


FUNDAMENTALS

A photograph of the Fisher & Paykel Healthcare building, featuring a concrete wall with the company name and a glass canopy. Two people are walking in the foreground. A white geometric line pattern, consisting of interconnected hexagons and vertical lines, is overlaid on the image. Six colored dots (dark blue, light blue, brown, teal, yellow, and dark blue) are placed at various points within this geometric structure.

Annual Shareholders' Meeting
21 August 2025

Fisher & Paykel
HEALTHCARE

Online Help




Virtual Meeting


HELP NUMBER
0800 200 220


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Your Board



Neville Mitchell



Lewis Gradon



Sir Michael Daniell



Pip Greenwood



Lisa McIntyre



Graham McLean



Mark Cross



Cather Simpson

Agenda

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

Neville Mitchell



Board Chair

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FY2025 financial highlights

Operating Revenue

\$2.02B

↑8%

Underlying Net Profit After Tax

\$377.2M

↑43%

Total Dividend

42.50cps

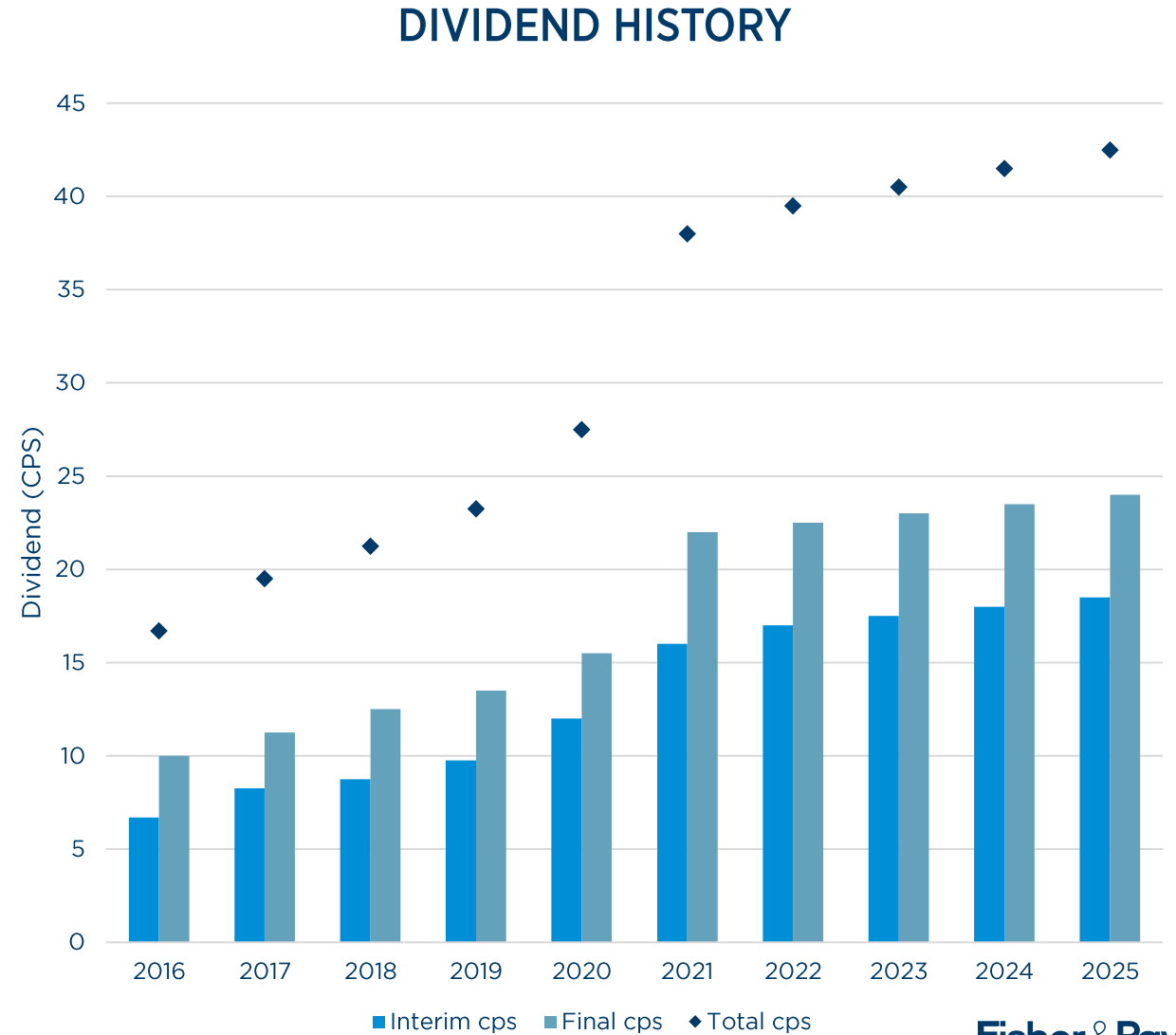
↑2%

Constant currency growth rates for revenue and net profit after tax



Dividend

- Increased final dividend by 2% compared with FY24
- Total dividend for the year represents a payout of 66% of FY25 net profit



