

CSL Limited ABN: 99 051 588 348 45 Poplar Road Parkville Victoria 3052 Australia T +613 9389 1911 F +613 9389 1434 **CSL.com**

ASX Announcement

For immediate release

28 March 2023

CSL European Investor Site Tour Presentations

The presentation materials to be used for an Investor Site Tour being conducted by CSL (ASX:CSL; USOTC:CSLLY) in Europe this week are attached for the information of investors.

Authorised By

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Investor Tour, CSL Behring/Vifor European Operations

March 2023

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Legal Notice

CSL is expanding our capabilities by building an integrated, worldclass network of internal sites as well as contract manufacturers, with focus on Reliability, Quality, Cost, Innovation and Safety

Melbourne, Australia

CSL

CSL Headquarters

CSL Behring

King of Prussia, U.S. Kankakee, U.S. Pasadena, U.S. Bern, Switzerland Broadmeadows, Australia Marburg, Germany Wuhan, China

O CSL Plasma

Boca Raton, U.S.

CSL Segirus Cambridge, U.S. Holly Springs, U.S. Summit, U.S. Liverpool, U.K. Maidenhead, U.K. Parkville, Australia

and/or Distribution

▲ Regional Sales

CSL VIfor Zurich, Switzerland

St. Gallen, Switzerland

Key CMO Partners

Alphasiama

3 **Driven by Our Promise**

Fresenius Kabi

CSL Behring Manufacturing Sites

Bern, Switzerland (1,800+ employees)

Products: Immunoglobulins (IG), Albumin anti-D-hyperimmune, potential CSL112

Kankakee, US (1,500+ employees)

Products: Albumin, IG intermediate paste, Coagulation factors, alphal-proteinase inhibitor, PCC & Cl intermediates



Broadmeadows, Australia (1,300+ employees)

Products: IG, Albumin, potential CSL112 and Coagulation factor toll manufacturing services for Australia, New Zealand, Hong Kong, Malaysia, Singapore and Taiwan

★^{*}*

Wuhan, China (240+ employees)

Products: Albumin & Immunoglobulins for the Chinese market.

Marburg, Germany (2,900+ employees)

Products: Albumin, IG & Albumin paste, Coagulation factors and Hyperimmunes



Lengnau, Switzerland (Operated by Thermo Fisher)

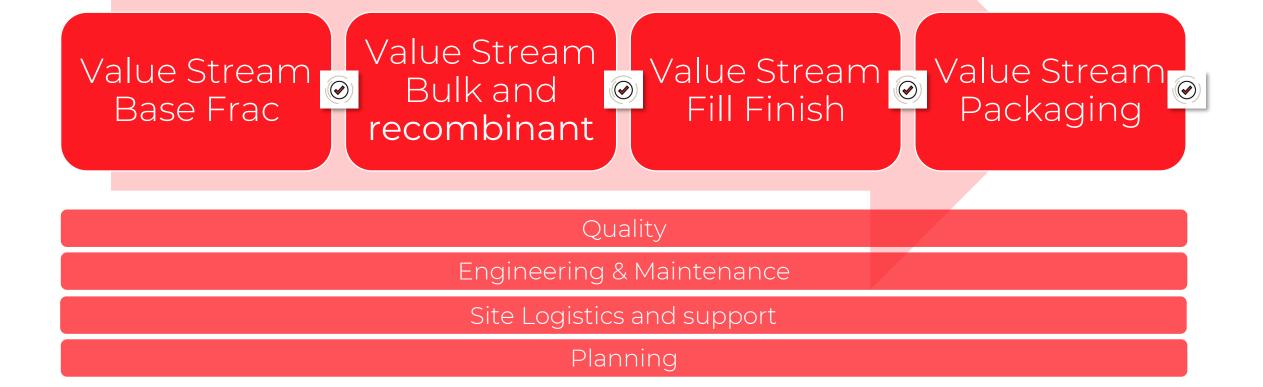
Products: Idelvion and other recombinant products Scheduled to begin manufacturing in FY24



Donor to Patient

Collection —	— Testing —	— Logistics -	-	Manufacturii	ng	
		Indianapolis, IN	Bern	IMED Exchange Fraction V Paste Fractionation IV Paste (CSL 112) Precipitate C Paste I+II+III Paste/II+III Paste Precipitate A	Bern	Key Products Privigen Alburex Hizentra
CSL Plasma Center	CenterKnoxville, TNImage: Content of the second se	Dallas, TX Delessed Schwalmstadt, DE	Marburg	Rhophylac CryoprecipitateDEAE Eluat; QAE-AS Precipitate Cryoprecipitate; Albumin PasteVoncento Semi-finished	Marburg	Specialty Products Human Albumin, HAEGARDA, Beriplex, Beriplast, AFSTYLA, Idelvion,
			Kankakee	Kybernin Water for injection vials	Kankakee	Zemaira Alburex
			Broadmeadows	Fraction V Paste Precipitate A I+II+III Paste WFI vials II/III Paste Cryoprecipitate	Broadmeadows	Privigen Alburex Toll

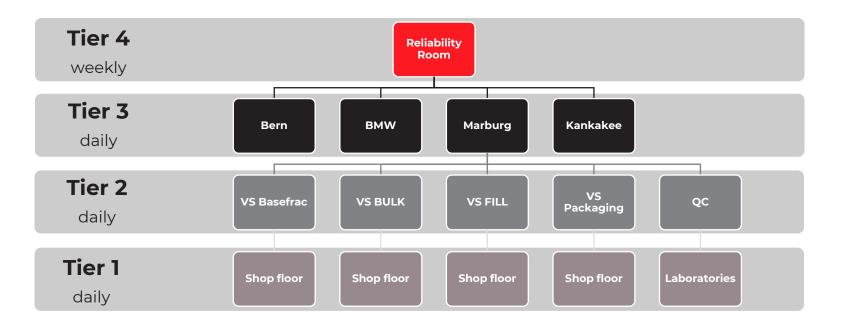
CSL Behring Operating Model



Tier Meeting Cascade & Reliability Room

We are driving transparency, action and accountability across the CSL Behring business unit through our tier escalation process. The regular Tier Meetings are focused on operational performance review and escalations with a strong focus on reliable supply to patients.

Tier Meetings ensure a daily cascade of critical issues within the site involving all operational functions. Supply "smoke signals" are elevated to the weekly Reliability Room ensure appropriate resolution and/or contingency planning.





CSL Behring

Operational Highlights



Manufacturing

- Broadmeadows and Marburg new base fractionation facilities licensed and operational
- Continued investment in short and long term yield/capacity initiatives:
 - Albumin in Broadmeadows
 - IgG in Bern



Plasma Collections 1H23

- Strong increase in plasma collected +36% with levels now 10% above pre-pandemic
- Mexico border re-opened with collections recovering strongly
- 7 new centers in US and 1 in Germany
- Continued adoption of technology
 - CSL Plasma donor app downloads >2.5m
 - Online health questionnaire
- RIKA program commenced





Our focus on Network Strategy ensures both a resilient and reliable Supply Chain

Network Resiliency

Ensuring safe, reliable product supply for our patients across a complex, global supply chain.

