Resmed Sustainability Report 2025

Resmed

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About this report

Resmed's Sustainability Report focuses on economic, environmental, social, and governance issues that encompass our global operations.

This report was created to address relevant topics in our business with reference to the Global Reporting Initiative (GRI) Sustainability Reporting Standards. In addition to the GRI Standards, this report has been informed by the Sustainability Accounting Standards Board (SASB) Conceptual Framework, as well as results of the double materiality assessment conducted in 2025. The Appendices at the end of this report cross-reference the information in this report with the relevant GRI universal and topic disclosures, and SASB indicators.

This report covers the financial year ending June 30, 2025. The scope of this report is limited to all wholly and majority-owned entities and covers activities that are under operational control.

This report should be read alongside documents filed with the U.S. Securities and Exchange Commission, in particular, our 2025 Annual Report and our 2025 Form DEF 14A proxy statement for shareholders. These filed documents take precedence over this Sustainability Report in the event of any unintended inconsistency.

All references to dollars are in U.S. currency, and all years refer to fiscal years unless otherwise stated.

While this report has been prepared with due care, it has not been externally assured.

Further information can be obtained by contacting **investorrelations@resmed.com**, or by visiting the company's multilingual website at **www.resmed.com.**

Resmed Inc.
9001 Spectrum Center Blvd. San Diego, CA
92123 United States of America

Message from our Chairman and CEO

At Resmed, we envision a world where every person can achieve their full potential through better sleep and breathing, with care delivered in their own home. As we start our fiscal year 2026, this vision continues to guide everything we do — from how we innovate, to how we grow, to how we serve millions more people each year.

Over the last 12 months, we empowered more than 154 million lives with our digital health products and cloud-based software solutions — a milestone that brings us closer to our bold ambition: to help 500 million people worldwide live healthier lives in 2030.

This is not just a business goal, it's a social imperative. More than 2.3 billion people globally are living with untreated or under-treated conditions like sleep apnea, insomnia, COPD, and other forms of respiratory insufficiency. These individuals deserve care that is effective, personalized, and accessible — delivered in the setting that works best for them. That's why we are accelerating the transformation of healthcare, moving it closer to home and putting people at the center of every solution we create.

We made tangible progress in improving access, equity, and inclusion for our patients and our people across the 140 countries where we serve customers worldwide. We launched a rotating Accessibility Lab aimed at raising awareness and developing a strategy that is driving more inclusive product designs and customer service. We've supported initiatives ranging from blood donation drives and food banks to STEM education partnerships and public health awareness campaigns such as Sleep Apnea Education Week — strengthening our role as a trusted partner in the communities we serve.

On the environmental front, we advanced our 2030 Product Sustainability Strategy with a third-party ISO 14044:2006–verified life cycle assessment comparing two of our most widely distributed full face masks, the AirFit™ F40 and AirFit™ F20. The AirFit™ F40 mask, intentionally designed with sustainability in mind, delivered an estimated 21% reduction in the cradle-to-gate carbon emissions compared with the AirFit™ F20 mask.*

In 2025, we also improved our approach to corporate governance—expanding the reach of the US-focused compliance oversight committee of our Board of Directors to now include global compliance, privacy, quality, and sustainability. This committee will give our board a continuing view of these important topics.

Looking ahead, our upcoming year is about profitably deepening the idea of sustainability into every part of our business: overlapping altruism with the profit motive — from embedding circular design in R&D, to scaling operational efficiencies, to working with partners that share our commitment to high standards of ethical conduct, human rights, and environmental responsibility. By combining innovation with responsibility, we will deliver on our 2030 performance goals while improving lives, strengthening communities, ensuring sustainable growth of our business, and protecting the environment.

Thank you to every Resmedian, partner, and stakeholder who shares in this purpose and progress. Together, we are building a future where better health is within reach for millions more people.

Sincerely,

Michael "Mick" Farrell
Chairman and CEO, Resmed

* Adjusted on 9th February 2026 per Appendix 4.

Key highlights

OUR PLANET

27,530 Tons
of CO_2e in Scope 1 and 2 emissions

5.3 Tons
of CO_2e/M $ revenue in emission intensity

Improved the
Energy Efficiency
of the AirFit™ F40 by 16% compared to AirFit ™ F20

Newly achieved ISO 14001 certification with zero non-conformities in
Our Singapore Site

OUR COMMUNITIES

56
Organizations supported for charitable causes worldwide

OUR PRODUCTS

$5.1B
Net Revenue

RESPONSIBLE BUSINESS

Strategic adoption and responsible use of key
AI technologies

OUR PEOPLE

10,854
Total Employees

54%
Percentage of female employees

27%
Percentage of female executives (VP+)

1.63
Lost Time Injury Frequency Rate

2.87
Total Recorded Injury Frequency Rate

0
Fatalities

Awarded as
Top 100
Global Innovators

About Resmed

We are driving towards our 2030 goal to help 500 million people live healthier lives through innovation and sustainable growth.

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About Resmed

We create life-changing health technologies that people love. We are relentlessly committed to pioneering innovative technology to empower millions of people in 140 countries to live happier, healthier lives. Our AI-powered digital health solutions, cloud-connected devices and intelligent software make home healthcare more personalized, accessible and effective. Ultimately, Resmed envisions a world where every person can achieve their full potential through better sleep and breathing, with care delivered in their own home.

Please refer to **2025 Annual Report** for a list of our owned and leased locations.

Mission

We create life-changing health technologies that people love.

KEY STATISTICS

Headquarters
San Diego, CA

Founded
1989

Listed (NYSE, ASX)
1995, RMD

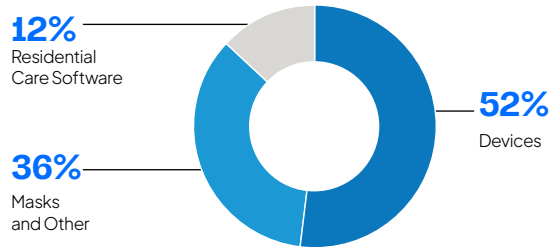
2024 Annual Revenue
$5.1 B

Countries Served
140+

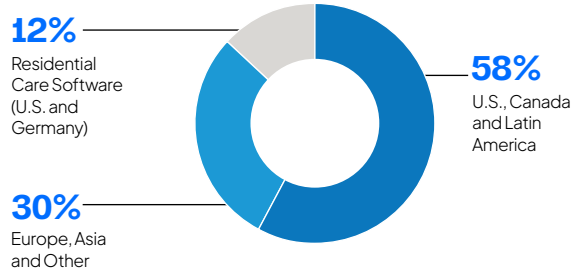
Total Employees
10,000+

2025 REVENUE

By business



By region



Our Business

SLEEP APNEA

Deliver a market-leading patient experience through innovative solutions for treating sleep apnea patients that lower overall costs and improve patient well-being by leveraging global digital health solutions.

RESPIRATORY CARE

Improve the lives of patients with COPD and other key chronic respiratory diseases on their healthcare journey – lowering costs, preventing hospitalization and creating end-to-end care solutions.

RESIDENTIAL CARE SOFTWARE

Provide a network of Residential Care Software (RCS) management solutions that helps providers deliver more personalized care, measurable results, and improved health outcomes across large populations.

Our journey and strategic evolution

1989 – 2004
- Smallest
- Most comfortable

2005 – 2014
- Smallest, quietest, most comfortable
- Best algorithms

2015 – Today
- Fully cloud connectable devices
- Lower costs, improved efficiency
- Connected health, digital ecosystem

Resmed 2030
- Sleep health
- Breathing health
- Health technology at home
- Leading innovation in ML/AI, Gen-AI in sleep and breathing

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

World leader in **CONNECTED DIGITAL HEALTH**

World leader in **CPAP DEVICES**

A global leader in **CPAP MASKS**, pioneering innovation in respiratory machines and ventilators

CORE STRENGTHS GUIDING RESMED

Innovation + Operational Excellence + Unmatched Patient-Centered Culture

Our value chain

We recognize our role to minimize the environmental impact of our products and operations, and to contribute positively to the communities where we operate. Our contribution to sustainability is reflected in our efforts to reduce emissions across our value chain, minimize waste through recycling and efficient resource management, and to follow labor, environmental, and human rights standards throughout our supply chain.

Sustainability begins with product design. Over the past three years, we have embedded dedicated systems, processes, and strategies into our product development teams so that both our products and packaging evolve toward greater sustainability. We manufacture to the highest standards of quality, safety, and ethics, comply with all relevant environmental regulations, and apply industry best practices to conserve our own use of energy and natural resources.

As our products depend on an extensive global supply chain, we work closely with suppliers to help reduce their environmental impact. We also collaborate with logistics partners to improve transportation efficiency, lowering fuel consumption and carbon emissions.

Our Residential Care Software (RCS) business follows a similar responsibility framework, with distinct requirements around data collection, storage, and processing. RCS provides a network of digital care management solutions that enable residential care providers to deliver more personalized care, track measurable outcomes, and improve health across large populations.

We recognize that meaningful progress takes time, and we are committed to continuous improvement across every part of our business.

Recognitions and relevant awards

We received the following recognitions in 2025 :

TIME magazine World's Top Health Tech Companies 2025
Resmed
TIME magazine

Atlantic Canada's Top Employers
Resmed Halifax
Mediacorp Canada Inc.