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Your Board



Neville Mitchell



Lewis Gradon



Sir Michael Daniell



Pip Greenwood



Lisa McIntyre



Graham McLean



Mark Cross



Cather Simpson

Pip Greenwood



Retiring director

Neville Mitchell



Board Chair

Lewis Gradon



Managing Director
and CEO

Video: A look back at FY25



US Tariffs - Current state



US Tariffs - Response



Seasonal hospitalisations



Seasonal hospitalisations



FY26 full year outlook

At 31 July 2025 exchange rates*, the company's outlook for the full year remains unchanged:

- Operating revenue in the range of approximately \$2.15 billion to \$2.25 billion
- Net profit after tax in the range of approximately \$390 million to \$440 million

If seasonal respiratory hospitalisations in FY26 are similar to FY25, it would probably push the result towards the upper end of the revenue guidance range. Conversely, fewer hospitalisations would push the result towards the lower end of the revenue guidance range.

This outlook now includes an estimated 75-basis point impact of US tariffs on hospital products sourced from New Zealand. It also assumes current global tariff rates, policies and applications for the duration of this financial year.

*31 July 2025 exchange rates of NZD:USD 0.59, NZD:EUR 0.52, NZD:MXN 11.15.

FY26 first half outlook

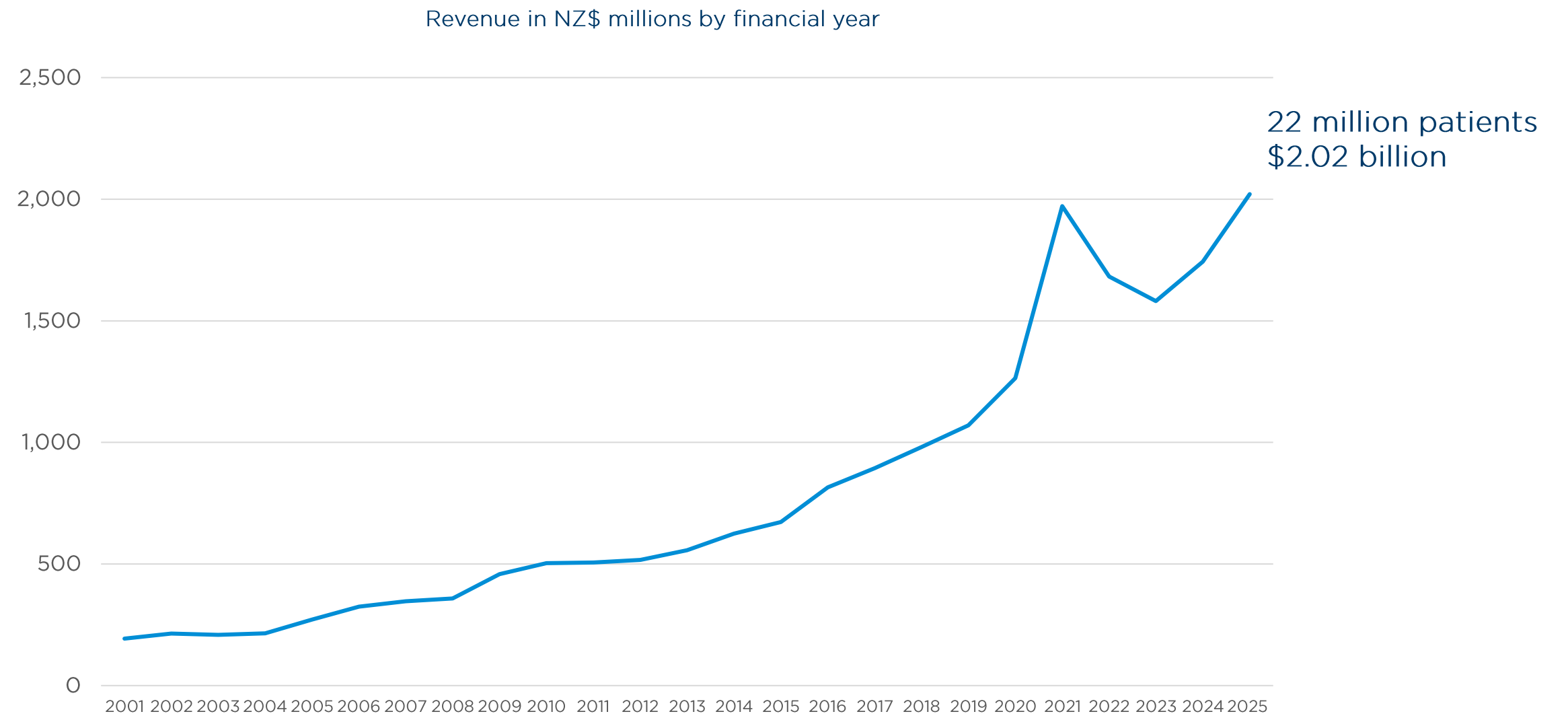
At 31 July exchange rates*, guidance assumptions for the first half of the 2026 financial year include a continuation of the current trading environment and result in:

- revenue of approximately \$1.075 billion
- net profit after tax of approximately \$200 million.

This would equate to approximately 13% growth in reported operating revenue and approximately 31% growth in reported net profit after tax, compared to the first half of the 2025 financial year.

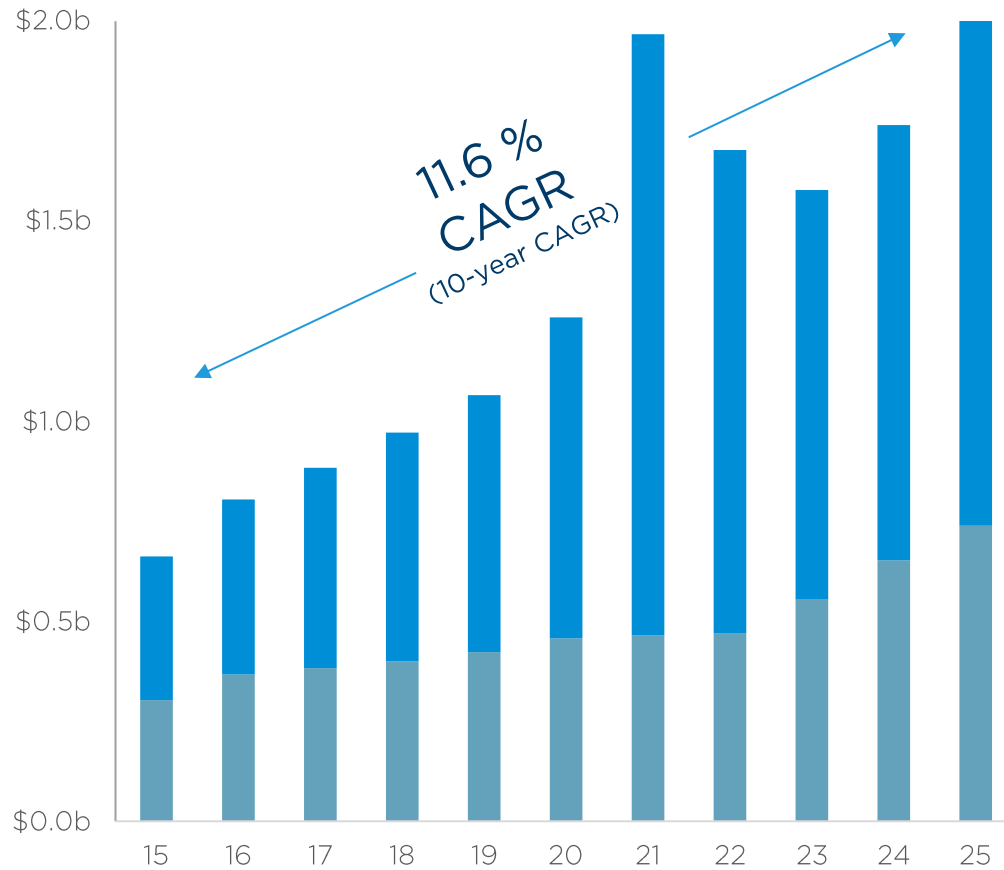
*31 July 2025 exchange rates of NZD:USD 0.59, NZD:EUR 0.52, NZD:MXN 11.15.