Plasma

- Optimizing annual center expansions to align with IG demand & yield forecasts.
- Balancing new builds vs. center efficiency vs. donor marketing & remuneration

Bulk

- Balancing CSL investment across sites and broadening knowledge of key products to across the network
- Timing new capacity to ensure supply & maximize ROIC

Fractionation

- Adding right-time capacity and balancing risk
- Optimizing supply chain.

Fill / Finish

- Leveraging relationships with key partners to find the right expertise, optimize production flexibility & ROIC
- Reducing Supply Chain Lead Times



- - Capital Investment / ROIC
 - **Supply Chain Complexity**



Physical Asset Lifecycle

Regulatory



Balancing of Project Work



Demand Variability



Risk – Supply / Geopolitical



People & Expertise



CSL has continued to execute against our growth strategy







Marburg

Broadmeadows

Bern

Fractionation Capacity

Fractionation Capacity

Immunoglobulin Capacity

Superb execution by the project teams enabled approval of Marburg and Broadmeadows fractionation projects via a CBE-30 in the U.S. and utilization of non-injectable plasma for qualification, delivering an approval faster than conventional timelines.

11 Driven by Our Promise

CSL

Key CSL Behring Capital Projects

CSL conducts annual Long-Term Demand & Capacity Forecasts to ensure optimal timing for CapEx projects

Technology

- Rika Device Rollout
- New Quality Management System (Veeva)

Fractionation

- Marburg & Broadmeadows Production Ramp In Progress
- CSL112 paste Broadmeadows, АU
- Base Frac planning





Maximizing ROIC



Balancing Risk



Leveraging CMOs



Bulk & Finish

- Zemaira Fill TFS, US
- Albumin Bulk & Fill BMW, AU
- CSL112 Bulk & Fill Bern, CH
- IG Bulk planning

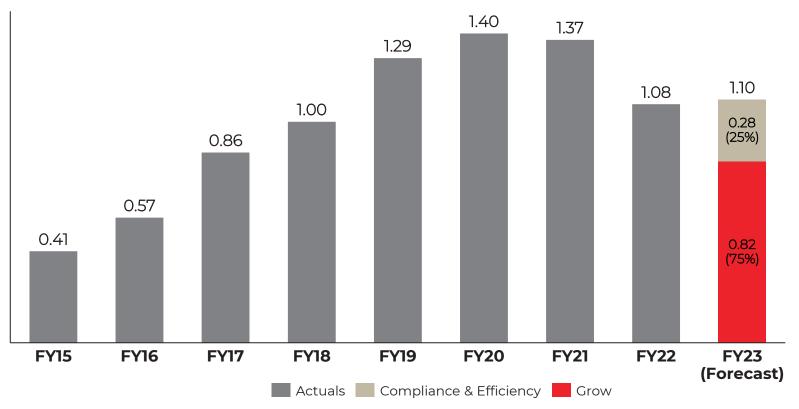
Other

 Asset retirement & replacement

Annual CapEx Investment*

Network Strategy & Portfolio Management continue to focus on optimization of CapEx spend

\$Billion USD









Maximizing ROIC

Balancing Risk





Enterprise Wide Quality Framework

Our Commitment to Quality

At CSL, we are Driven by Our Promise[™] and guided by our Values: Patient Focus, Innovation, Integrity, Collaboration and Superior Performance. These are evident in every aspect of our global business and support our Commitment to Quality.

CSL is committed to protecting public health and improving and saving the lives of patients with rare and serious diseases through the development, manufacture and reliable supply of high-quality medicines.

Our Quality Management System provides the framework for ensuring adherence to global regulatory requirements for the entire product life cycle across the globe. The QMS contains policies and procedures to manage our business processes across all functions, our partners and suppliers, product manufacture, distribution and sales, and the ongoing monitoring of product safety in the field.

People are the core of CSL's quality culture. CSL employees recognize their individual responsibility to insist on the quality and safety of our products, protect public health and ensure the safety of our plasma donors. Engagement and education of CSL employees is key to sustaining the highest standards throughout the company.

The commitment of our people to Quality within our Values-based work environment is essential to delivering on our promise to the public and our patients.

Paul Perreault CEO and Managing Director September 2019

Driven by Our Promise"

CSL

- A standardized, and compliant Quality Management System (QMS) for all CSL Limited businesses
- Provides CSL standards across the CSL network aligned with regulatory requirements
- Provides consistency towards regulators and authorities visiting our locations globally

CSL CSL Behring CSL Plasma CSL Segirus CSL Vifor NNOVATION ALL PRODU Driven by Our Promise PERFORMANC NNOVATION ALWA One R&D



Quality Facts and Figures FY22

- CSL was subject to 406 good manufacturing practice (GMP) regulatory agency inspections around the world with no impact to our licenses
 - > 28 inspections of our manufacturing facilities
 - > 378 inspections of CSL Plasma centers
- CSL performed 676 Quality Audits of our suppliers to assure continued consistent high-quality materials from our partners
- I5 Corporate GXP Internal Audits have been completed across the CSL Group since the commencement of the program 2 years ago







Quality Culture & Continuous Improvement

Investments in Quality:

State of the art automation in manufacturing & laboratories

Equipment and facilities to meet new sterile product regulations

Modernized training assets for our plasma centers



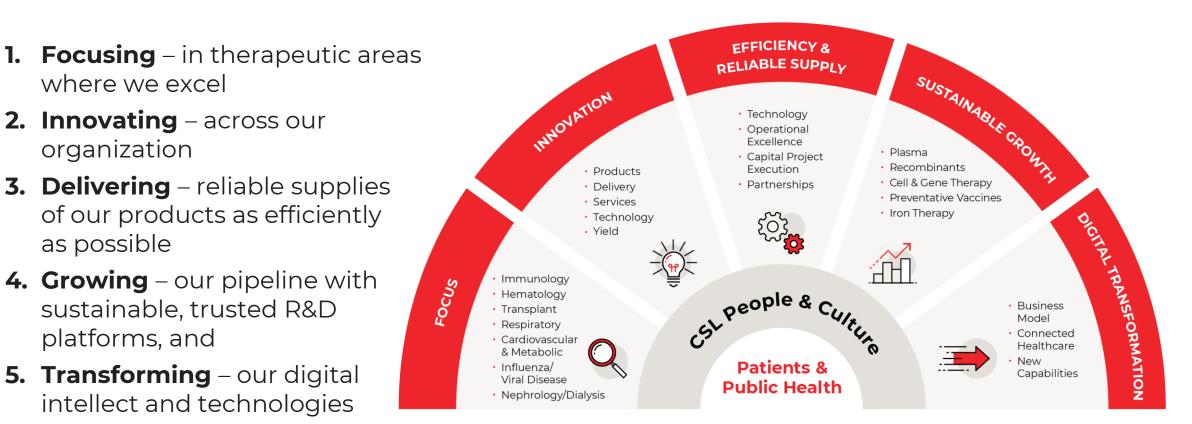


I make Quality a priority by discussing it openly, honestly, and frequently.