Nova Scotia's Top Employers
Resmed Halifax
Mediacorp Canada Inc.

U.S. News Best Companies to Work For in 2025
Resmed
U.S. News & World Report

Top 25 Companies in Australia
Resmed
LinkedIn

Red Dot Design Award: For AirTouch™ N30i in Resmed
Resmed
Red Dot Product Design 2025 [Medical Design & Healthcare] and Product Design [Innovative Products]

Top-Rated Vendors in Ancillary RCM Solutions: Durable Medical Equipment (DME)
Brightree
Black Book Research

Sustainability in action

We ground our sustainability efforts in robust governance and oversight.

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Risk and sustainability governance

Risk management

While our entire Board retains oversight of general risk, the committees listed to the right oversee specific risk areas and periodically update the full Board.

Please refer to our **2025 Annual Report** to view our risk factors.

We manage risk through an Enterprise Risk Management (ERM) process, taking into account that different areas of the business will require varied approaches to risk management.

Management undertakes a company-wide business risk analysis annually, with findings reported to the Board. Our privacy, cybersecurity, and quality leaders regularly brief the Board.

As for sustainability-related matters, our full Board retains general oversight risk, including climate-related risk. The Compliance, Privacy, and Quality committee will retain oversight over sustainability-related activities, including: periodic meetings with the Chief Compliance Officer, review of the annual sustainability report, and evaluation of reporting and assurance obligations.

Audit Committee

The Audit Committee's primary purpose is to:

- Oversee the integrity of our financial reporting, including compliance with public reporting obligations and legal requirements;
- Monitor our systems of control over financial reporting, disclosure controls, and risk management process;
- Appoint, evaluate, and oversee the performance and independence of our independent auditor;
- Oversee the work of our internal audit function, internal controls, and risk management processes;
- Oversee legal and compliance issues potentially affecting public reporting; and
- Review the content of any proposed disclosure by the Company of a cybersecurity incident pursuant to SEC 8-K.

Nominating and Governance Committee

The Nominating and Governance Committee's primary purpose is to:

- Assure that the composition, practices, and operation of our Board contributes to lasting value creation and effective representation of our stockholders; and
- Assist the Board with selecting Board and committee members, committee selection and rotation practices, evaluating the Board's overall effectiveness, and reviewing and considering developments in corporate governance practices.

Compliance, Privacy and Quality Committee

The Compliance, Privacy and Quality Committee's primary purpose is to:

- Oversee our global compliance program, including our Code of Business Conduct and Ethics;
- Monitor and oversee our sustainability activities;
- Review and monitor our data privacy practices, including compliance with global privacy laws, responses to incidents, and results of annual privacy audits;
- Oversee the quality and safety of our products, including compliance with FDA and international regulations;
- Review the health and safety of our employees and our company-wide quality strategy.

Compensation and Leadership Development Committee

The Compensation and Leadership Development Committee's primary purpose is to:

- Assist the Board in fulfilling its oversight responsibilities relating to the compensation of officers, directors, and executives of the Company;
- Advise the Board regarding the Company's compensation philosophies, practices, and procedures;
- Oversee our processes for developing key leadership skills for senior employees that may be considered for future executive leadership; and
- Advise the remainder of the Board on the leadership development efforts of the Company.

Please refer to our 2025 Proxy Statement to read more.

Sustainability governance

Board oversight: The Board oversees our sustainability strategy, policies, and goals, including climate-related risks and opportunities. The Compliance, Privacy, and Quality Committee of the Board retains oversight of our sustainability efforts, including: meeting periodically with the Chief Compliance Officer (CCO) who is responsible for preparing and reviewing this annual report on our sustainability activities. The CCO is also responsible for evaluation of our reporting and assurance obligations.

Management accountability: The Sustainability Executive Oversight Committee approves and oversees our sustainability strategy and receives periodic updates from the Global Sustainability team on our progress.

Execution and controls: The Sustainability Reporting and Global Sustainability teams lead implementation across operations, monitor performance, ensure compliance with relevant regulations, and maintain controls for reporting. The Sustainability Reporting team prepares disclosures, including the Annual Sustainability Report, the Carbon Disclosure Project (CDP) and responses to external assessments such as MSCI, ISS, and DJSI. Our Investor Relations and Legal teams review all sustainability-related disclosures before publication with the CCO holding final accountability.

Cross-functional delivery: Sustainability subcommittees — comprising subject-matter experts and representatives from commercial, marketing, brand, product, and supply chain — develop recommendations and drive implementation across our operations, product portfolio, and supplier network.

BOARD OF DIRECTORS

The Board has the responsibility of approving the organization's strategies, policies, and goals related to a sustainable business and material sustainability topics.

SUSTAINABILITY EXECUTIVE OVERSIGHT COMMITTEE

Approves and oversees sustainability strategy, policies, and practices.

GLOBAL SUSTAINABILITY AND SUSTAINABILITY REPORTING TEAMS

Lead strategy implementation across global operations, oversee sustainability performance, and ensure compliance with all regulations and reporting frameworks.

SUSTAINABILITY WORKING GROUPS

Responsible for developing strategy recommendations and managing execution within functional business units.

- Environmental Subcommittee
- Social Subcommittee
- Governance Subcommittee

Along with subject matter experts, commercial, marketing, and brand representatives are embedded within these subcommittees.

Materiality

In 2025, we refreshed our materiality assessment with support from an external firm to identify the environmental, social, and governance issues most significant to Resmed and our stakeholders. Applying the principles of double materiality, we evaluated each topic for both its impact on our business and its broader societal relevance.

The process combined desktop research and stakeholder engagement. Research drew on sector and megatrend reports, peer assessments, media analysis, and other public and private sources. Internal leaders and external stakeholders refined the initial list, consolidated overlaps, and prioritized based on risks, opportunities, and potential impacts.

The outcome was a list of 18 material topics, each of which informs our sustainability strategy, reporting, and disclosures.

As sustainability issues evolve globally, we will continue to review and adapt our focus areas through this assessment process.

Environment

- Climate change adaptation
- GHG emissions and energy efficiency
- Hazardous substances management
- Materials use and circularity including packaging
- Waste management
- Water stewardship

Social

- Corporate culture
- Employee belonging, inclusion and diversity for success (BIDS)
- Employee development
- Employee working conditions
- Health outcomes
- Inclusive access to products and services
- Working conditions in the supply chain

Governance

- AI
- Ethics and integrity
- Innovation, research and intellectual property
- Privacy and cybersecurity
- Product quality and safety

Stakeholder engagement

We use a range of mechanisms to engage with our stakeholder groups. These groups include those who (a) stand to be directly affected by our proposals, decisions, or actions, and (b) allow a diversity of perspectives and contributions. The engagement of these groups allows us to understand and respond to stakeholder concerns transparently and proactively.

Stakeholder groups

INVESTORS

Our management and Investor Relations team regularly engages with members of the investment community, including current and prospective shareholders, and financial analysts. We utilize a variety of communication channels including, quarterly earnings releases and earnings calls, in-person and virtual meetings, bank-sponsored conferences, non-deal roadshows, and other events.

CUSTOMERS

Our Customer Experience and Market Research teams survey our customers to understand how we can improve their experience. We conduct regular satisfaction surveys, leverage machine-learning tools, and provide an open channel for customer feedback through our field employees.

LOCAL COMMUNITIES

We actively engage in the communities where we work, creating opportunities for employees to volunteer, donate, engage, learn, and promote our culture and products. Showing up in our communities is core to our identity, and is encouraged across the company.

SUPPLIERS

Our suppliers are valued partners in the operation and success of our business. Throughout the year, we set up points of communication to foster trust and collaboration. We organize regular forums that include supplier business reviews and workshops with a focus on innovation and sustainability. Business reviews with critical suppliers are opportunities to review performance and gauge the alignment of business objectives.

We expect our suppliers to adhere to modern slavery prevention standards, and these expectations are communicated through a combination of policies, contracts and procedures. We actively engage with suppliers to identify, assess, and manage modern slavery risks in their operations.

EMPLOYEES

We engage and communicate with our employees through virtual and in-person team meetings, regular pulse surveys, emails, internal events, training, Employee Resource Groups (ERGs), recognition platforms, and our intranet channels like MS Engage and Teams.

For our contingent workforce, we communicate through onsite supplier representatives so these workers are appropriately informed about operational changes.

For unionized employees, we communicate with industrial representatives and/or delegates of unionized employees.

GOVERNMENT AGENCIES

Our leaders and subject matter experts engage with policymakers, regulators, and key healthcare decision-makers with safety, quality, and patient-centricity in mind. We engage through our association partners on various policy or regulatory-related issues. Depending on the need, we engage with these groups during annual or periodic consultations. Some issues in which we engage include coding, coverage, and reimbursement on our products and services.

We engage with tax authorities directly and proactively and in tax policy consultation, including through industry groups.

