Annual Shareholders' Meeting

25 August 2026

Fisher&Paykel HEALTHCARE

Your Board

Neville Mitchell

Lewis Gradon

Mark Cross

Anna Curzon

Sir Michael Daniell

Lisa McIntyre

Graham McLean

Cather Simpson

Agenda

- Chair’s Address
- Managing Director and Chief Executive Officer’s Address
- Financial Statements
- Resolutions
- Voting
- General Questions

Neville Mitchell

Board Chair

Fisher&Paykel HEALTHCARE


NZ Campus 1 - Building 5
28,000 m² / 300,000 ft²

NZ Campus 2 - Karaka

Future second campus in South Auckland


MOMENTUM

Your Board

Neville Mitchell

Lewis Gradon

Mark Cross

Anna Curzon

Sir Michael Daniell

Lisa McIntyre

Graham McLean

Cather Simpson

Anna Curzon

New director

Margie Apa

Future Director

Neville Mitchell

Board Chair

Lewis Gradon

Managing Director and CEO

Fisher&Paykel HEALTHCARE

FY26 financial highlights

Operating Revenue

$2.31B ↑ 12% (cc)

Hospital Hardware ↑ 27% (cc)

Gross Margin

63.7% ↑ 122bps

Net Profit After Tax

$468.5M ↑ 28% (cc)

