Resmed Stewardship Presentation

September 2026

Presentation of financial information & forward-looking statements

Historical financial and operating data in this presentation reflect the consolidated results of ResMed Inc. ("Resmed"), its subsidiaries, and its legal entities for the periods indicated.

This presentation includes financial information prepared in accordance with accounting principles generally accepted in the United States, or GAAP, as well as other financial measures referred to as non-GAAP. The non-GAAP financial measures in this presentation, which include non-GAAP Gross Profit, non-GAAP Gross Margin, non-GAAP Income from Operations, non-GAAP Net Income, and non-GAAP Diluted Earnings per Share, should be considered in addition to, but not as substitutes for, the information prepared in accordance with GAAP. For reconciliations of the non-GAAP financial measures to the most comparable GAAP measures, please refer to the earnings release associated with the relevant reporting period, which can be found on the investor relations section of our corporate website (investor.Resmed.com).

In addition to historical information, this presentation contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements are based on Resmed’s current expectations of future revenue or earnings, new product development, new product launches, new markets for its products, integration of acquisitions, leveraging of strategic investments, litigation, and outlook. The words “believe,” “expect,” “intend,” “anticipate,” “will continue,” “will,” “estimate,” “plan,” “future” and other similar expressions, and negative statements of such expressions, generally identify forward-looking statements, including, in particular, statements regarding expectations of future revenue or earnings, expenses, new product development, new product launches, new markets for our products, the integration of acquisitions, our supply chain, domestic and international regulatory developments, litigation, outlook, and the expected impact of macroeconomic conditions on our business.

We have not included a reconciliation for forward-looking non-GAAP financial measures where we are unable to provide a meaningful or accurate calculation or estimation of reconciling items, and the information is not available without unreasonable effort. This is due to the inherent difficulty of forecasting the occurrence and the financial impact of various items that have not yet occurred, are out of our control, or cannot be reasonably predicted. For the same reasons, we are unable to address the probable significance of the unavailable information. Forward-looking non-GAAP financial measures provided without the most directly comparable GAAP financial measures may vary materially from the corresponding GAAP financial measures.

Resmed’s expectations, beliefs, and forecasts are expressed in good faith and are believed to have a reasonable basis, but actual results could differ materially from those stated or implied by these forward-looking statements due to risks, uncertainties, and other factors. Resmed assumes no obligation to update the forward-looking information in this presentation, whether as a result of new information, future events, or otherwise. For further discussion of the various factors that could impact actual events or results, please review the “Risk Factors” identified in Resmed’s quarterly and annual reports filed with the SEC. All forward-looking statements included in this presentation should be considered in the context of these risks. Investors and prospective investors are cautioned not to unduly rely on our forward-looking statements.

Fiscal 2026 highlights

- Delivered significant free cash flow that we both invested back into the business and returned to shareholders
- Board of Directors is well-positioned to support management in its execution of the 2030 strategy; Carol Burt named as Lead Independent Director following retirement of Ron Taylor
- Employees are critical to the company's ongoing growth and success; Resmed's management team is well-diversified in its experience and tenure
- Compensation emphasizes pay for performance and ensures alignment of management's and stockholders' interests
- Focus on sustainability aims to both minimize Resmed's environmental footprint and take into account the company's responsibility to develop patient solutions that are durable and long-lasting
- Committed to engagement with stockholders, and to continuous improvement across stewardship efforts

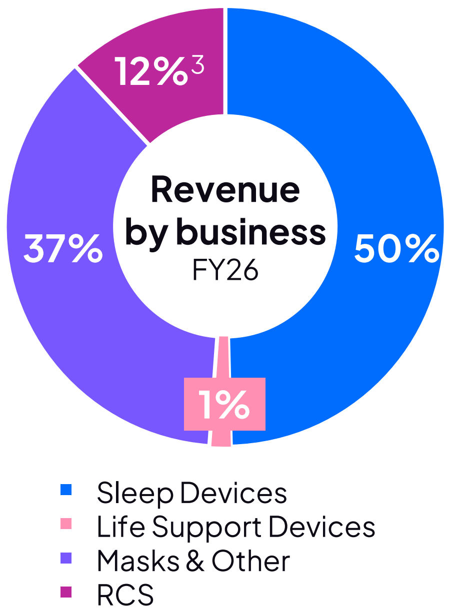
Resmed | The global leader in connected and digital health