Liza Kudach Quality Systems & Compliance



Our 2030 Strategy in 4 Words: Driving Sustainable, Profitable Growth







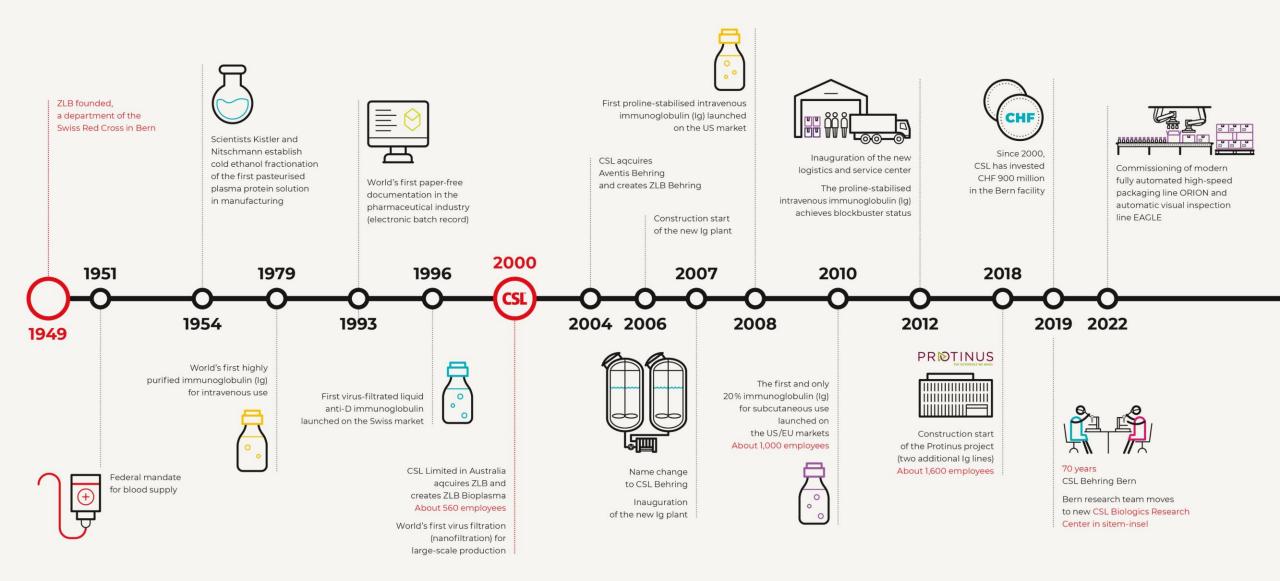


Driven by Our Promise





Our Pioneering on the Bern Site



Functions in Bern

E2E Operations



Commercial Operations



Enabling Functions

Fractionation Bulk Filling & Visual Inspection Packaging

E2E OS

Maintenance & Utilities Engineering Environment, Health & Safety (EHS) Quality & Quality Controll Commercial Operations Intercontinental

Commercial Operations Switzerland CSL Behring Biologics Research Center (sitem-insel)

Plasma Product Development

Global Regulatory Affairs Finance I&T HR Legal Communications



Our People



- **1800** employees:
- **39%** women / **61%** men
- 65 nationalities
- 8.7 years of average tenure
- 43 years of average age



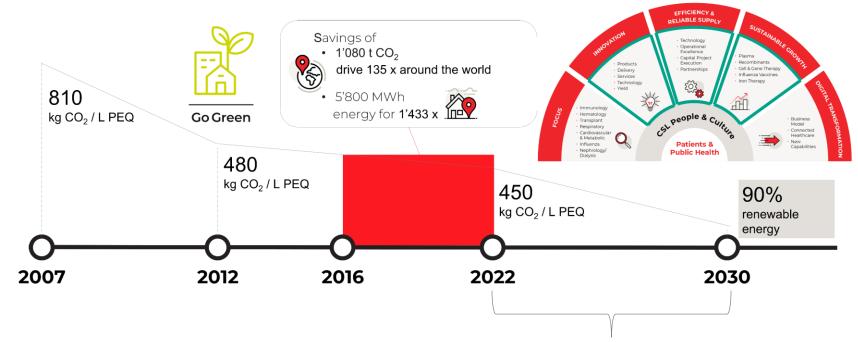
- Early career concept
 - 40 apprentices, trainees and internships
- Gender equality
- Equal pay certification





Bern Leading Sustainable Technology to Reduce Environmental Impact

- Since 2016, we have savings of about 6,000 MWh of energy and about 1,000 tons of CO₂. This corresponds to 9% energy and 11% CO₂ savings compared to 2015.
- We have been using electricity exclusively from hydropower for several years.



Project idea to bring CO_2 down to net 0

CSL Behring



CSL Behring

Product Portfolio CSL Behring – Northern Hemisphere

Critical Care

Albumin Solutions Human Albumin Behring® Alburex®, AlbuRx®, Albumex ®, Albuminar ® Inhibitors Berinert® P, Haegarda® Kybernin® P Other Trauma Therapies Beriplex® P/N, Coaplex, Kcentra® RiaSTAP®, Haemocomplettan® P Thrombotrol® Prothrombinex®

Wound Healing

Beriplast[®] P Combi-Set Fibrogammin[®], Corifact[®], Cluvot[®] Fibrinogen a.s.