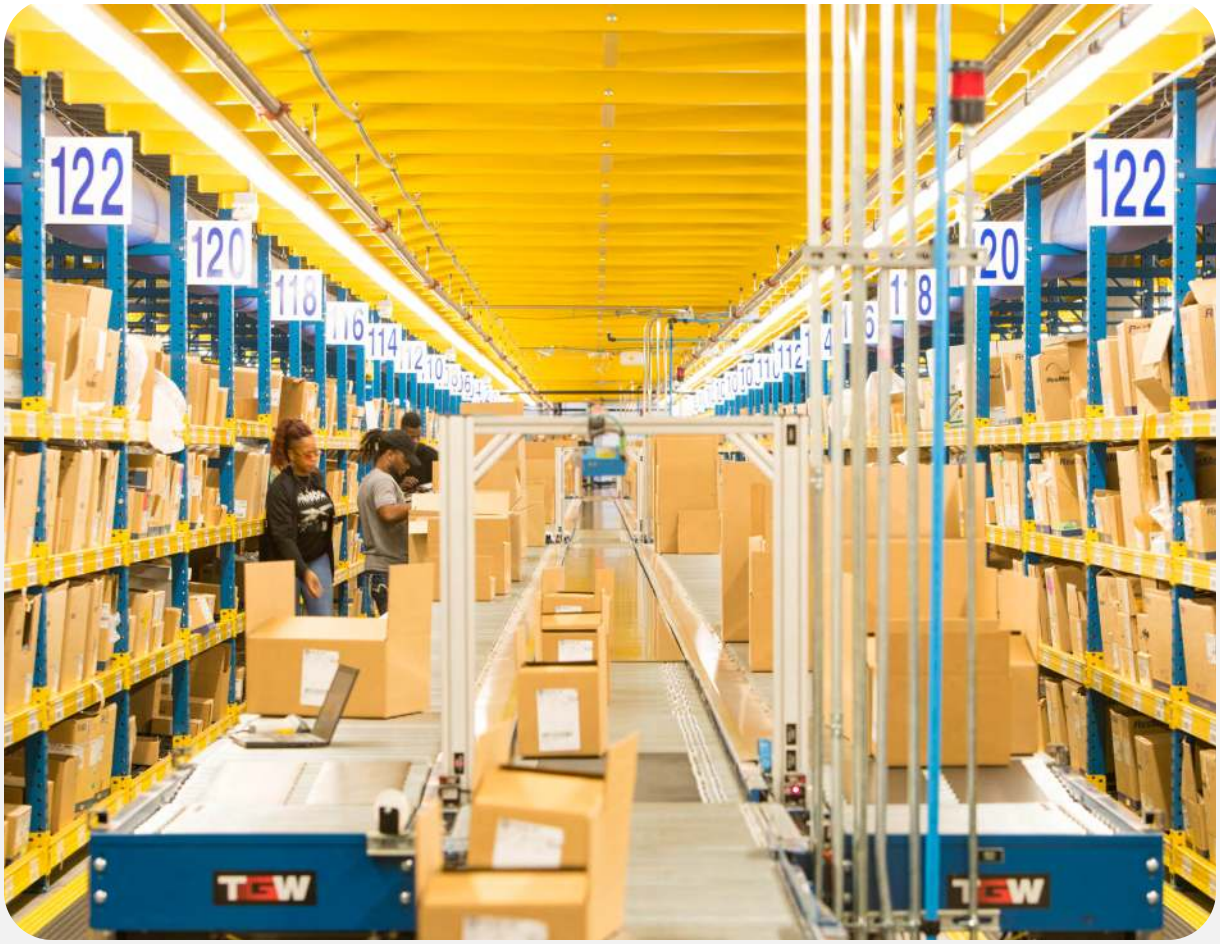
Our sustainability strategy

In 2025, we continued to embed sustainability into how we operate, innovate, and grow — aligning with our 2030 ambition to help over 500 million people worldwide achieve their full health potential. Resmed's long-term strategy — centered on connected care and innovation — aligns with our ambition to grow responsibly and deliver lasting value.

Drawing from our enterprise-wide double materiality assessment, we introduced a strategic framework that aligns our sustainability efforts with Resmed's broader business objectives. This framework focuses on three core impact pillars: **Improving Health Outcomes, Sustainable Products and Packaging, and a Responsible Supply Chain.**

These priorities are powered by enablers — such as digitization, artificial intelligence, and employee engagement — and grounded in the foundational principles of product quality and safety, ethical conduct, innovation, and data privacy.

This integrated approach enables us to focus our sustainability efforts where Resmed can deliver the greatest long-term value — supporting health, driving innovation, and building resilience.



Responsible business

We build trust through ethical conduct, robust governance, and responsible use of data and technology.

TOPICS COVERED IN THIS SECTION

- Corporate culture
- Ethics and integrity
- AI
- Privacy and cybersecurity

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Corporate governance and leadership

The Board has adopted corporate governance guidelines to support its responsibilities in accordance with all applicable laws and regulations, representing our focus on strong governance. Guidelines are available on our investor website. Our Board will continue to evaluate its governance structures as our business evolves to ensure that we manage the business for the long-term interests of our shareholders and other stakeholders. A more detailed review of our governance is provided in our annual proxy statement to shareholders, issued under section 14(a) of the U.S. Securities Exchange Act.

Board of Nominee Directors[1]

Michael "Mick" Farrell
Chairman of the Board and Chief Executive Officer of Resmed Inc.

Peter Farrell
Founder and Chairman Emeritus of Resmed Inc.

Ronald "Ron" Taylor
Founder and CEO of Pyxis Corporation; Lead Director of Resmed Inc.

Carol Burt
Principal of Burt-Hilliard Investments

Jan De Witte
Operating Partner of GHO Capital Partners

Christopher DelOrefice
Chief Financial Officer of Ulta Beauty

Karen Drexler
Former Chief Executive Officer of Sandstone Diagnostics, Inc.

Harjit Gill
Chief Executive Officer of the Asia Pacific Medical Technology Association

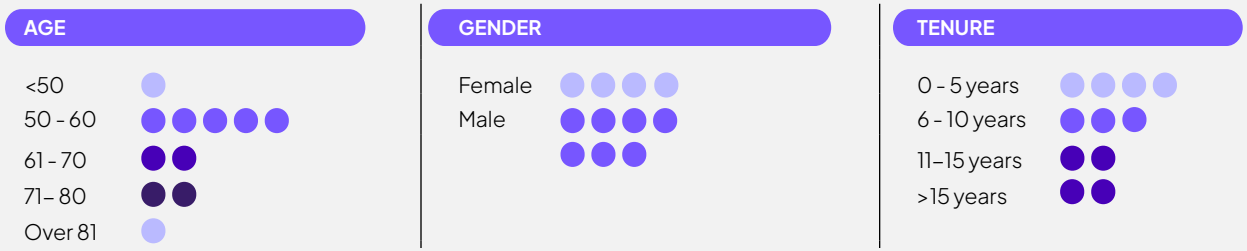
John Hernandez
Head of Health Impact at Google

Nicole Mowad-Nassar
Senior Vice President, AbbVie, and President, Global Allergan Aesthetics[2]

Desney Tan
Corporate Vice President and Managing Director of Microsoft Research

	Michael "Mick" Farrell	Peter Farrell	Ronald "Ron" Taylor	Carol Burt	Jan De Witte	Christopher DelOrefice	Karen Drexler	Harjit Gill	John Hernandez	Nicole Mowad-Nassar	Desney Tan
Audit Committee			✓	✓	✓	Chair		✓			
Compensation and Leadership Development Committee							Chair	✓		✓	✓
Compliance, Privacy, and Quality Committee			✓	✓	✓			Chair	✓		
Nominating and Governance Committee			✓	Chair			✓				✓
Independent			✓	✓	✓	✓	✓	✓	✓	✓	✓

Board Composition



[1] Information is current as of the publication date of this report.
[2] On August 15, 2025, based on the recommendation of our nominating and governance committee, our board voted to expand our board to twelve, elected Nicole Mowad-Nassar as a director to serve a term ending at the 2025 annual stockholders meeting, and appointed her to the compensation and leadership development committee. Concurrent with the above date, the Company announced Richard Sulpizio's decision not to stand for reelection, to retire and to resign as of the date of the annual stockholder meeting on November 19, 2025. The directors will reduce the size of the board following the annual meeting to eleven. Mr. Sulpizio's retirement does not reflect any disagreement or conflict with the board.

Ethics and integrity

At Resmed, ethical conduct is the foundation of how we do business. This section describes the structure, policies, and guiding principles of our global ethics and compliance program. It also outlines the standards that all employees, leaders, and business partners are expected to uphold.

Our ethical commitments

We are committed to the highest standards of integrity, honesty, and fairness in all business activities. We act ethically and transparently with our employees, customers, shareholders, suppliers, business partners, and community stakeholders worldwide.

Our ethics and compliance program reflects this commitment. It is built around the seven elements of an effective compliance program, as defined by the U.S. Office of Inspector General and the U.S. Federal Sentencing Guidelines. These standards guide our efforts to promote lawful and ethical behavior throughout our global operations.

Program governance and oversight

Office of Ethics and Compliance (OEC)

Our Office of Ethics and Compliance (OEC) works closely with senior leadership to oversee and embed our compliance program across all business units and regions. OEC staff:

- Support business and corporate functions
- Deliver ethics and compliance training
- Implement regional and country-specific compliance requirements
- Monitor program effectiveness

To strengthen proactive risk management, regional ethics and compliance committees — operating both inside and outside the U.S.—meet regularly to address emerging issues and regulatory developments.