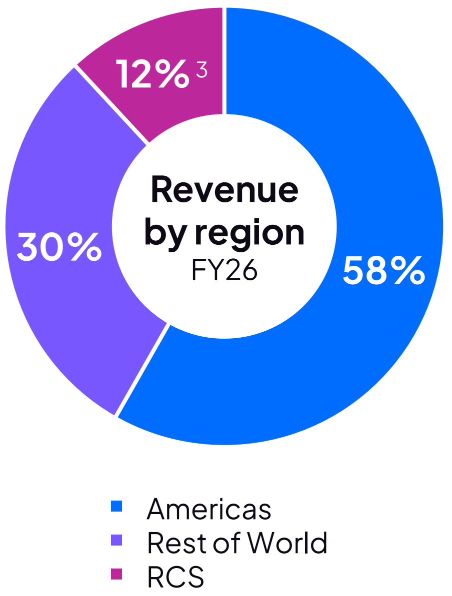
Corporate Highlights

Headquarters	San Diego, CA
Founded	1989
Listed (NYSE, ASX)	1995, RMD
Countries served	140+
Total employees[1]	>11,300

FY26 Financial Highlights

Total HL revenue	~$5.7B
CC Revenue YoY growth	8%
Non-GAAP Operating margin	36%
Non-GAAP EPS YoY growth	17%
Free cash flow[2]	$1.65B





Our areas of focus

Sleep and Breathing Health (SBH)

- Devices and masks designed to treat and manage sleep apnea, COPD, and other sleep and breathing health conditions
- Digital solutions improve clinical outcomes and lower healthcare costs while increasing efficiency
- Market-leading patient experience and outcomes

Residential Care Software (RCS)

- Out-of-Hospital / Post-Acute Care software products
- Designed to support professionals and caregivers helping people stay healthy in the home or care setting of their choice
- Enables personalized care, measurable results, and improved outcomes

Resmed

Note: Data as of June 30, 2026. Resmed's fiscal year end is June 30th.
Note: See reconciliation to GAAP in Appendix.
Note: CC = constant currency. HL = headline. YoY = year-over-year.
[1] Includes Noctrix and Virtuox employees.
[2] Free Cash Flow = Cash Flow From Operations – Capital Expenditures.
[3] FY26 RCS revenue is inclusive of the MatrixCare business, which includes MatrixCare, HEALTHCAREfirst, Citus, and select home health and hospice solutions.

2030 STRATEGY

OUR VISION

We envision a world where every person can achieve their full potential through better sleep and breathing, with care delivered in their own home

OUR MISSION

We create life-changing health technologies that people love

OUR FOCUS AREAS

Sleep Health
Breathing Health
Health Tech at Home

OUR STRATEGY

We will create products people love *as well as* seamless, personalized pathways for access to life-changing care

OUR KEY CAPABILITIES

Empower our teams
Prioritize AI
Build trust

OUR FINANCIAL GOAL

We will achieve industry leading growth and profitability

OUR GLOBAL IMPACT

We will empower 500M people worldwide to achieve their full potential in 2030

Resmed

OUR VALUES

Resolute integrity
Resourceful innovation
Responsible quality
Respectful diversity
Resounding impact

OUR BEHAVIORS

Drive collaboration
Develop people
Optimize for Resmed
Lead others with purpose
Own the results

Board – overview

Lead Director effective: November 15, 2026

Carol J. Burt, BBA

Independent Non-Executive Director

Senior Advisor, Consonance Capital Partners

Christopher DelOrefice, BS, MBA

Independent Non-Executive Director

CFO of Ulta Beauty

Jan De Witte, MSE, MBA

Independent Non-Executive Director

Operating Partner of GHO Capital Partners LLP

Karen Drexler, BSE, MBA

Independent Non-Executive Director

Former CEO of Sandstone Diagnostics, Inc.