Immun	ology
Polyva	lent Immunoglobulins
Privige	n®
Hizentı	a [®]
Carimu	ne [®] NF
Sandog	globulin [®]
Intraga	m®
Evogan	$\cap^{\mathbb{R}}$
Hyperir	nmunes
	ylac ® , Rhesogam
CytoGa	m®
Beriglo	bin [®] P
Berirab	®P
Hepatit	is B IG P Behring®
Tetagai	m [®] P

Coagulation

Segirus

Plasma-derived factor II Human Thrombin a.s. Recombinant factor VIII Afstyla[®] Recombinant factor IX Idelvion[®] Factor VIII:C/von Willebrand factor Haemate[®] P, Humate[®] P, Biostate[®] Plasma-derived factor VIII Beriate[®] P, Monoclate[®] P, Biostate[®] Plasma-derived factors X Factor X P Behring[®]

Pulmonology	
Zemaira®	
Respreeza®	

Afluria® Flucelvax® Tetra

Green: products manufactured in Bern



Bern Products

Immunoglobulins









Privigen® **Hizentra® Rhophylac**[®] Promotes Hizentra® PFS Alburex[®] 5% 25/50/100/200/400mL 5/10/20/50mL 5/10/20mL 2mL leading to plaque 100/250/500mL stabilization 3 years by +2 to +25°C 30 months by +2 to +25°C 3 years by +2 to +8°C 30 months by +2 to +25°C Alburex[®] 20% Reduction of 50/100mL recurrent heart Alburex[®] 25% attacks and stroke 50/100mL 3 years by +2 to +30°C

Current Products



Serving patients and people in 100+ countries

Albumin



CSL112



cholesterol removal

Future Product



CSL Behring's Presence & Innovation in Bern





03



Facilites Site Bern



Value Stream Fractionation



Fractionation (1 facility)



Privigen / Hizentra (3 facilities) Albumin (1 facility) CSL112 (1 facility) Rhophylac (1 facility)



/alue Stream Filling



Filling (3 facilities)

Pasteurisation / Incubation (1 facility with 5 past baths)

Visual Inspection (2 facilities)



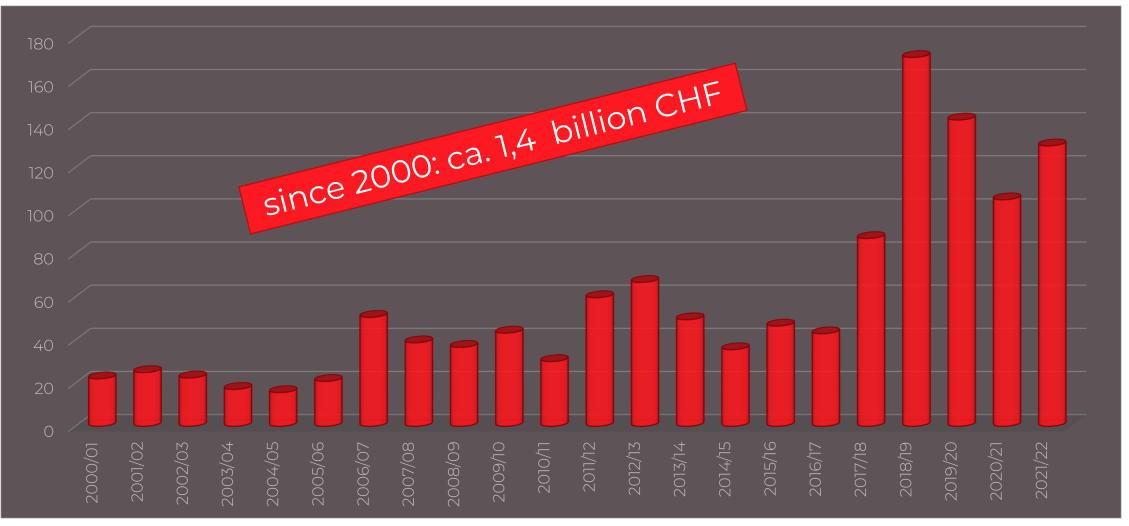
Value Stream Packaging



Packaging (1 facility)



Investments



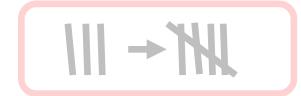
CSL Behring

Efficiency & Innovation





Growth IgG

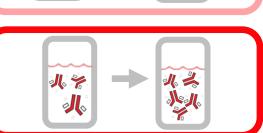




Increase yield

More batches

Increase



IG Capacity

- Project delivered, ahead of schedule, on budget
- IgLAB Module V & VI IG capacity:
- · Max capacity utilization demonstrated (14 batches per week)

Bulk & Filling Capacity

- Upgrade existing Phase 3 CSL112 bulk facility and install new filling line and lyophilises
- Minimize capital investment at risk
- Bern's yearly production will supply approx. 80'000 patients per year

Automation

- Our new manufacturing site for visual inspection, secondary packaging and storage of intermediate and finished products
- Transition into fully automated final manufacturing from incubation to delivery



CSL R&D in Switzerland

Plasma Product Development

GPS, CMC, BioProcess Sciences, BioAnalytical Science, Breakthrough Launchpad, Primary Packaging & Medical Devices

Wankdorfstrasse

Feusi

Sitem-Insel

8%

20%

45%

Other R&D functions

Project Management, Pharmacology & Translational Development, Clinical Safety, Global Licensing, IP **Global Regulatory Affairs** GRA CMC, GRA OpX, GRA GPS, GRA Policy & Intelligence

300+ (500+) R&D employees

3 (6)

sites

32 nationalities

56

languages

collaborations with academic institutions and hospitals in EU and CH

225

scientific papers published with our collaborators since 2015

Research

Biochemistry, Gene Therapy Research, Preclinical Innovation, Translational Research, Research External Innovation



R&D Cooperations



accelerating healthcare ventures



Memberships & Community Commitments



CSL Behring

Thank you for your attention!





05

Welcome to Marburg

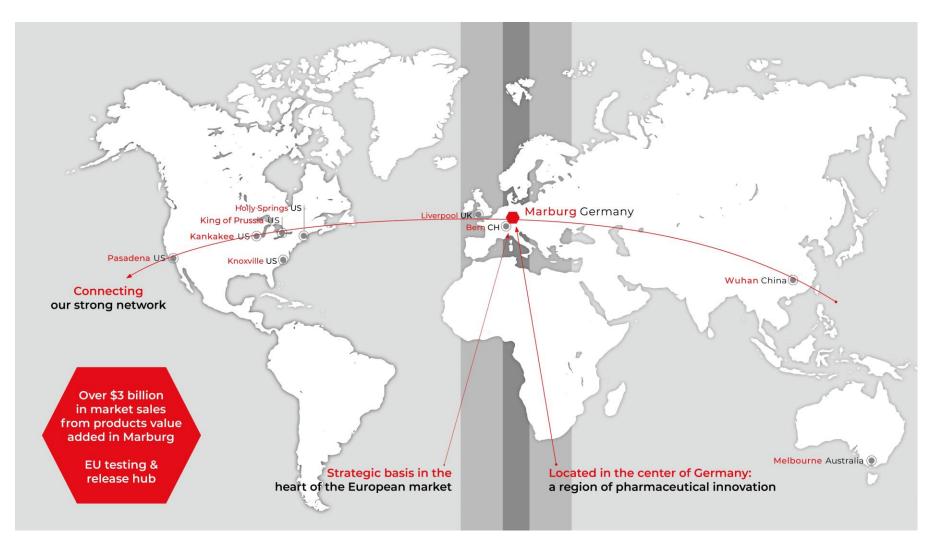
Investor Tour 28 March 2023

Michael Schröder, Site Head Marburg The picture shows Kathrin Schön, one of our HAE patients