Reporting channels

We encourage employees to seek ethical guidance and report concerns through a variety of confidential, retaliation-free options:

- Line managers
- Legal and Compliance teams
- People team
- EthicsPoint [3]

The OEC manages these channels and investigates all reported concerns promptly. When violations are substantiated, we take appropriate remedial action, which may include:

- Performance discussions
- Written warnings
- Job realignment
- Demotion
- Dismissal (in severe cases)

All relevant metrics and investigative activities are reported to the Compliance, Privacy, and Quality Committee and integrated into our global risk assessment reviews.

[3] Our 24/7 anonymous and confidential global disclosure hotline available in multiple languages, accessible online, by email, or by phone.

Annual ethics and compliance engagement

Each year, we conduct Ethics and Compliance Week, a company-wide event that builds awareness of key topics, including:

- Anti-bribery and anti-corruption
- Interactions with healthcare professionals
- Business conduct expectations

This initiative reinforces our culture of honesty, trust, and open communication, serving as a cornerstone of employee engagement in our ethics and compliance program.

Code of conduct

Our Code of Business Conduct and Ethics (the Code) sets expectations for responsible business conduct across Resmed. It is accessible globally in multiple languages and applies to all employees.

Key features include:

- Mandatory annual training
- Alignment with global laws and industry standards (e.g., AdvaMed, APACMed, MedTech Europe, Mecomed)
- Duty to report violations without retaliation
- Availability of EthicsPoint for internal and external stakeholders

In the U.S., ethical performance is also linked to employee appraisal and remuneration processes. To ensure effectiveness, our compliance framework is periodically reviewed by independent third parties.

Chairman and CEO, Executive Leaders, and Board

Resmed's Board and senior executive leadership provide top-level oversight of the company's global ethics and compliance program. The Chief Compliance Officer reports directly to the Compliance, Privacy, and Quality Committee of the Board and delivers formal updates on program performance on a quarterly basis.

Chief Compliance Officer

The Chief Compliance Officer (CCO) is responsible for designing and leading the company's global ethics and compliance program and overseeing the Office of Ethics and Compliance (OEC). The CCO reports to the Compliance, Privacy, and Quality Committee, ensuring that compliance risks, ethics training, third-party due diligence, and investigations are managed consistently and aligned with international standards. The CCO also presents the annual compliance assessment and work plan to the committee and provides ongoing reporting on global compliance program activities.

Compliance, Privacy, and Quality Committee

The Compliance, Privacy, and Quality Committee of the Board is charged with overseeing Resmed's performance in areas including:

- Global ethics and regulatory compliance
- Product quality and employee safety
- Data privacy governance
- Implementation of the Code of Business Conduct and Ethics
- Strategic compliance program development
- Sustainability matters, including environmental, social, and governance topics

Third-party code of conduct

All distributors, dealers, resellers, and marketing representatives are expected to meet the same high ethical standards that guide our employees. Our Global Third Party Code of Conduct, publicly available, outlines expectations around:

- Anti-bribery and corruption
- Interactions with government officials and healthcare professionals
- Ethical due diligence and risk mitigation

We screen high-risk third parties and provide targeted training to ensure alignment with our compliance policies.

Anti-corruption

We prohibit all forms of bribery and facilitation payments. We comply with global anti-corruption laws worldwide, including:

- U.S. Foreign Corrupt Practice Act (FCPA)
- OECD Anti-Bribery Convention
- U.K. Bribery Act
- Brazilian Anti-Corruption Act

Employees and third-party partners must never offer or accept anything of value intended to influence decision-making. Training and regular communications help reinforce compliance with these requirements.

Fair competition and prevention of anti-competitive behavior

We comply with competition laws in all jurisdictions where we operate. These laws cover pricing, relationships with competitors, marketing practices, and terms of sale.

Because requirements differ by country, employees are instructed to consult with the legal department on region-specific guidance.

Looking ahead

Ethics and compliance are not static objectives. They require vigilance, adaptation, and leadership.

We continue to evolve our program in response to changing regulations and business needs. Stakeholders expect regular updates and accountability as part of this process.

Policy and advocacy

We engage in public policy discussions with policymakers, trade associations, and other thought leaders to encourage sound, evidence-based policies that expand access to our products and solutions, foster innovation, and address key issues related to our industry and products.

Political transparency

We do not make political contributions to individual candidates or parties, and we do not maintain a political action committee.

Advocacy and associations

To advance our mission of creating life-changing technologies that people love, we partner with patients, advocates, industry organizations, and providers. These partnerships help us:

- Promote the social and economic benefits of healthcare-related products, solutions, and services that are evidence-based and clinically relevant.
- Support policies and programs that enable sustainable and equitable healthcare ecosystems.

Our subject matter experts and leaders participate in all levels of industry associations and collaborate with key stakeholders to advance a more patient-centric and accessible healthcare ecosystem.

Globally, our teams conduct research that increases patient engagement, informs product development, and harnesses data insights to generate real- world evidence. These activities help us advocate for policies that protect patient interests and improve system-level outcomes.

We endeavor to improve and expand access to our products. Our research programs - including those we sponsor - are designed to recruit more diverse and equitable groups of study participants. We also enhance usability testing protocols to better reflect the needs of people with different abilities.

Our leaders are actively involved in initiatives such as:

- AdvaMed Advancing Equity Through MedTech, addressing health disparities in communities of color
- MDIC Health Economics and Patient Value working group, developing educational programs on health equity

During 2025, Resmed contributed over

$880,000

to trade associations, with the largest contributions directed to AdvaMed (over $620,000) and MedTech Europe (over $100,000)

This condensed list reflects global or regional medical technology or device industry groups that Resmed participates in:

AdvaMed, Advanced Medical Technology Association

APACMed, Asia Pacific Medical Devices Association

CTA, Consumer Technology Association

DigitalEurope, Digitally Transforming Industries

MedTech Europe, European Trade Association for Medical Technology

Cybersecurity and data privacy

As a global leader in digital health, we use technology and data responsibly and ethically to deliver on our mission. Protecting personal health information is central to building life-changing technologies that people trust and love. This responsibility is not only foundational to our reputation but also essential to maintaining patient dignity, trust, and ethical healthcare.

Customer data protection

We manage data with strong governance practices, adherence to global regulations, and internationally recognized certifications. Our principles of privacy and security by design guide the way we build our products and services. We aim to give users transparency and control over their data, while ensuring security and privacy are embedded at every stage.

Our investments in information security and privacy programs allow us to generate insights from de-identified data that support payers in refining value-based reimbursement, enable clinicians to deliver more personalized therapy, and help deliver safer, more equitable patient outcomes.

We have implemented administrative, technical, and organizational measures to protect personal and sensitive data, ensuring legal and ethical processing across our operations.

Artificial Intelligence (AI) governance

For more than 30 years, we've been transforming lives through innovative health technologies. We are entering another transformative era - one shaped by AI. Our focus is not simply on adopting new tools, but on reimagining how we deliver care, empowering our people, and operating responsibly in a rapidly evolving digital world.

AI is already reshaping how we work across our global teams — from enhancing patient experiences and streamlining operations to accelerating research and improving clinical outcomes. By responsibly embedding AI into our products, platforms, and processes, we are unlocking new levels of personalization, efficiency, and insight. These efforts reflect our values of integrity, innovation, and impact, and support our long-term vision for ethical, inclusive, and sustainable growth.

We are building a coordinated approach to AI across the organization. Teams are exploring opportunities, sharing knowledge, and laying the groundwork for responsible adoption. To guide this journey, we established an AI Governance Council, chaired by our CCO.

Data governance

We apply a full lifecycle approach to data and digital product governance, including solutions that use AI and machine learning. This covers data creation, storage, transmission, and use, with heightened care for personal health information.

Our privacy notices, published online, explain what personal data we collect, how it is used, and with whom it is shared. Country-specific notices are available on our local websites.

Our governance is reinforced through employee agreements, our Code of Business Conduct and Ethics, IT Information Security Policy, and ongoing training programs.

Security and privacy culture

Privacy and security are shared responsibilities across Resmed. All employees receive training and awareness updates. Our reporting channels allow employees to raise privacy or security concerns directly.

We maintain a documented and tested security incident response program, including tabletop exercises and third-party simulations. When we identify a potential data security or privacy incident, we promptly investigate and assess the situation to determine the appropriate response, including issuing notifications when required by applicable laws.

Board of Directors and Compliance, Privacy, and Quality Committee

Reviews compliance with privacy laws, assess the maturity of our privacy program, monitor significant privacy issues and evaluate our response to any data breaches.

Chief Executive Officer (CEO)

Oversees the security program strategy and receives monthly updates on the status of the program and any security issues.

Chief Information Security Officer (CISO)

Reports to the CEO and at least annually to the full Board.

Privacy Team

Reports to the General Counsel and reports quarterly to the Compliance, Privacy, and Quality Committee.