Michael J. Farrell, BE, SM, MBA

Non-Independent Executive Director

Chairman of the Board and CEO of Resmed

Peter C. Farrell, PhD, DSc, AM

Non-Independent Director

Founder and Chairman *Emeritus* of Resmed

Harjit Gill, BA

Independent Non-Executive Director

Former CEO of the Asia Pacific Medical Technology Association

John Hernandez, PhD, MPP

Independent Non-Executive Director

Head of Health Impact at Google

Nicole Mowad-Nassar, BS, MBA

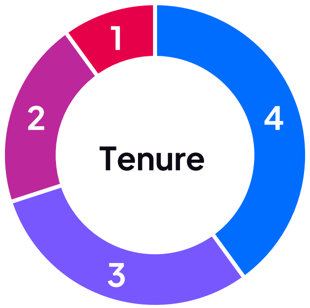
Independent Non-Executive Director

SVP of AbbVie and President of Global Allergan Aesthetics

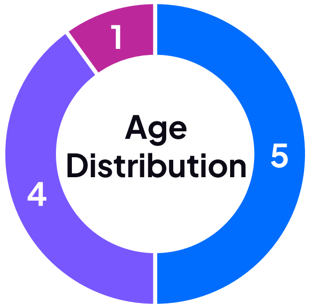
Desney Tan, PhD, BSE

Independent Non-Executive Director

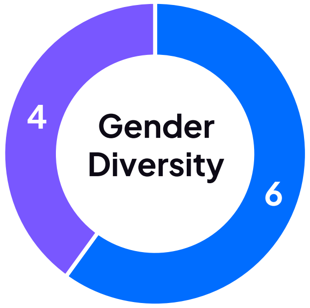
Former Vice President of Innovation at Microsoft, current Venture Partner of SeaX Ventures



■ 0-5 Yrs ■ 6-10 Yrs ■ 11-15 Yrs ■ >15 Yrs



■ 50-60 ■ 61-70 ■ >70



■ Male ■ Female

- 10 members (8 independent)
- Lead independent director
- All directors stand for election annually
- 4 committees, all chaired by, and comprised entirely of, independent directors
- No term limits; no age limits
- Board participates in quarterly Q&A sessions with senior and mid-level management to gain additional insight

Note: Please see Resmed's recent press release link announcing the appointment of Carol Burt as Lead Director effective November 15, 2026 and planned retirement of director Ron Taylor at the November 2026 AGM.
Board composition and metrics reflect Board if all current directors, except Ron Taylor, stand for re-election during November 2026 AGM and receive requisite votes.

Board – committee structure

Committee Member | Committee Chair | Chairman of the Board | Financial Expert

Board Members	Audit	Compensation and Leadership Development	Compliance, Privacy and Quality	Nominating and Governance
Carol J. Burt, BBA | **Lead Independent Director effective November 15, 2026** (Financial Expert)	Committee Member		Committee Member	Committee Chair
Christopher DelOrefice, BS, MBA (Financial Expert)	Committee Chair			
Jan De Witte, MSE, MBA (Financial Expert)	Committee Member	New Committee Member		New Committee Member
Karen Drexler, BSE, MBA		Committee Chair	New Committee Member	Committee Member
Peter C. Farrell, PhD, DSc, AM | **Chairman Emeritus**				
Michael J. Farrell, BE, SM, MBA (Chairman of the Board)				
Harjit Gill, BA (Financial Expert)	Committee Member	Committee Member	Committee Chair	
John Hernandez, PhD, MPP	New Committee Member		Committee Member	
Nicole Mowad-Nassar, BS, MBA			New Committee Member	
Desney Tan, PhD, BSE		Committee Member		Committee Member

New Committee Member

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Board – oversight of strategy

- Board actively participates in continued evolution of Resmed’s 2030 strategy
  - Executive leadership team regularly interacts with Board members and receives Board feedback
  - Board also reviews Resmed's strategy annually and as needed during individual board meetings
- Board is briefed on Resmed's product roadmap, including product development and go-to-market strategies
- Board regularly holds meetings in Resmed offices outside the US (most recently in Ireland) and has visited retail and manufacturing sites in Sydney, Australia, Singapore, and Lyon, France
- Board regularly participates in director education sessions on topics such as demand generation, cybersecurity, use of artificial intelligence, European regulation, and sustainability

Board – key committee responsibilities

Board

Audit Committee

Oversees financial risk, capital risk, financial compliance and internal audit, as well as controls over financial reporting.