CSL Behring Marburg Operations

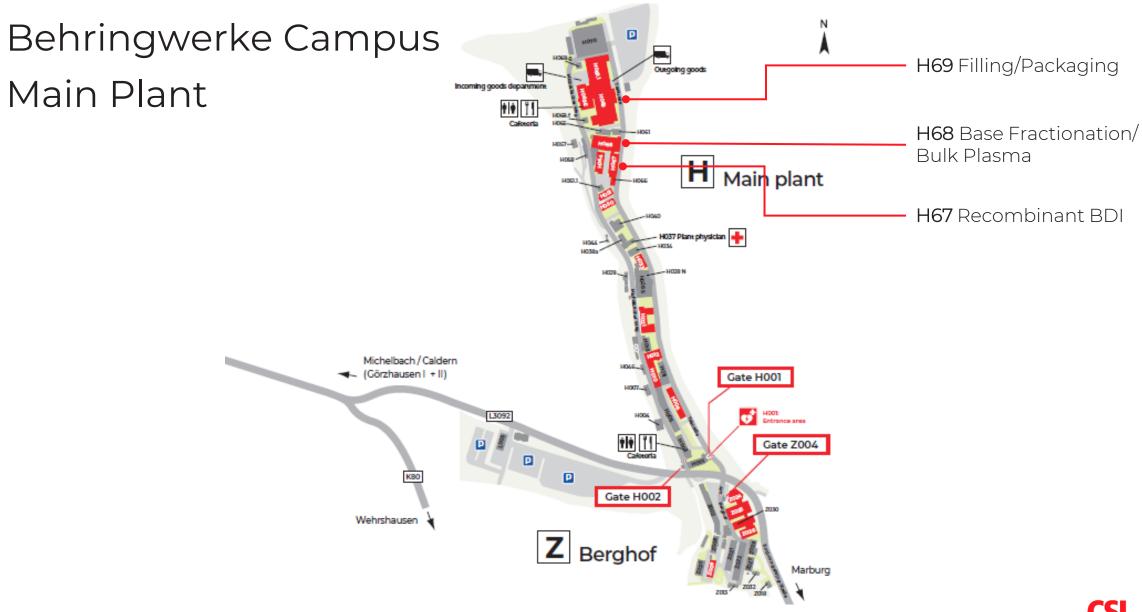
Site Overview

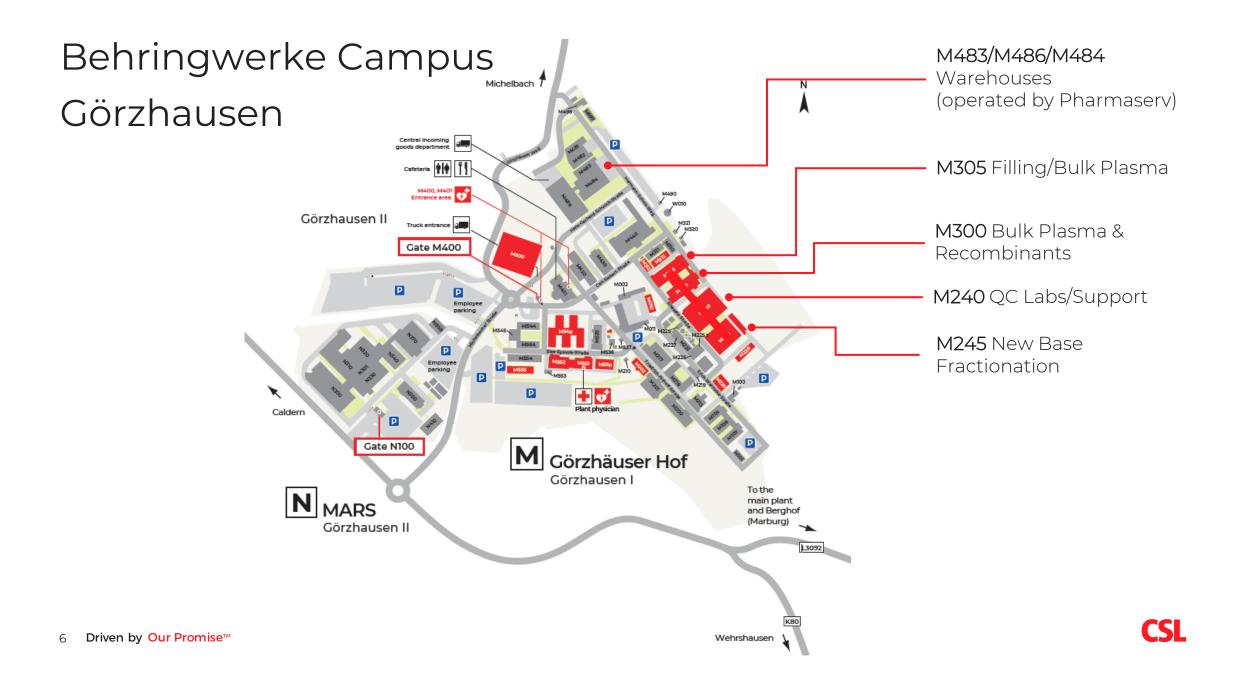
Focus on Reliable Supply



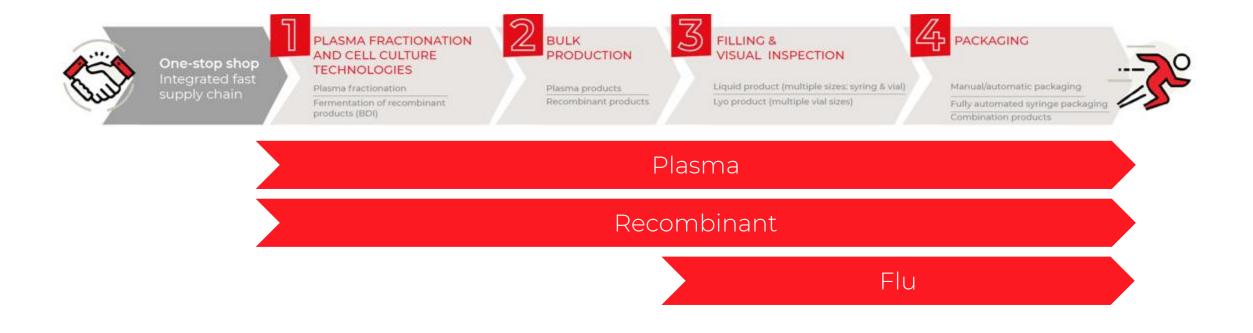
Marburg at a Glance

	SF N		
454 Nationalities as the basis of our highly qualified and diverse workforce	る。2004 Employees at CSL Behring Marburg	Pharmaceutical Campus with GSK, BioNTech, Siemens Healthineers, PharmaServ and others on site	>100 Years of History Emil von Behring founded the "Behringwerke" in 1904
25+ Inspection days per year	Countries supplied from Marburg	Active licences for our products	3,200 Final product releases per year
Core products with global sales >\$100m	53 Products approved since 2018	Safety TRIFR 36 rolling avg: total recordable incidents / 1 million working hours	+\$700m Site Operations Invest in last 5 years