Revenue growth since 2001

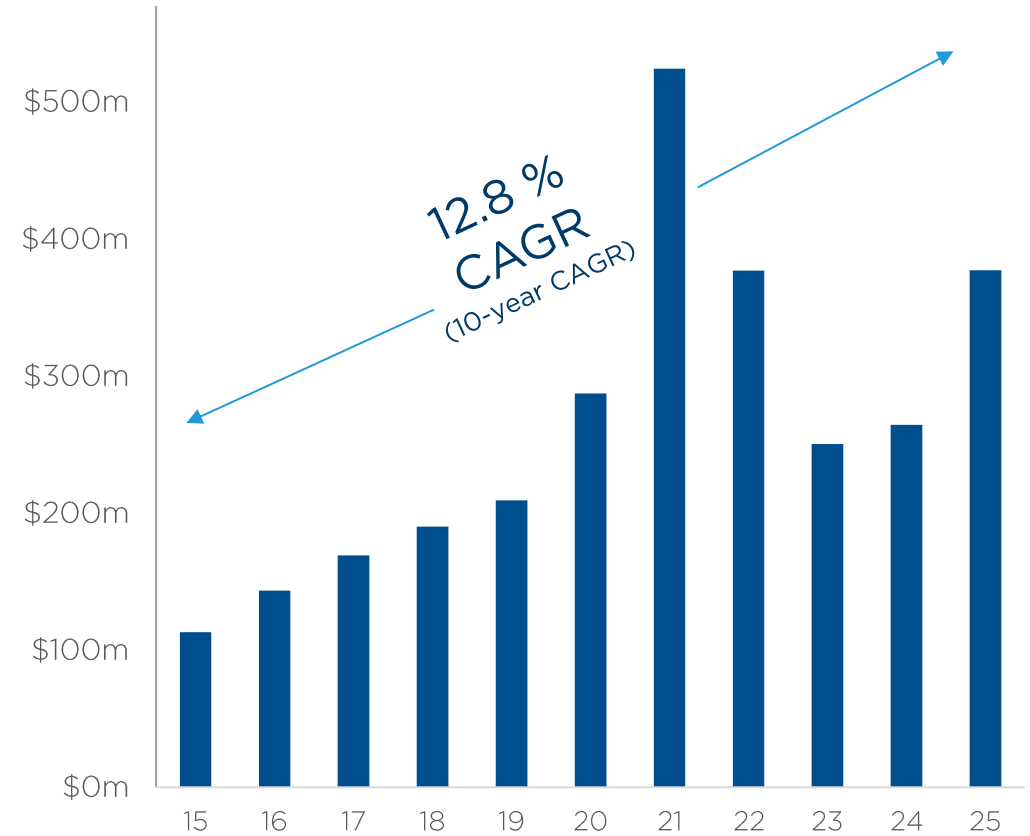


10-year financial performance

Revenue

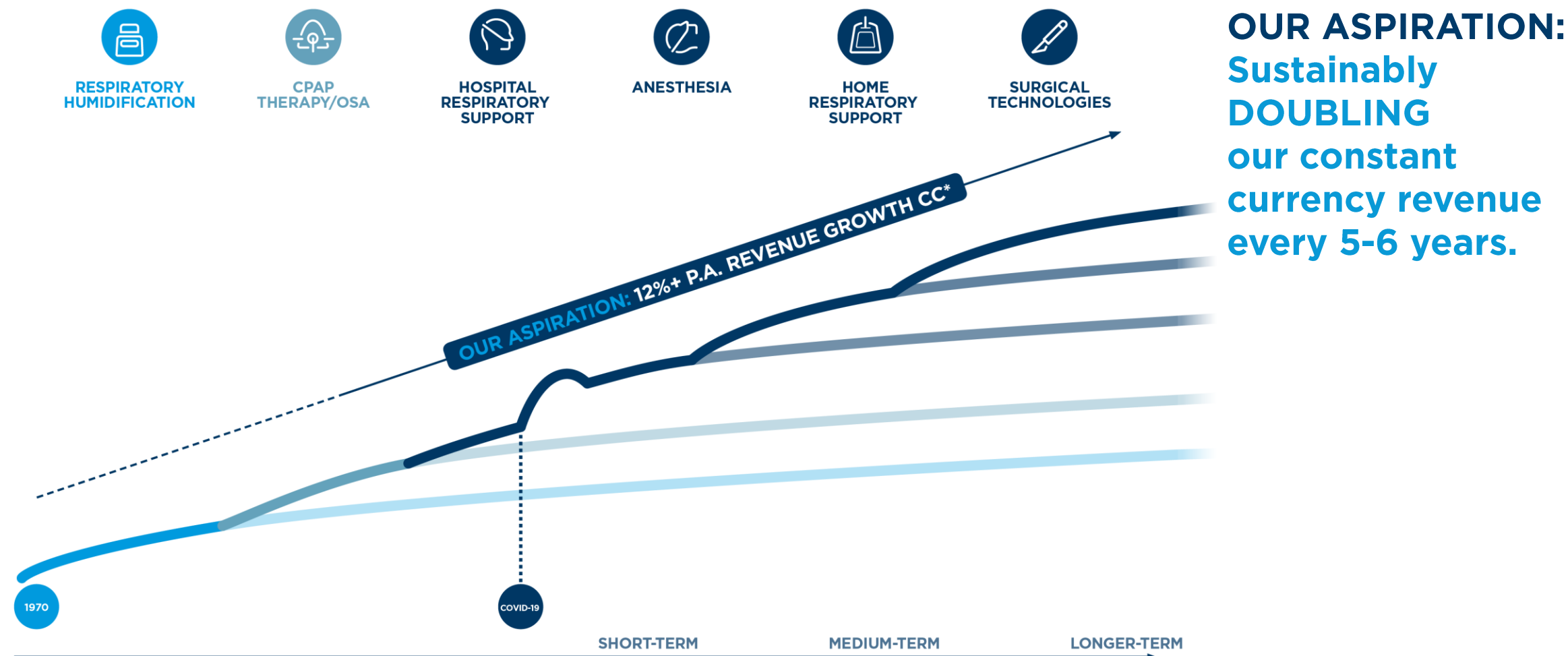


Net profit after tax



Note: FY24 net profit after tax excludes the impact of product recall, land revaluation, and removal of building depreciation tax

Our aspiration



Lewis Gradon



Managing Director
and CEO

Neville Mitchell



Board Chair

Financial statements

- Opportunity for shareholders to ask any questions specifically on the financial statements, the auditor's report or the company's 2025 annual report.
- There will be an opportunity to ask any general questions once all items on the agenda have been considered.



Resolutions

1. Re-election of Neville Mitchell
2. Re-election of Lewis Gradon
3. Re-election of Lisa McIntyre
4. Re-election of Cather Simpson
5. Election of Mark Cross
6. Auditor's Remuneration
7. Long Term Variable Remuneration to Lewis Gradon

How to vote online

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Lisa McIntyre



People &
Remuneration
Committee Chair

Resolution 1: Re-election of Neville Mitchell

That Neville Mitchell, who retires by rotation and, being eligible, offers himself for re-election, be re-elected as a director of the Company.



Click “Submit Vote” to lodge your vote.

Need help?

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0800 200 220

Resolution 2: Re-election of Lewis Gradon

That Lewis Gradon, who retires by rotation and, being eligible, offers himself for re-election, be re-elected as a director of the Company.



Click “Submit Vote” to lodge your vote.

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Resolution 3: Re-election of Lisa McIntyre

That Lisa McIntyre, who retires by rotation and, being eligible, offers herself for re-election, be re-elected as a director of the Company.