Compensation and Leadership Development Committee

Oversees compensation philosophy and practices, evaluates the balance between risk-taking and rewards for senior officers; reviews risk posed by sales compensation plans; and oversees the company's equity plans.

Compliance, Privacy and Quality Committee

Oversees compliance with global healthcare laws and regulations, global privacy requirements, new and ongoing quality issues, and sustainability reporting.

Nominating and Governance Committee

Evaluates each director's independence; oversees director recruiting; maintains Board Skills Matrix, adapting to Resmed's commercial and risk environment; evaluates the effectiveness of Resmed's corporate governance; and oversees succession planning.

Management

Designated internal management, as well as certified professional accounting firms, that perform annual internal and external audits; regularly review and test functions, controls and processes to review; and evaluate and recommend mitigation strategies, as needed. Critical areas of focus include financials, operations, regulation, compliance, the economic environment, compensation, privacy, cybersecurity, and competition, among others.

The full Board oversees general risk, including sustainability, cybersecurity, and AI

There is an annual Enterprise Risk Management review each November

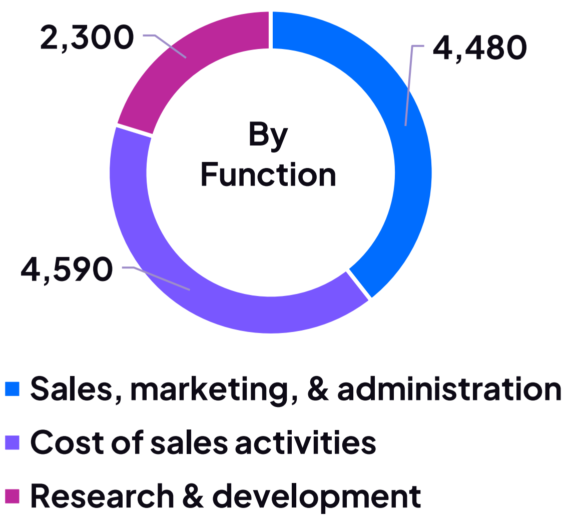
Senior management and Committee Chairs regularly update the entire Board about significant risk management issues

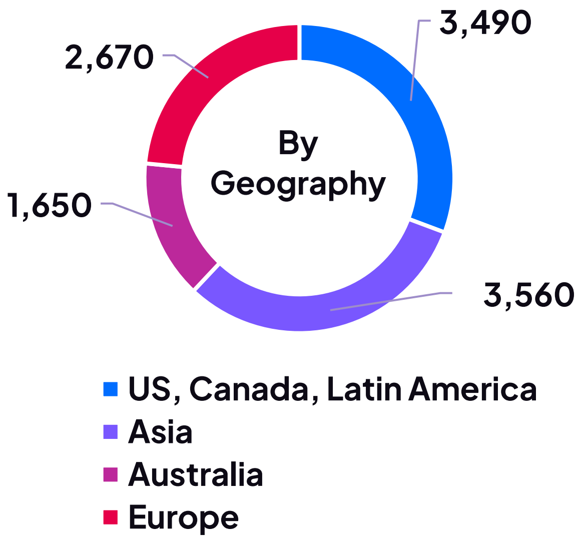
PwC selected as Resmed's new independent registered public accounting firm

- Resmed's Audit Committee completed a **competitive auditor RFP process** during fiscal year 2026, evaluating multiple firms against pre-defined criteria including industry expertise, audit quality, technology capabilities, transition planning, risk management, and fees
- **PwC was selected** as Resmed's new independent registered public accounting firm, effective beginning with the fiscal year 2027 first quarter review and fiscal year 2027 annual audit
  - Transitioned from KPMG after 32 years of service as Resmed's independent auditor (serving since 1994)
- **Clean transition** with no issues identified:
  - No disagreements with KPMG on accounting, disclosure, or audit matters
  - No reportable events during KPMG's tenure through the transition date
  - KPMG concurred with Resmed's disclosures regarding the change
  - KPMG issued unqualified audit opinions for fiscal years 2025 and 2026
  - No adverse opinions, disclaimers, or scope limitations
- Board will recommend shareholder ratification of PwC at the 2026 Annual Meeting; ratification is not legally required