Constant currency growth rates

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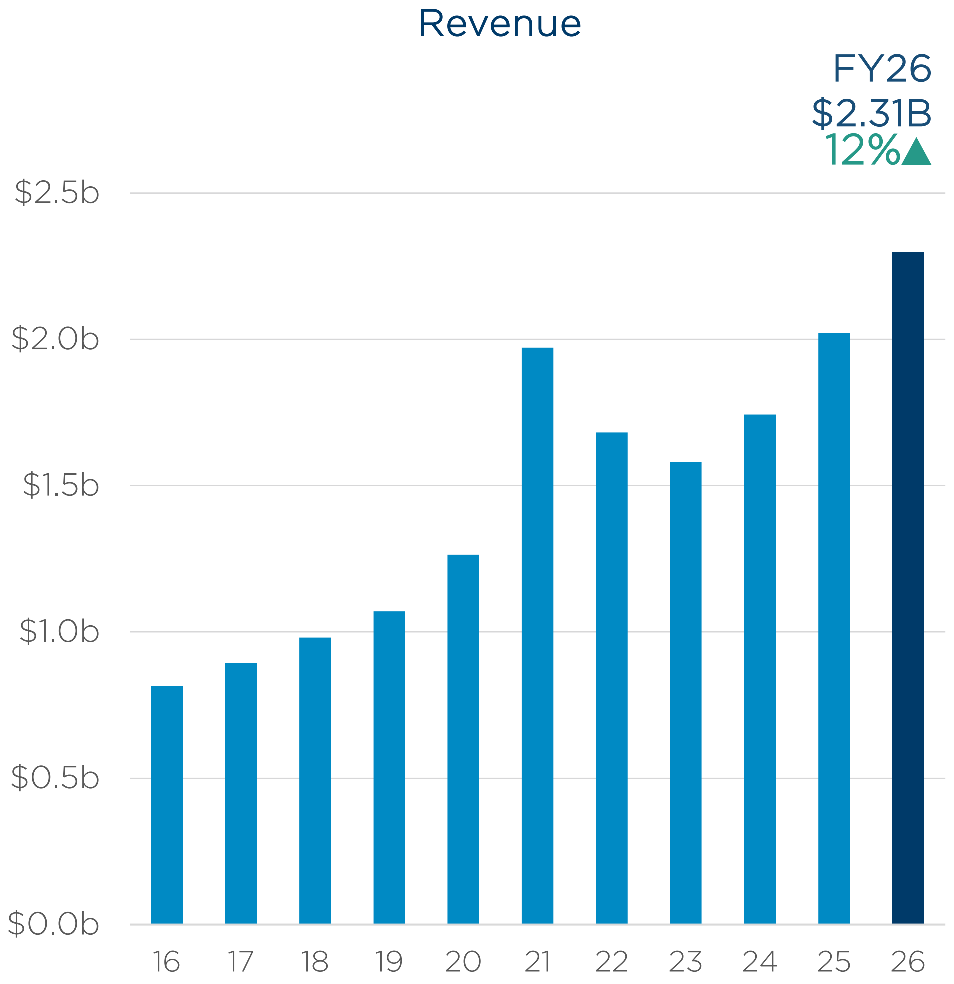
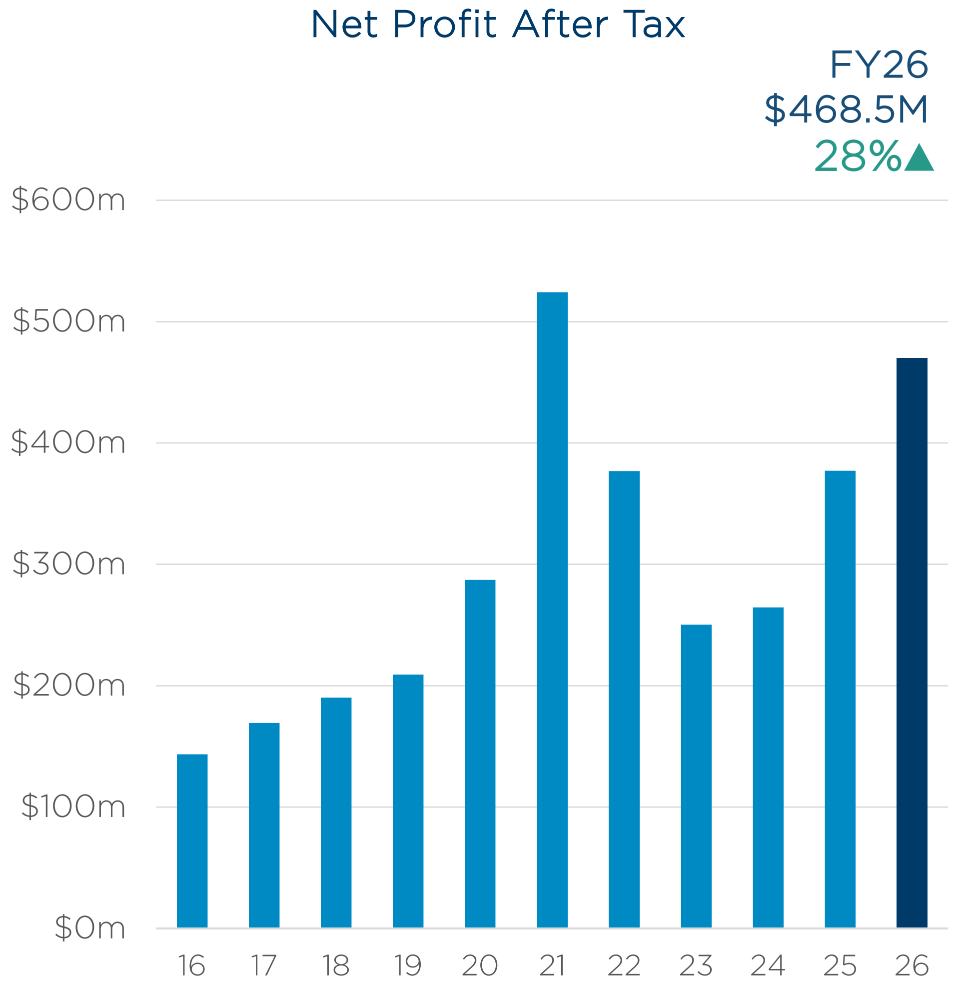
10-year trends





