attributable to the shareholders of CSL Limited.
4. Underlying NPAT represents the statutory net (loss)/profit after tax before one-off restructuring and impairments expenses.

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THANK YOU

2026 ANNUAL GENERAL MEETING