Regulations, standards, and certifications

We comply with data protection laws including:

- U.S. Health Insurance Portability and Accountability Act (HIPAA), as amended by the Health Information Technology for Economic and Clinical Health Act of 2009 (HITECH Act)
- SEC Cybersecurity Risk Management, Strategy, Governance, and Incident Disclosure Rule
- FDA Final Cybersecurity in Medical Devices Guidance
- European and UK General Data Protection Regulation (GDPR)
- China Personal Information Protection Act (PIPL)
- India Digital Personal Data Protection Act (DPDPA)
- Australian Privacy Act
- California Consumer Privacy Act (CCPA) and other U.S. state data protect laws
- EU AI Act

While laws in these jurisdictions cover most of the personal data we process, we also monitor and incorporate additional requirements into our privacy and security programs. These include state-level data protection and biometric laws, consumer protection regulations, and guidance issued by regulators.

We maintain HITRUST certification in the U.S., ISO 27001 certification in Europe, and validations including SOC-2, Japan's P-Mark certification, France's Hébergeurs de Données de Santé (HDS) certificate, and the UK NHS Data Security and Protection Toolkit (DPST).

Investment in data protection and technology

Our security investments are guided by risk-based assessments of people, processes, and technology. We evaluate third-party vendors for their ability to meet stringent privacy and security requirement, and our contracts obligate them to protect the data entrusted to us.

Our controls include advanced monitoring, firewalls, intrusion detection and prevention, penetration testing, vulnerability management, malware protection, and access controls. We apply secure coding practices, cloud security templates and regular third-party cloud configuration assessments.

We conduct regular third-party security and privacy assessments, document findings, and address risks through our security management program. We regularly test our systems through penetration tests and attack simulations on critical products, ensuring findings inform policies, procedures, and our risk register.

Our enterprise security team prioritizes incident prevention, with a focus on confidentiality, integrity, and availability. We also maintain a mature incident response program, supported by clear policies, standards, testing, and training. Further details of this program can be viewed here.

Technology solutions are central to our security program. Our measures include advanced monitoring, firewalls, intrusion detection and prevention, penetration testing, vulnerability management, threat intelligence, anti-malware, and access controls.

As a provider of medical software, we embed security throughout the product lifecycle. Our global security teams partner with designated "Security Champions" across the organization to safeguard code, digital solutions, and data — from design and development through deployment and operations.

We apply structured governance practices for cloud environments, using standard secure templates and assessing any exceptions against our policies. Independent third parties conduct regular cloud configuration assessments to validate compliance with our standards [4].

Our program's access controls have contributed to

Zero material security events

between 2023 and 2025.

Our Information Security team also publishes a sample of controls we use across Resmed and our subsidiaries to defend against threats and mitigate risks.

Responding effectively to security incidents is a priority. We maintain a certified incident response program, supported by documented procedures ("Resmed Computer Security Incident Response and Communication Plan"). Our security operations team runs tabletop exercises several times a year, complemented by global simulations with external experts.

As part of our vulnerability management program, we centrally monitor network activity, endpoints, servers, and cloud environments. We conduct penetration tests both internally and with external partners. Independent experts also simulate attacks on our most critical products, with results integrated into our risk register and used to strengthen policies and procedures.

[4] Further details of this program can be viewed here

Our approach to tax

We maintain a Tax Policy that sets our approach to tax governance, decision-making, and conduct. The policy aligns with our publicly available Code of Business Conduct and Ethics and is consistent with our business and sustainability strategies.

Our Tax Policy serves as our formal tax strategy and is available on our Investor Relations website. It outlines our approach to regulatory compliance, tax risk management, and ethical conduct.

The Audit Committee of the Board formally reviews and approves the Tax Policy. The policy is developed in collaboration with senior management and is reviewed periodically to ensure emerging risks are addressed. The Global Head of Tax is responsible for ensuring compliance with the policy.

Our tax governance framework is supported by associated manuals and procedures, which outlines how tax risks are identified, managed, and monitored. The Audit Committee oversees compliance with this framework, reinforcing accountability, and transparency.

Stakeholder engagement: External stakeholders can raise concerns, including tax-related matters, through the contact form on our website. This provides a channel for dialogue and accountability.

Public reporting and assurance: We are subject to statutory financial audits in all major jurisdictions, covering key business, financial, and tax information. In certain jurisdictions, these filings are publicly accessible.

Our planet

From design to supply chain, we are cutting our footprint while delivering reliable, life-changing care.

TOPICS COVERED IN THIS SECTION

- Material use and circularity including packaging
- Hazardous substance management
- Climate change adaptation
- GHG emissions and energy efficiency
- Waste management
- Water stewardship

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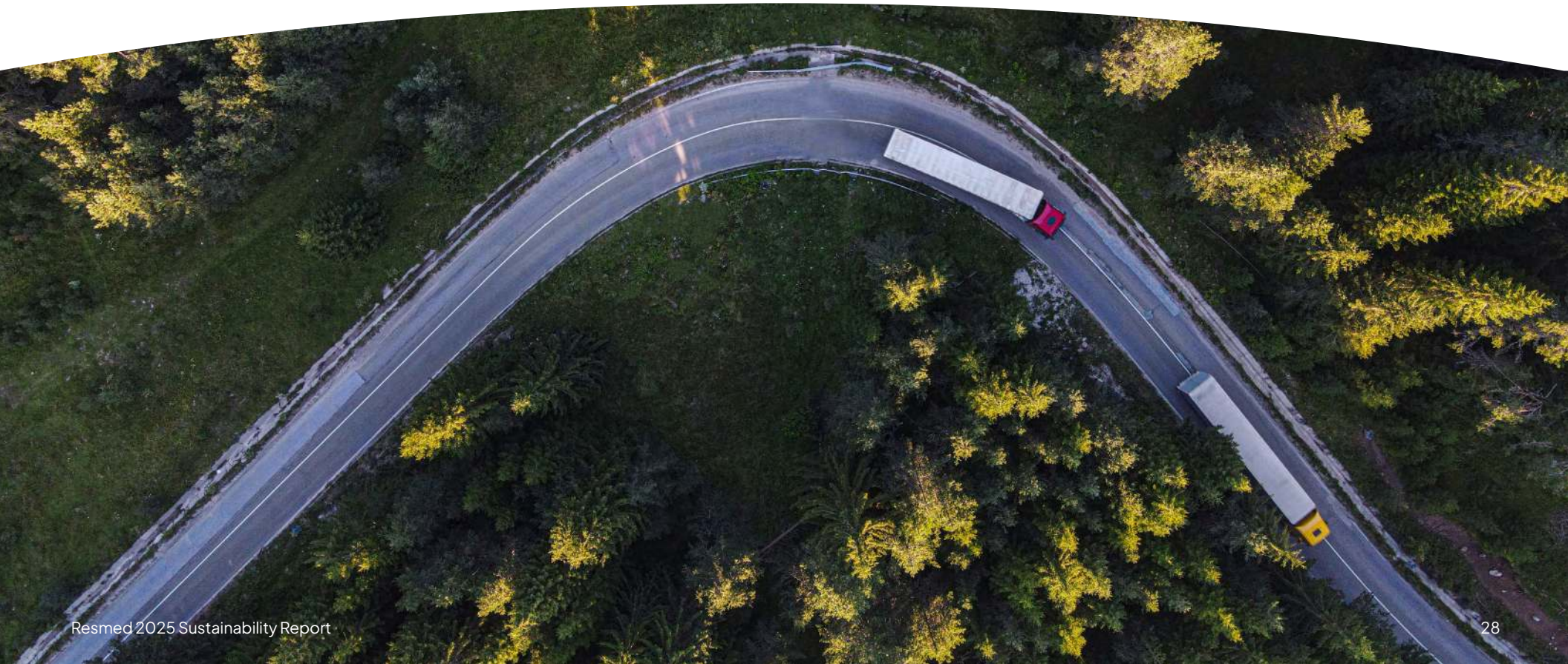
Environmental sustainability

Our commitment to the environment drives us to operate our business efficiently and responsibly.

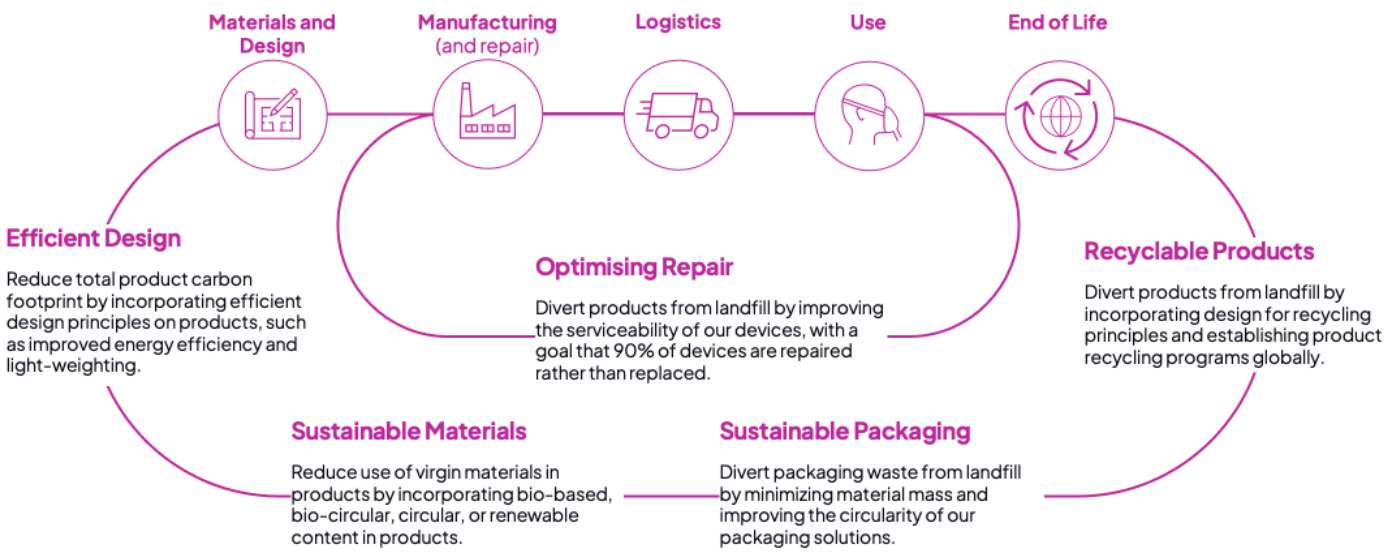
We aim to minimize Resmed's environmental footprint across all our operations and throughout our supply chain. We focus on designing and developing innovative products that have a lower environmental impact throughout their lifecycle. By actively monitoring our environmental performance and continuously seeking improvements, we comply with all relevant regulations while fostering a sustainable future.