Constant currency growth rates

Dividends

FY26 Final Dividend

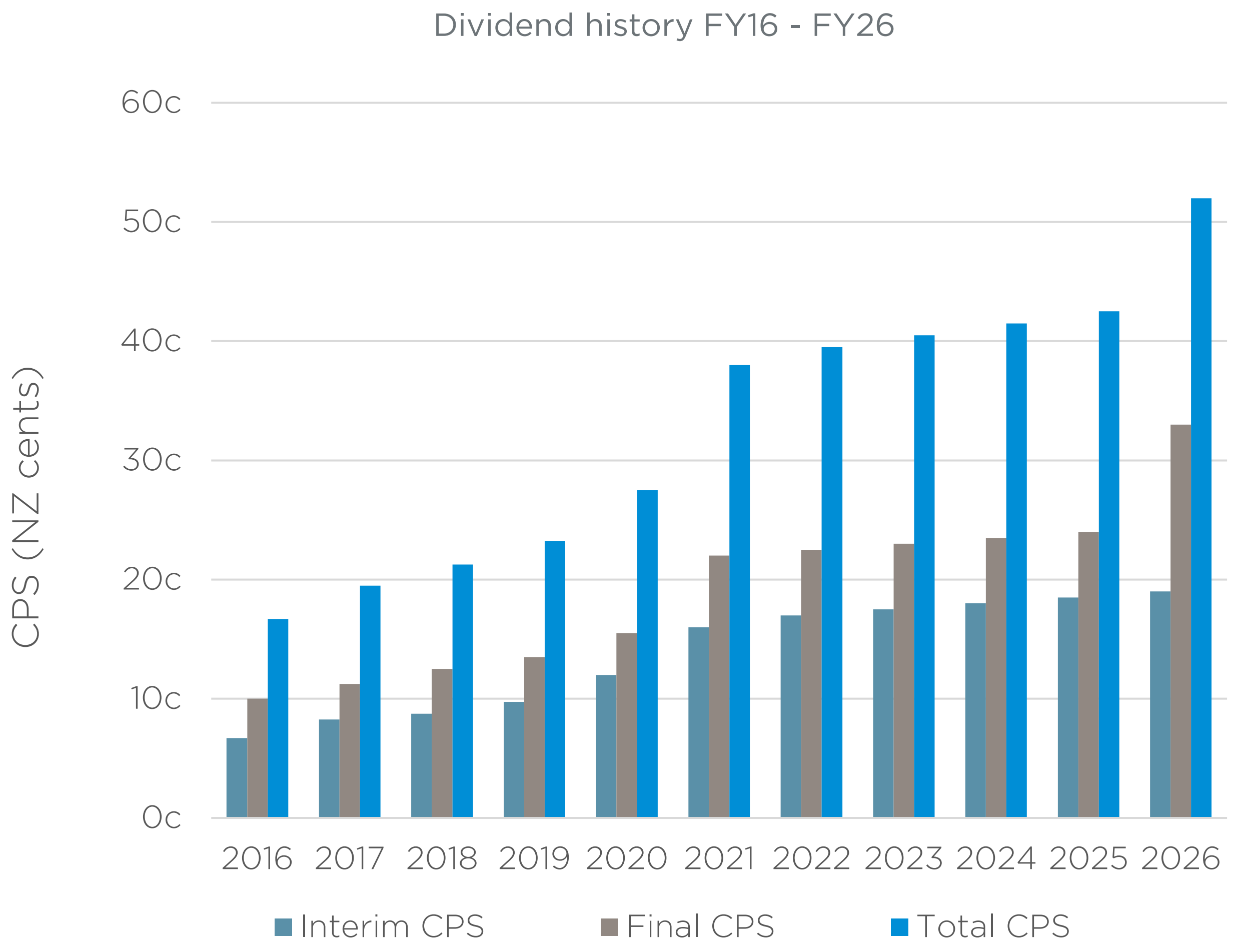
33cps ↑38%

FY26 Total Dividend

52cps ↑22%

10-year DPS CAGR

12%



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Global trade and world events

FY27 first half outlook

At 31 July exchange rates*, guidance assumptions for the first half of the 2027 financial year include a continuation of the current trading environment and result in:

- Operating revenue of approximately $1.24 billion
- Net profit after tax of approximately $280 million.