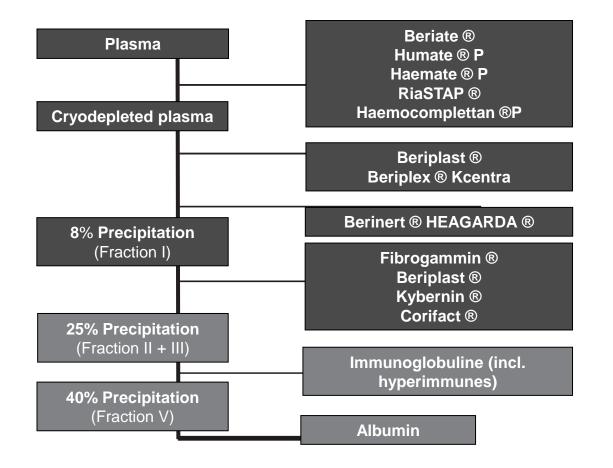




Our Technical Capabilities



Focus on Inframarginals





Product Portfolio of CSL Behring – Northern Hemisphere

Critical Care

Albumin solutions Human Albumin Behring® Alburex®, AlbuRx®, Albumex®, Albuminar® Inhibitors Berinert® P, Haegarda®, Berinert SC® Kybernin® P Other trauma therapies

Beriplex[®] P/N, Coaplex, Kcentra[®] RiaSTAP [®] Haemocomplettan[®] P

Thrombotrol[®] Prothrombinex[®]

Wound Healing

Beriplast[®] P Combi-Set Fibrogammin[®], Corifact^{®,} Cluvot[®] Fibrinogen active substance

Immunology

Polyvalent immunoglobulins Privigen® Hizentra® Carimune® NF Sandoglobulin® Intragam® Evogam® Hyperimmunes Rhophylac®, Rhesogam CytoGam® Beriglobin® P Berirab® P Hepatitis B IG P Behring® Tetagam® P

Pulmonology Zemaira® Respreeza® Coagulation

Plasma-derived factor II Human Thrombin active substance Recombinant factor VIII Afstyla® Recombinant factor IX Idelvion® Factor VIII:C/von Willebrand factor Haemate® P, Humate® P, Biostate® Plasma-derived factor VIII Beriate® P, Biostate® Plasma-derived factors X Factor X P Behring® Gene therapy Hemgenix®

Segirus

Afluria[®] Flucelvax[®] Tetra

Green: products manufactured in Marburg Red: products filled and/or finished in Marburg

Take a look inside our manufacturing











Focus on our People

- Lean and agile culture and working environment
- Embedded in the community
- Well-established relations with universities
- Focus on future talent





Add Green to CSL's Red

"Phoenix" – New Base Fractionation Facility

- Investment: USD 470M
- Sustainable and energyefficient planning
- Highest KfW-credit in history (EUR 250M)
- Fractionation capacity increased by 4

M600 – R&D Cube

- Investment: USD ~ 170M
- Highest energy standards (ice storage combined with heat pump)
- 500 R&D employees under one roof





Marburg's St. Elizabeth's Church lights up for <mark>"Rare Disease Day"</mark> 28 February 2023

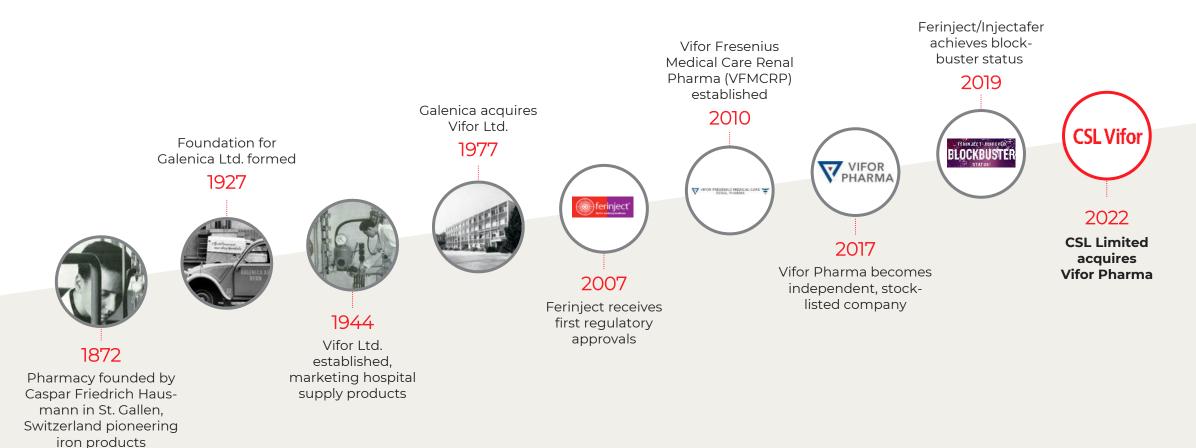


Elena is impacted by iron deficiency

Maximizing the Iron Opportunity CSL Vifor

Hervé Gisserot General Manager CSL Vifor

Our Future is Built on the Framework of Our Rich Iron Heritage



We are a Global Leader in Iron Replacement and Nephrology Therapies



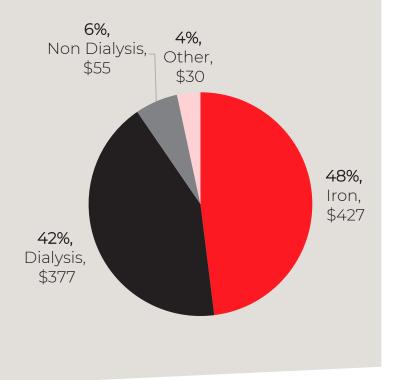
Note: HF = heart failure. PBM = patient blood management. | 1 Licensed from F. Hoffman-La Roche AG. | 2 Licensed from Pfizer Inc. | 3 Licensed from ChemoCentryx, Inc. | 4 Licensed from OPKO Health, Inc. | 5 Licensed from Cara Therapeutics, Inc. | 6 Licensed from Akebia Therapeutics, Inc., subject to certain conditions and limited to selling Vadadustat to certain providers within the US dialysis market. Status pending - Complete Response Letter received from FDA due to safety concerns. | 7 Licensed from Travere Therapeutics, Inc.