Human capital management – overview

As of June 30, 2026, Resmed had ~11,370 employees





- Resmed's average global turnover rate for fiscal year 2026 was approximately 13%
- Resmed encourages diversity of thought to ensure that both employees and customers feel represented and valued, driving loyalty and engagement across all business areas ranging from medical devices to digital technology

Our people are critical to Resmed's ongoing growth and success

Human capital management – experienced leadership team

Mick Farrell
Chief Executive Officer and Chairman of the Board
26 years with Resmed

Aaron Bloomer
Chief Financial Officer
<1 year with Resmed

Mike Rider
Chief Legal Officer
14 years with Resmed

Vered Keisar
Chief People Officer
14 years with Resmed

Salli Schwartz
Chief Investor Relations Officer
1 year with Resmed

Katrin Pucknat
Chief Marketing Officer
16 years with Resmed

Justin Leong
Chief Product Officer
13 years with Resmed

Mike Fliss
Chief Revenue Officer
24 years with Resmed

Kylie Canaday
Chief Strategy Officer
15 years with Resmed

Shane Azzi
Chief Supply Chain Officer
2 years with Resmed

Carlos Nunez, M.D.
Chief Medical Officer
9 years with Resmed

Jim Ellis
Chief Compliance Officer
8 years with Resmed

Todd Friedman
Chief Information Security Officer
11 years with Resmed

Al Robertson
Chief Information Officer
2 years with Resmed

Executive compensation – program highlights

Key Principles

To emphasize pay for performance and ensure alignment of management and stockholders' interests

To reward successful annual performance through our cash incentive program and encourage long-term value creation for our stockholders through our long-term equity incentive program

To support our talent roadmap by attracting and retaining top talent, while incentivizing and rewarding execution of our 2030 strategy

Geographic Considerations

Resmed is headquartered in the US and the majority of our officers work and reside in the US. To be able to compete for best-in-industry talent in support of our growth priorities, our executive compensation program reflects leading and prevailing market practices in the US

- **Target total compensation program aims to be competitive** with similarly-sized US-based public companies in the medical device and medical technology industries with which we compete for executive talent
  - Target total compensation aims to be at least near the median of the US market and conforms to US market compensation best practices
- **Our US-based pay philosophy** results in executive compensation that is different than the model for companies organized and trading only in Australia
  - Resmed uses lower base salary, higher short-term cash ives, and higher target equity value
  - US norms also have a lower percentage of equity value subject to performance conditions than exhibited by Australian companies
  - We balance these competing philosophies by adhering to US best practices and grant 50% of equity in a mix of relative and absolute TSR PSUs and 50% of executive RSUs tied to shorter term targets requiring three years of service for full vesting

Executive compensation – predominantly at-risk structure

Base salary

- Provides our executives with a degree of financial certainty and stability
- Salary ranges generally based on similar positions in med tech companies of comparable size in the US

Cash incentive program

- Rewards achievement of pre-established short-term financial objectives (adjusted net sales and adjusted operating profit, weighted equally)
- All payouts are determined in accordance with these objective performance metrics
- Cap on maximum payout at 200% of each officer's target opportunity, with no payout if performance is less than 85% of target goal for that measure

Equity incentive program

- Balanced, with 50% of grant value in long-term performance units, and 50% in shorter term performance targets:

25% PSUs earned based on performance (absolute TSR)	PSUs, vesting after four years, unless accelerated for performance after three years, based on TSR
25% PSUs earned based on performance (relative TSR)	PSUs, vesting after three years, based on relative TSR performance against S&P 500 index peer group
50% time-vested options and/or RSUs based on threshold performance	Choice of options, RSUs, or a 50/50 split, vesting ratably over three years. RSUs earned based on adjusted net operating profit targets.

Sustainability practices – overview

- We aim to minimize Resmed's environmental footprint across all operations and throughout our supply chain
- We focus on designing and developing innovative products that have a lower environmental impact throughout their lifecycle
- We are committed to conducting business responsibly and ensuring our operations adhere to all applicable environmental regulations in the countries where we operate
- We have not received any regulatory notices, complaints, or issues raised by external parties, and we are not aware of any environmental issues raised against our major suppliers during the reporting year

Resmed will publish its 2026 Sustainability Report in the coming months

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