This would equate to approximately 14% growth in reported operating revenue and approximately 24% growth in net profit after tax (excluding the impact of US tariff refunds), compared to the first half of the 2026 financial year.

*31 July 2026 exchange rates of NZD:USD 0.59, NZD:EUR 0.51, NZD:MXN 10.17.

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FY27 full year outlook

At 31 July exchange rates*, our full year guidance is for:

- Operating revenue in the range of approximately $2.47 billion to $2.57 billion
- Net profit after tax in the range of approximately $525 million to $565 million.

The first half and full year net profit after tax guidance incorporates $23 million in US IEEPA tariff refunds.

The full year outlook assumes current global tariff rates, policies and applications for the duration of this financial year and continues to anticipate an overall improvement in gross margin.

*31 July 2026 exchange rates of NZD:USD 0.59, NZD:EUR 0.51, NZD:MXN 10.17.

Building momentum for the future

	FY2021	FY2026	Change	Comment
People in Research & Development	684	969	42%	R&D spend averaging 10.6% of revenue over five years.
Patents in the United States	381	768	102%	Our global patent portfolio now numbers more than 4,500.
People in Sales, Marketing & Distribution	1,230	1,568	27%	A direct sales presence in 55 countries vs. 45 in FY21.
Nasal high flow (NHF) clinical practice guidelines	5	12	+7	~3,200 studies cumulatively published over five years.
Number of professional societies or groups with anesthesia guidelines recommending/acknowledging NHF	~10	~25	+~15	Guidelines span several strategic markets including North America, UK, France, and Australia/NZ.
Hospital hardware revenue	Approximately ~$880m in cumulative hospital hardware revenue from FY2022 to FY2026.			

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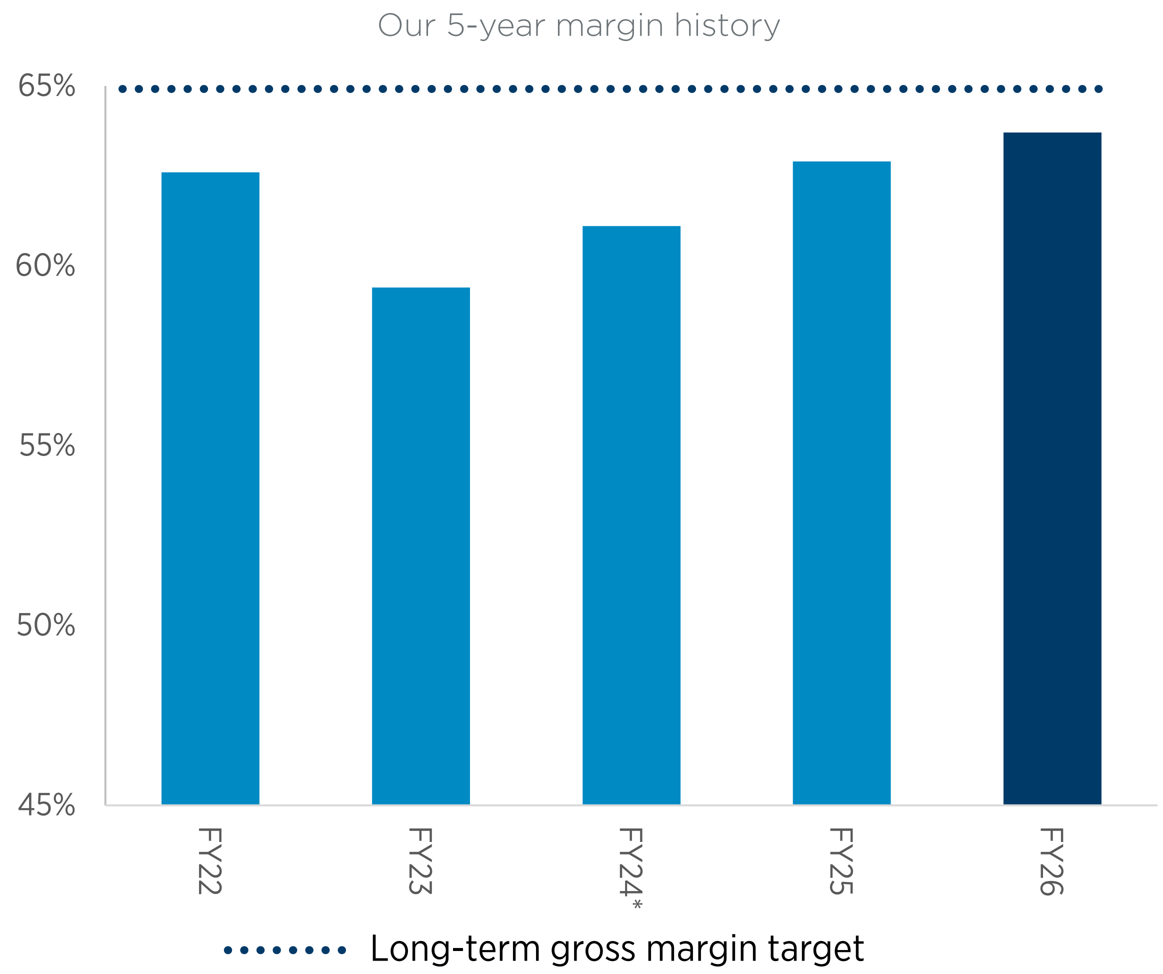
Gross margin recovery