Sustainable product and packaging design

Our vision for 2030 is to design and manufacture products with lower carbon emissions, that operate within the circular economy. To achieve this, our product sustainability strategy highlights five focus areas across the product life cycle.

2030 Product Sustainability Strategy



Building capability and embedding sustainability into product development:

Since launching our 2030 Product Sustainability Strategy, we have taken meaningful steps to reduce product emissions and advance circularity across our key focus areas. This year, we focused on embedding sustainability into our product development processes, building the internal capabilities, using life cycle assessments (LCAs) to measure environmental impact, and tracking the progress toward our long-term goals — both in 2025 and over recent years.

Key initiatives for 2025

Translating strategy into actionable requirements

We introduced an Environmental Requirements Document that embeds clear sustainability criteria into every new product development program.

Building sustainable design capability

We refreshed our internal "Design for the Environment" training series, upskilling engineers on Life Cycle Assessments(LCAs), eco-design thinking, and sustainable decision-making.

Advancing sustainable innovation

We continued to develop and evaluate sustainable technologies such as use of bio-based plastics, recyclable packaging materials, and more energy-efficient electronic components to reduce lifecycle impacts without compromising performance or safety.

Strengthening culture and accountability

Our Sustainability Champions Program now includes representatives in each product team. These champions advocate for eco-design, promote our 2030 vision, and support environmentally responsible decisions at every stage of development.

Measuring progress through Life Cycle Assessment (LCA)

Life Cycle Assessments (LCAs) are a critical tool in our product sustainability strategy. They help us make data-driven decisions that reduce environmental impacts across the entire product lifecycle — from raw material extraction to end-of-life.

LCAs and Scope 3 Emissions: LCAs extend beyond supporting product design. They are increasingly central to our global greenhouse gas accounting, particularly for Scope 3 categories such as use of sold products and end of life treatment of products. By quantifying cradle-to-grave emissions, we build a more accurate picture of our upstream and downstream environmental footprint.

LCAs are a powerful tool to guide product design and strategy, but because they are assumptions-based, their results depend on available data, boundaries and assumptions. To strengthen confidence in the insights we report, in 2025 we completed third-party critical reviews of selected LCAs and plan to expand this process for future products.

We apply a three-tiered model to integrate environmental performance at every stage:

- **Product Development Integration:** Engineers use a streamlined, in-house LCA calculator early in the design process to compare options and reduce emissions at the source.
- **Detailed Analysis for Complex Systems:** Our Product Sustainability team conducts in-depth LCAs using industry-standard software (SimaPro), guided by best practices and up-to-date environmental data.
- **External Expertise and Review:** We partner with external consultants to strengthen our methodology and validate results. Selected LCAs undergo third-party critical review in accordance with ISO 14044:2006 to ensure transparency and scientific rigor.

CASE STUDY

Delivering measurable impact: AirFit™ F40 versus AirFit™ F20

In 2024, we completed a comparative LCA, verified under ISO 14044:2006, for two widely used full-face masks: AirFit™ F40 and AirFit™ F20. The AirFit™ F40 was one of the first products developed under our Product Sustainability Strategy and was intentionally designed for lower environmental impact.

Key Drivers of Improvement

- Lower-impact material selection, with reduced use of high-impact plastics
- Lighter mask components and packaging
- Smarter logistics: localized supply chain and assembly in Singapore

Advancing Packaging Circularity

For AirFit™ F40, we introduced more sustainable packaging options to reduce waste and support circular economy principles:

- Polypropylene tray includes up to 25% recycled content, sourced from post-industrial regrind
- Pilot of fiber-based, recyclable carton packaging from frame spares.

These improvements demonstrate how embedding sustainability into design can deliver measurable environmental outcomes without compromising performance.

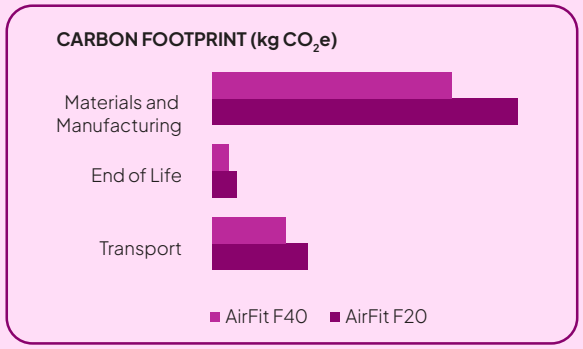
RESULTS

The AirFit™ F40 reflects the benefits of embedding sustainability into product development — delivering meaningful carbon-footprint reductions* at the mask level through intentional, sustainability-focused design. Compared with AirFit™ F20[5], it achieved approximately:

21% reduction
in the mask's cradle-to-gate carbon footprint

7% reduction
in the mask's cradle-to-grave carbon footprint

2% reduction
in the total product and packaging carbon footprint



[5] This is based on the defined LCA functional unit: the provision of a sanitary connection between a Resmed sleep therapy device and a patient's respiratory system through the use of a face mask, for provision of mechanical sleep support for a duration of 6 months.

* Adjusted on 9th February 2026 per Appendix 4.

Progress in context: What we have achieved and what's ahead

Delivering sustainability improvements in the medical device sector requires careful alignment with stringent safety, regulatory, and performance standards. Despite these complexities, we are making consistent, incremental progress toward lower-carbon, more circular products — while maintaining our commitment to patient safety and product excellence.

The table below summarizes progress across each of our five Product Sustainability focus areas. It includes milestones from 2025 as well as achievements since the launch of our strategy.

FOCUS	WHAT HAS BEEN ACHIEVED?	FUTURE DIRECTION
Efficient design	• Achieved a 21% reduction in the AirFit™ F40 mask's cradle-to-gate carbon footprint, driven by an 11% reduction in mask material use compared with AirFit™ F20*. • Improved the energy efficiency of the AirSense™ 11 CPAP machine by 8.5% per unit based on real-world average use data compared to AirSense™ 10. • Completed LCAs and energy efficiency assessments on a range of products, providing a benchmark for future product development. • Developed an in-house LCA tool enabling engineers to calculate the cradle-to-gate emissions of their designs.	• Investigate and adopt low-waste manufacturing methods, particularly in textiles. • Continue to improve device energy efficiency. • Reduce the size of user guides and advocate for electronic instructions for use (IFUs).
Sustainable materials	• Launched myNight™ eye masks with recycled textiles. • Developed a sustainable materials roadmap, guiding our efforts to substitute fossil-based materials with more sustainable alternatives. • Embedded sustainability as a criterion in material selection, considering circularity and emissions.	• Work closely with suppliers to expand our sustainable materials roadmap prioritizing those with LCA capabilities and third-party certifications. • Incorporate sustainable material grades into suitable new product offerings.

* Adjusted on 9th February 2026 per Appendix 4.

FOCUS

Sustainable packaging

WHAT HAS BEEN ACHIEVED?

- Introduced recyclable packaging on AirFit™ F40, including:
  - Fibre-based cartons for frame spares
  - Polypropylene support trays containing up to 25% recycled content.
- Adopted Australian Recycling Logos (ARLs) on recyclable packaging components on AirFit™ F40 and AirTouch™ N30i.
- Onboarded new packaging suppliers focused on recyclable, fiber-based solutions.
- Increased recycled content across device cartons to a minimum of 60%:
  - On AirSenseTM 11, the carton and the shipper are composed of 100% and 70% recycled content respectively.
- Reduced packaging mass and size for various products, including:
  - AirSenseTM 11 carton, increasing payload efficiency and saving 336 metric tons of cardboard per year
  - AirFit™ F30i packaging, now 73% lighter than AirFit™ F30
  - AirFit™ N30i cushion spares, transitioned from clamshells to autobags, improving packing efficiency by 66%
  - AirFit™ F40 elbow and vent ring spares bags, reduced in size by 47% and 67%, respectively.
- Ensured all AirSenseTM 10 and AirSenseTM 11 cartons and shippers are fully recyclable, with recycling information displayed in the form of the Mobius loop label (as per ISO 14021).