Iron Replacement:

CSL Vifor's Largest Franchise

1H23 revenue by therapy group¹ In \$m

	Therapy Group	Sales ¹ \$m
Ferinject/Injectafer	Iron	315
Mircera	Dialysis	258
Velphoro	Dialysis	77
Venofer	Iron	74
Veltassa	Non Dialysis	49
Maltofer	Iron	36

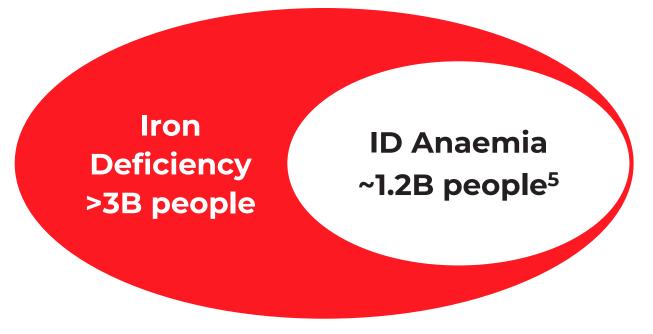


¹~5 months revenue contribution ⁽Acquired 9th August 2022)



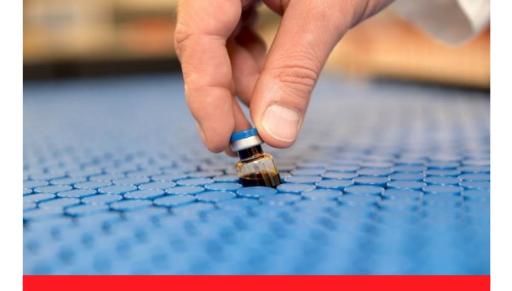
The number of ID¹ patients without IDA² is estimated to be more than twice as many as the number of IDA patients ^{3,4}

What is Iron Deficiency? Significant global prevalence



1. ID = Iron Deficiency; 2. IDA = Iron Deficiency Anaemia, occurs when ID is sufficiently severe to reduce erythropoiesis; 3. Iron deficiency (Blood. 2019;133(1):30 – 39) – Anaemia still affected one third of the population, with approximately half of the cases resulting from iron deficiency. The estimate is that 1.24 billion individuals experience iron deficiency anaemia. The global prevalence of iron deficiency without anaemia remains elusive, although the suggested figure is at least double that of iron deficiency anaemia; 4. These numbers are estimates, most studies either have a geographical focus or are done in specific subpopulations. 5. Blood. 2014 Jan 30;123(5):615-24.

Driven by Our Promise

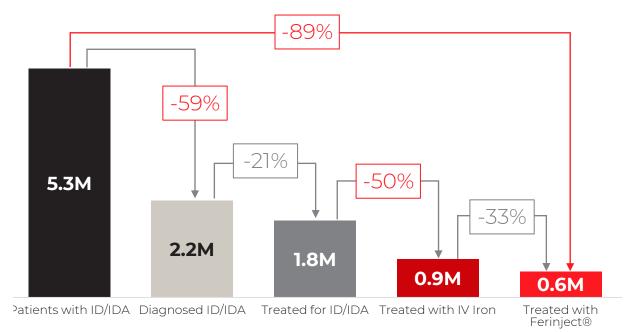


A market Leader in High Dose IV Iron Segment¹

- >1.2B CHF in-market sales in 2022
- 28% market share of overall Iron market (Global In-Market Sales (MAT Q4 2022)
- 47% market share in IV iron segment
- More than 22 million patient years of exposure

Significant untapped potential with Ferinject[®]/Injectafer[®]

Majority of patients yet to be diagnosed & treated (EU5 only)



1. IQVIA MIDAS Quarterly panel, GERS, Insight Health, DN, DLI.; Average 2022 exchange rates have been applied. ID = Iron Deficiency. IDA = Iron Deficiency Anaemia.

Priorities to accelerate Ferinject®/Injectafer® growth

Areas of focus

Focused targeting, amongst the many different patients suffering from ID and IDA



Heart Failure (HF)



Chronic Kidney Disease



Patient Blood Management (PBM)

Strategic priorities

Maximise penetration ex-US

- Explore potential revenue synergies with CSL Behring on PBM
- Geographic expansion

Maximise penetration in the US

- Improve access
- Successfully launch HF indication with our partner American Regent (Daiichi Sankyo)

Explore other avenues for product differentiation



CSL Vifor St. Gallen, Home of Iron

T. L. Spinn

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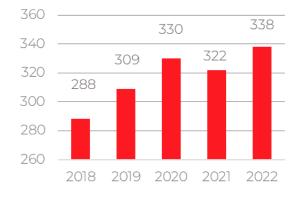
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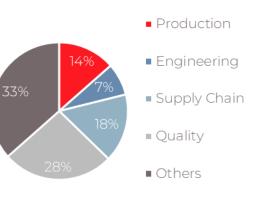
29 March 2023 Hans-Martin Müller Iron & Strategic Projects

Employees are our most valuable asset, empowered to creating their own career journey with us

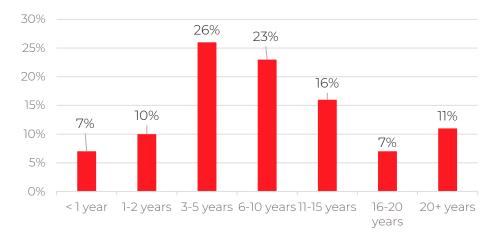
Head Count



Share of FTE's



Time with CSL Vifor



10

33%

Share of women

• 10% Director +

• 37% Manager

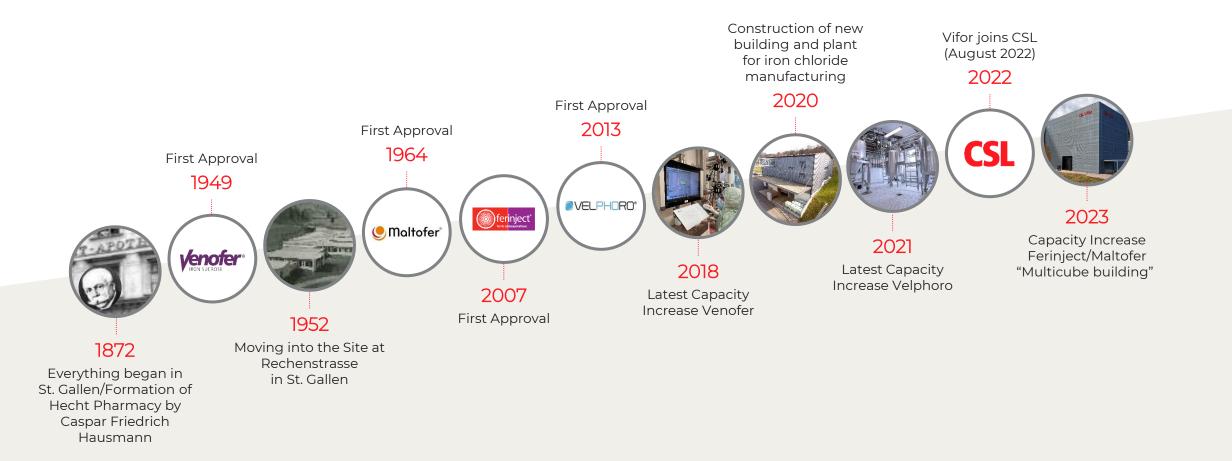
Share of educational attainment at "tertiary level" (Universities & higher vocational training)