*Underlying gross margin excludes the product recall provision

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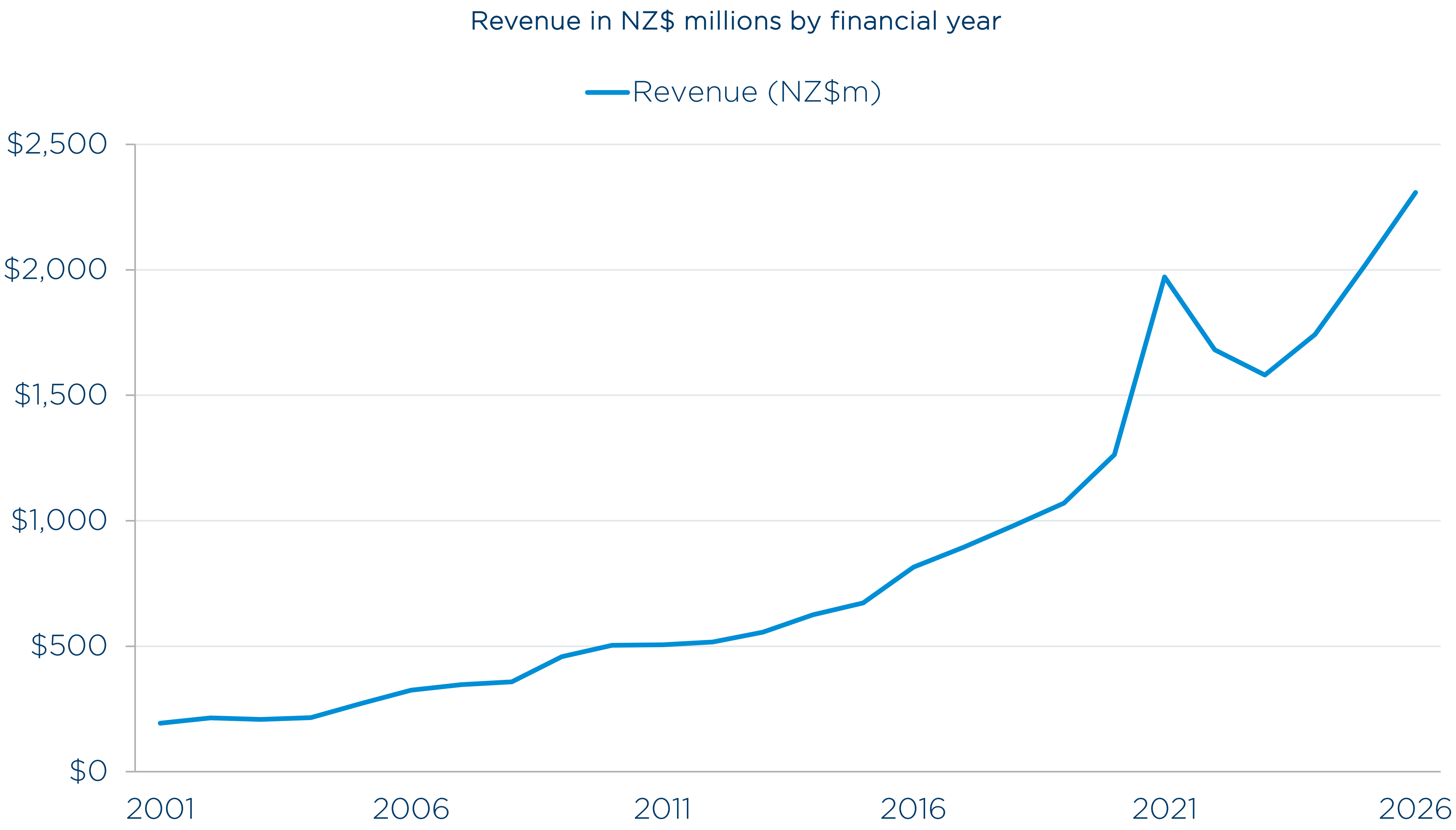
Revenue growth since 2001