FUTURE DIRECTION

- Reduce single-use plastics in packaging systems.
- Refresh packaging for legacy products to make them more compact and recyclable.
- Expand the use of recyclable packaging technologies across our portfolio.
- Validate packaging solutions for compatibility with global recycling infrastructure.
- Develop a globally compliant labelling strategy to guide consumers on correct disposal.

FOCUS	WHAT HAS BEEN ACHIEVED?	FUTURE DIRECTION
Recyclable products	• Incorporated 'design for disassembly' principles on AirFit™ F40, with improved use of modular, mono-material components, in anticipation of future recycling pathways. • Conducted feasibility trials with specialized recycling partner organizations. • Delivered training to engineers on 'Design for Recycling' practices. • Established collection and recycling pathways for e-waste in Australia and parts of Europe.	• Explore recycling solutions for hard-to-recycle materials, such as silicone and textiles. • Develop technical solutions internally and with partners to improve dismantling and sorting process. • Investigate recycling pathways for both post-consumer and industrial waste globally. • Design products containing high-value materials (eg. precious metals and electronics) with ease of recyclability in mind.
Optimizing repair	• Successfully repaired over 94,636 devices across 63 product types globally, achieving a repair rate of 72%. • Established a 'Design for Repair' working group focused on identifying improvement opportunities for device repairability. • Embedded serviceability requirements into the product development process, promoting ease of repair through modular sub-assemblies, improved part accessibility, simplified design, and cost efficiency.	• Develop 'Design for Repair' education program for engineers. • Create an internal repairability index to evaluate design performance. • Promote early collaboration with service technicians during the product development process. • Improve service center capabilities to further reduce takt time [6].

[6] Takt time refers to the maximum allowable time to service or repair one device in order to meet customer demand, calculated as available work time divided by customer demand.

CASE STUDY

Supporting community health and circularity with EnableNSW

We partner with NSW Health's Equipment Allocation Program (EAP) and EnableNSW's Sustainable Equipment Model to improve access to respiratory technology while advancing sustainable equipment practices.

Through the EAP, eligible people across New South Wales — including those in regional and rural communities — receive self-care and mobility devices such as CPAP, NIV, and other respiratory equipment.

The Sustainable Equipment Model extends the life of returned devices by cleaning, repairing, and reissuing them to new patients, and by donating refurbished equipment to local hospitals — reducing waste while supporting patient care. We partner with NSW Health's Equipment Allocation Program (EAP) and EnableNSW's Sustainable Equipment Model to improve access to respiratory technology while advancing sustainable equipment practices.

Through the EAP, eligible people across New South Wales — including those in regional and rural communities — receive self-care and mobility devices such as CPAP, NIV, and other respiratory equipment. The Sustainable Equipment Model extends the life of returned devices by cleaning, repairing, and reissuing them to new patients, and by donating refurbished equipment to local hospitals — reducing waste while supporting patient care.

2025 CONTRIBUTION

3,117
CPAP and NIV devices supplied

46
respiratory care devices supplied

These contributions reflect our efforts around community health outcomes and the circular economy. By working with EnableNSW, we help more people access essential respiratory care while supporting the reuse of equipment to reduce environmental impact.

Material selection

We make significant efforts to maintain the safety, quality, and environmental sustainability of our products.

In managing the materials used in our products, we implement a rigorous assessment and evaluation process that complies with globally recognized standards. Our approach includes:

Material selection

Carefully selecting materials that meet stringent safety criteria and minimize environmental impact, while ensuring performance for our patients is not impacted.

Biocompatibility testing

Resmed must satisfy global regulators that every product is safe and effective for its intended use. Biological evaluation is commissioned to confirm the biocompatibility of materials that go into our products, as per the international standard, ISO 10993–1:2018, "Biological evaluation of medical devices."

The FDA and other regulatory agencies still require safety data based on animal studies. If an animal study is not avoidable; we employ the 3Rs approach (Replacement, Reduction, and Refinement) to the study whenever possible, and takes all practicable steps to ensure that we meet the required standard of animal care and welfare specified by ISO 10993–2:2022, "Animal welfare requirements." These considerations are also reflected in our internal work instructions during biocompatibility evaluation.

Chemical safety

We evaluate and control the use of chemicals in our products to comply with various global regulations as part of our global quality process.

With regards to restricted substances, we have established comprehensive company-level quality processes that integrate compliance with global regulations and standards throughout our product development cycle.

Our restricted substances compliance is guided by our global quality procedure, which outlines our approach to managing and eliminating hazardous substances. Key aspects of our compliance strategy include:

1. Regulatory adherence
We ensure all products comply with various international regulations, including but not limited to EU Medical Device Regulation (MDR), EU REACH (Registration, Evaluation, Authorization, and Restriction of Chemicals), EU RoHS (Restriction of Hazardous Substances), California's Proposition 65, EU POP (Persistent Organic Pollutants), and Canada's Prohibitions of Certain Toxic Substances.

2. Substance evaluation
We continuously review and assess material information and supplier declarations to identify substances of concern and anticipate future regulatory developments.

3. Supply chain management
We collaborate with suppliers to ensure that all components and materials meet our stringent safety and environmental standards.

4. Laboratory testing
We conduct comprehensive testing on products to verify compliance with relevant regulations and to ensure that they are free from hazardous substances. This testing is an integral part of our quality assurance process, ensuring that our products are safe and effective for their intended use.

We prioritize the elimination of hazardous substances from our product designs, ensuring that our devices are safe for both users and those involved in their assembly and recycling. This proactive approach helps us stay ahead of evolving legislation, reduces our environmental footprint, and upholds the highest standards of health and safety. Our efforts extend to the entire lifecycle of our products, from sustainable product design and development to environmentally sound end-of-life management. By adhering to the strictest global chemical regulatory requirements and implementing robust safety and environmental policies, Resmed strives to set an industry example and demonstrate our unwavering dedication to protecting human health and the environment.

Critical materials risk management

In alignment with SASB Standard HC-MS-430a.3, we recognize the importance of managing critical materials — those that are essential to product function but subject to supply restrictions, price volatility, regulatory pressure, or reputational risk. These may include specific metals, specialty polymers, rare earth elements, or halogenated flame retardants used in advanced components.

To mitigate these risks, we:

1

Diversify

suppliers and sourcing regions to reduce reliance on high-risk geographies

2

Screen

material risk early in development and monitor global regulatory movements

3

Phase out

certain high-risk or regulated materials in advance of enforcement deadlines, while maintaining product safety and performance

4

Collaborate

with suppliers to develop compliant, qualified alternatives that meet stringent medical standards

5

Participate

in global industry coalitions such as MedTech Europe, AdvaMed, APACMed, and the EU Chemicals Working Group to help shape practical implementation strategies and foster industry-wide alignment on sustainable material use

We continue to strengthen our internal capabilities for monitoring material origin, substitution potential, and exposure tracking—enabling our teams to proactively respond to regulatory, supply, and societal expectations. This approach ensures that we are well-positioned to deliver high-quality, regulatory-aligned products in a rapidly evolving global landscape.

Sustainability in our supply chain

Our supply chain

We endeavor to maintain a supply chain grounded in social responsibility and environmental sustainability. Our goal is to support thriving businesses and communities by ensuring safe workplaces and sustainable practices.

Our medical devices, digital health solutions, and out-of-hospital care rely on a global, multi-tiered supply chain. We source over 2,000 parts from direct suppliers for manufacturing in Australia, China, France, Malaysia, Singapore, and the United States. Direct suppliers provide essential raw materials and components, while indirect suppliers supply goods and services that support our wider operations.

Key direct supplier locations include Australia, China, Germany, Indonesia, Malaysia, Singapore, Switzerland, Taiwan, Thailand, and the United States. These suppliers provide critical expertise in electronics, materials, and manufacturing. Indirect suppliers meet our diverse needs in areas such as IT, logistics, and corporate services — often sourced locally.

We collaborate with suppliers to increase transparency, particularly in high-risk areas. This enables us to identify and address risks such as modern slavery, labor rights concerns, and environmental impacts. Through these efforts, we strengthen decision-making, enhance risk management, and drive continuous sustainability improvements.

Sustainable procurement

Sustainability in our operations depends on both our actions and those of our suppliers. We prioritize sourcing goods and services from suppliers committed to ethical and sustainable practices. Our responsible sourcing process includes:

- Selecting suppliers aligned with our values
- Incorporating sustainability requirements into Requests for Proposals (RFPs) and contracts
- Conducting risk-based screening during supplier selection and onboarding
- Using third-party tools to monitor for sanctions, adverse media, and broader sustainability risks

During supplier selection and onboarding, we apply risk-based screening, with a particular focus on suppliers in high-risk regions or those providing critical products and services. We use third-party technology to monitor for economic sanctions, adverse media, and broader sustainability-related risks, including environmental, social, and governance factors.

Understanding and managing environmental and social impacts in our supply chain

Much of our environmental and social impact occurs upstream through the goods and services we purchase. Improving our performance depends on strong collaboration with our suppliers. Our approach is to learn from, educate, and support them to achieve better environmental and social outcomes.

This collaboration takes place through workshops, supplier review meetings, surveys, and questionnaires. Our Global Supplier Alliance (GSA) team oversees the Supplier Sustainability Program, which guides suppliers in sourcing responsibly and adopting process innovations that minimize environmental impacts.