62%

Different nations

Apprentices

CSL Vifor's rich heritage dates back to 1872 when the success story of iron began in St. Gallen



All iron products were discovered, developed and are produced in St. Gallen to this date



The manufacturing site in St. Gallen focuses mostly on API production of its iron products

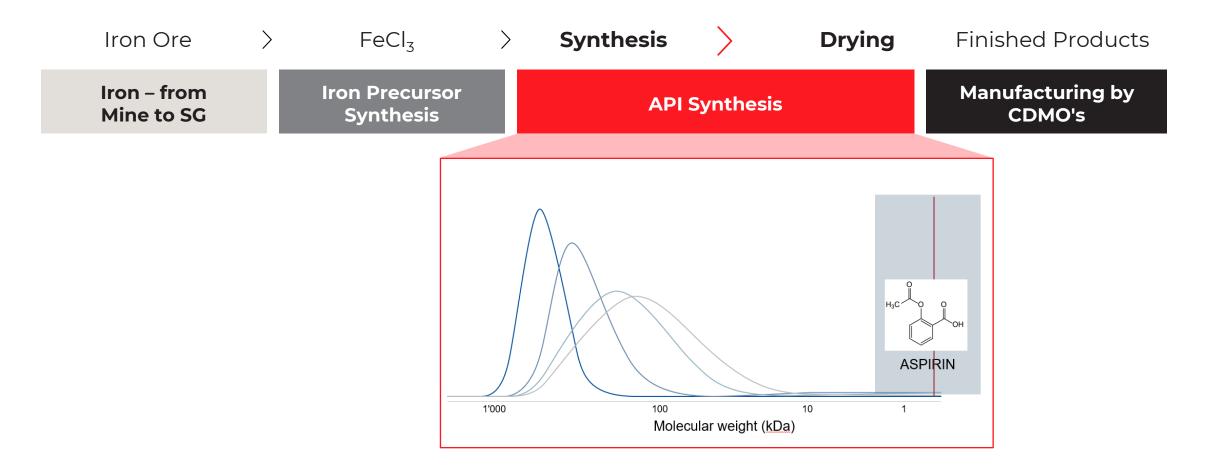


API manufacturing in St.Gallen

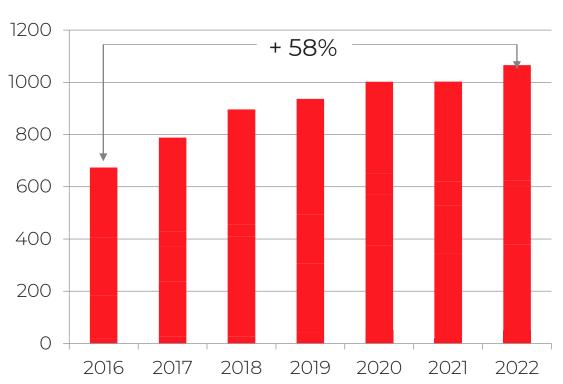


FP Contract Manufacturing

Complex manufacturing turns iron ore into the active pharmaceutical ingredients (API) of our iron therapies



Over 1,000 tons of iron based API's are produced in St. Gallen per year



Produced quantity of API (tons of API)

FDA-Inspection History

2000	PAI Venofer
2007	GMP Conformity Without deficiencies
2010	GMP Conformity Without deficiencies
2012	PAI Velphoro Without deficiencies
2016	GMP Conformity Without deficiencies
2021	GMP Conformity, (Mail Audit) Without deficiencies

Driven by Our Promise

Best Use of nearby sustainable Energy Sources

Participation in two River Power Plants since 2018



Future use of Communal District Heating



Aim: Reduction of CO_2 Footprint by >80%

Learn more about our iron expertise on today's tour through the St. Gallen site



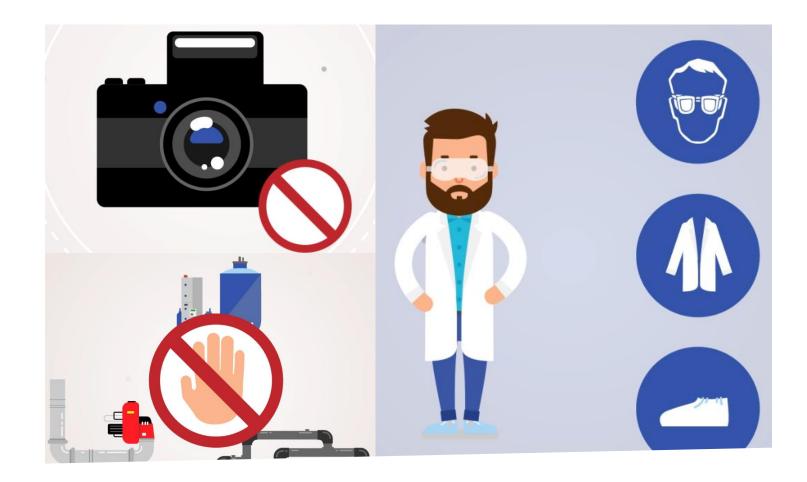
- 1 The iron exhibition
- 2 From rock to iron dust
- **3** Take iron seriously
- 4 Nanomedicines
- 5 In the heart of the factory
- 6
 - 6 The success story continues

Behavioral Rules for the Tour

Do not take photos on the site.

Wear the specified personal protective equipment correctly during the tour.

Do not touch any pipes, apparatus or surfaces.



Our local experts will guide you through the iron experience today



Hans-Martin Müller

Head Manufacturing Iron & strategic projects

- With CSL Vifor for 23 years
- PhD in Organic Chemistry from the Federal Institute of Technology (ETH) Zurich, Switzerland



Manuel Senn

Site Head

- With CSL Vifor for 15 years
- Holds an BsC in Chemistry, focus on biochemistry, from the University of applied science in Winterthur, Switzerland



Dominic Lampert

Head of Production

- With CSL Vifor for 13 years
- Holds a diploma in Industrial Engineering and Management from
- University of Mittweida, Germany



Markus Sonderegger

Head Quality Operations API, Manufacturing

- With CSL Vifor for 12 years
- holds a Master in Biological Science from the University of Innsbruck, Austria



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