~24 million patients
$2.31 billion revenue

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Neville Mitchell

Board Chair

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Financial statements

- Opportunity for shareholders to ask any questions specifically on the financial statements, the auditor's report or the company's 2026 annual report.

- There will be an opportunity to ask any general questions once all items on the agenda have been considered.

Resolutions

1. Election of Anna Curzon
2. Auditor’s Remuneration
3. Directors’ Remuneration
4. Discretionary Long Term Variable Remuneration to Lewis Gradon
5. Issue of Performance Share Rights – North America
6. Issue of Share Options – North America
7. Issue of Employee Share Rights – North America

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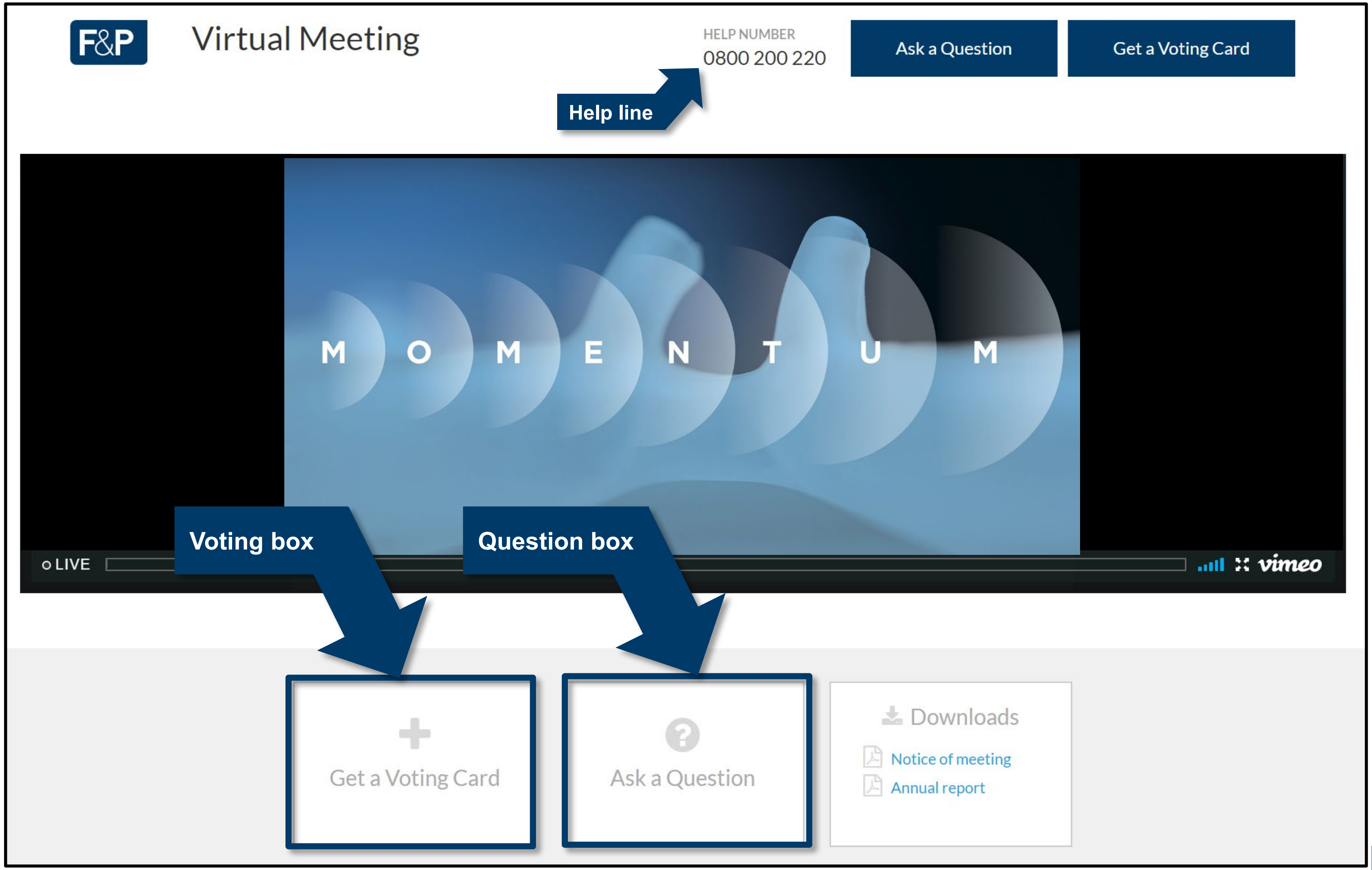
How to vote online



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Neville Mitchell

Board Chair

Resolution 1: Election of Anna Curzon

That Anna Curzon, who being eligible, offers herself for election, be elected as a Director of the company.

Click "Submit Vote" to lodge your vote.

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Call the MUFG Corporate Markets helpline
0800 200 220

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Resolution 2: Auditor's Remuneration

That the Directors be authorised to fix the fees and expenses of PwC as the company's auditor.

Click "Submit Vote" to lodge your vote.

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Resolution 3: Directors’ Remuneration

That the maximum aggregate annual remuneration payable to non-executive Directors be increased by NZ$350,000 from NZ$1,750,000 to NZ$2,100,000 (plus GST as appropriate).

Click “Submit Vote” to lodge your vote.

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Resolution 4: Discretionary Long Term Variable Remuneration

That the grant of discretionary long term variable remuneration instruments to Lewis Gradon, Managing Director and Chief Executive Officer, be approved.

Click "Submit Vote" to lodge your vote.

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Resolution 5: Issue of Performance Share Rights

That the Fisher & Paykel Healthcare Corporation Limited 2025 Performance Share Rights Plan – North America be approved.

Click “Submit Vote” to lodge your vote.

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Resolution 6: Issue of Share Options

That the Fisher & Paykel Healthcare

Corporation Limited 2025 Share Option

Plan – North America be approved.

Click “Submit Vote” to lodge your vote.

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Resolution 7: Issue of Employee Share Rights

That the Fisher & Paykel Healthcare

Corporation Limited Employee Share

Rights Plan – North America be approved.

Click “Submit Vote” to lodge your vote.

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Neville Mitchell

Board Chair

Questions

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M O M E N T U M

Thank you for attending today's Annual Shareholders' Meeting

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