Click “Submit Vote” to lodge your vote.

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Resolution 4: Re-election of Cather Simpson

That Cather Simpson, who retires by rotation and, being eligible, offers herself for re-election, be re-elected as a director of the Company.



Click “Submit Vote” to lodge your vote.

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Resolution 5: Election of Mark Cross

That Mark Cross, who being eligible, offers himself for election, be elected as a director of the Company.



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Resolution 6: Auditor's Remuneration

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

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Resolution 7: Long Term Variable Remuneration

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



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Neville Mitchell



Board Chair

Proxy voting snapshot

Resolution	For	%	Against	Abstain	Returned votes as a % of issued capital
1: Re-election of Neville Mitchell	426,452,705	96.9%	11,652,887	1,299,617	75.1%
2: Re-election of Lewis Gradon	438,663,775	99.5%	139,173	601,896	75.2%
3: Re-election of Lisa McIntyre	427,736,750	96.9%	11,642,888	25,571	75.3%
4: Re-election of Cather Simpson	439,144,058	99.5%	221,564	37,087	75.3%
5: Election of Mark Cross	434,885,075	98.5%	4,480,764	37,978	75.3%
6: Authorisation to fix auditor fees	434,335,869	98.6%	4,211,532	857,507	75.1%
7: Issue of instruments to Lewis Gradon	428,439,739	97.4%	9,445,286	944,510	75.0%

Questions



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Thank you for attending today's
Annual Shareholders' Meeting

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