We encourage suppliers to measure, monitor, and reduce their environmental footprint. Our Supplier Manual sets out our environmental expectations clearly for all suppliers.

In 2025, we partnered with a European warehousing and fulfillment service provider to launch an environmental monitoring initiative. This program tracks and reports key environmental performance against established targets. Metrics include electricity, gas, and water consumption; carbon emissions; and waste streams such as plastics, cardboard, wood, metals, and other materials. By increasing transparency in these areas, we work collaboratively with our suppliers to identify and prioritize strategies to further reduce environmental impacts.

We use a proactive and structured process to evaluate suppliers across our global supply chain. These assessments are designed not only to mitigate sustainability risks but also to build supplier capability, promote transparency, and ensure alignment with our standards for responsible sourcing. The process covers the entire supplier lifecycle, from onboarding through ongoing engagement.

We have established a baseline for supplier maturity in key sustainability areas, which helps us plan targeted actions and initiatives. Importantly, the assessments provide suppliers with feedback to identify gaps and areas for improvement. This supports supplier capability-building in issues such as modern slavery, labor rights conflict minerals, and climate-related risks — reinforcing our commitment to ethical and responsible business practices.

CASE STUDY

Engaging suppliers on carbon emissions transparency

In 2025, we conducted a voluntary survey with more than 70 of our key suppliers to better understand their maturity in measuring, reporting, and reducing carbon emissions. This initiative supports our broader approach to environmental stewardship and supply chain transparency.

Survey objectives

The survey aimed to assess supplier practices across several climate-related areas, including:

- Emissions measurement methodologies
- Alignment of disclosure practices with recognized frameworks
- Climate-related risk and opportunity assessments
- Alignment of target-setting frameworks with global standards
- Renewable energy goals

KEY INSIGHTS

48%
of respondents reported measuring emissions from at least part of their value chain.

35%
disclosed emissions through recognized frameworks such as the Climate Disclosure Project (CDP).

24%
had established near-term or long-term emissions reduction targets.

These findings provided us with valuable insights into supplier readiness and highlighted opportunities for collaboration and capacity building across our value chain.

Managing human rights and modern slavery

We are committed to protecting the health, safety, and well-being of our employees and stakeholders, including individuals working directly and indirectly within our suppliers. As a global company, we are subject to the requirements of the United Kingdom's Modern Slavery Act 2015, the Australian Modern Slavery Act 2018, the Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act 2023, and the Norwegian Transparency Act of 2022.

We recently completed the UK Modern Slavery Assessment Tool (MSAT), achieving a score of 73%. We performed particularly well in areas such as governance, policies and procedures, and risk management.

Our approach to managing modern slavery risks is structured around four pillars:

1. Governance and policies
2. Training and communication
3. Identifying and assessing risks
4. Internal and external resources

This framework supports our strategy to proactively identify, assess, and address modern slavery risks across our operations and supply chains.

Governance and policies

Our governance framework is supported by policies that guide ethical conduct and compliance across our operations and supply chain. For employees, the Code of Business Conduct and Ethics and the Global Procurement Policy set expectations for ethical behavior, legal compliance, and responsible sourcing. These policies reinforce our commitment to human rights and explicitly prohibit practices associated with modern slavery.

For our suppliers and business partners, the Global Third Party Code of Conduct and the Global Supplier Manual outline our standards on labor practices, human rights, and modern slavery. These documents require third parties to comply with applicable laws and to take reasonable steps to prevent modern slavery in their operations and supply chains. The Global Third Party Code of Conduct is publicly available on our corporate website, providing transparency and serving as a reference for current and prospective suppliers.

Governance oversight is embedded within Resmed's broader sustainability governance framework. Our Board, through the Compliance, Privacy, and Quality Committee, oversees our sustainability strategy, policies, and goals — including risks and opportunities related to ethical sourcing and labor. Accountability also sits with management through the Sustainability Executive Oversight Committee, which reviews ethical labor and sourcing issues as part of its oversight function.

Matters are addressed through the cross-functional governance structure, ensuring that subject-matter experts from across the organization collaborate to identify risks and drive improvements. This integration enables us to align supplier oversight with our broader obligations around responsible business and transparent reporting.

Training and communication

We deliver a tailored, mandatory modern slavery training module to employees identified as having higher exposure to detecting modern slavery risks. The training also contains a retention quiz to enhance learning outcomes. In 2025, we further expanded the scope of employees required to complete the training. The training focuses on raising awareness of modern slavery, recognizing warning signs, and understanding how to report concerns through appropriate channels.

In addition to this dedicated module, our internal policies — including the Code of Business Conduct and Ethics and the Global Procurement Policy — are reinforced through onboarding programs, internal communications, and targeted training sessions. These efforts help employees understand their responsibilities and Resmed's expectations regarding ethical conduct and compliance with modern slavery legislation.

Supplier training and engagement

As part of our supplier assessment program, we provide suppliers with access to sustainability-related training modules and resources through our external partners. These materials are available in multiple languages and cover key topics such as modern slavery, labor rights, conflict minerals, and climate-related risks. The assessment process itself serves as an opportunity to build supplier awareness, capacity, and alignment with Resmed's commitment to ethical and responsible business practices.

We also engage suppliers through ongoing communication of our expectations, including the Global Third Party Code of Conduct and the Global Supplier Manual. These documents are shared during onboarding, reinforced in contractual agreements, and supported by ongoing supplier communications.

Identifying and assessing risks

We take a risk-based approach to identify and manage modern slavery risks across our operations and supply chains. We conduct due diligence on our suppliers using third-party and publicly available sources — such as the Walk Free Global Slavery Index — to assess inherent risks associated with specific geographies, sectors, commodities, and labor practices. This enables us to focus our efforts on areas where modern slavery risks are most pronounced.

As part of our onboarding process, new suppliers — particularly those in high-risk geographies or sectors — are screened for indicators such as forced labor sanctions and adverse media. Where serious concerns are identified, onboarding may be declined. All screened suppliers are subject to ongoing monitoring to support ethical sourcing and responsible procurement.

Based on our assessments, we have identified the following high-risk areas:

High-risk factors:

- Labor-intensive services
- Temporary labor hire and recruitment
- Raw materials sourcing
- Migrant workers

High-risk sectors:

- Electronics
- Manufacturing
- Information technology
- Logistics and transport
- Packaging
- Textile

In 2025, we partnered with an external provider to issue a questionnaire to targeted suppliers in sectors with higher inherent modern slavery risks, such as recruitment agencies providing light industrial temporary labor and textile suppliers. We also followed up with suppliers who had not participated in previous campaigns and successfully secured additional responses.

The information collected provides insights into suppliers' understanding, maturity, and performance in relation to labor practices and alignment with international labor standards. These findings inform our internal analysis, ongoing monitoring, and targeted supplier engagement. We will continue to broaden the program and include wider supplier participation in the years ahead.

Internal and external resources

We continue to strengthen our approach to managing modern slavery risks through a combination of internal governance, technology, and expert input. Cross-functional reviews involving compliance, procurement, legal, and sustainability teams are conducted regularly to evaluate program effectiveness and address emerging risks.

We also continue to implement and enhance third-party technologies that support the identification, assessment, and monitoring of modern slavery risks across our supply chain. These tools help detect red flags in real time.

In addition, we consult with both internal subject matter experts and external partners to ensure our approach stays aligned with evolving regulatory expectations and industry best practices.

Grievance mechanism

We provide accessible and confidential channels for raising concerns about unethical or unlawful conduct, including sustainability-related issues such as modern slavery. Our Global Reporting and Handling Potential Misconduct Policy provides employees, suppliers, and supplier workers with a safe channel to raise concerns without fear of retaliation. For further details, please refer to the Ethics and Integrity section.

These mechanisms support our due diligence efforts by helping us identify potential risks and adverse human rights impacts. Our Code of Business Conduct and Ethics encourages individuals to speak up and ensures access to an objective and confidential reporting process. Where a modern slavery-related incident or adverse impact is confirmed, we take appropriate action to remediate the issue.

During the reporting period, we did not verify any instances of modern slavery and therefore did not take specific remedial action. We continue to monitor closely to ensure risks are identified and addressed early.

Conflict minerals

We understand our obligations to source responsibly and address risks associated with conflict minerals. In line with legislation governing the source of tin, tantalum, tungsten, and gold from the Democratic Republic of the Congo and adjoining countries, we conduct annual due diligence across our supply chain.

Each year, we conduct due diligence using a third-party platform and the Conflict Minerals Reporting Template to collect supplier information and analyze it against the Responsible Minerals Initiative's database.

Through this process, we work to ensure transparency and compliance with applicable regulations, while encouraging our suppliers to strengthen their own due diligence practices.

To learn more about our commitment to human rights see our **Modern Slavery and Human Trafficking Statement.**

Climate change

We are investing in the evaluation and management of climate-related risks and opportunities across our operations and value chain. This work includes assessing our exposure to climate impacts, engaging suppliers and partners to understand their positions, and integrating climate considerations into strategic decision-making and disclosure practices.

In 2024, we partnered with a third-party expert to conduct a preliminary climate-related risk and opportunity assessment. The engagement applied a top-down approach and included scoping interviews, prioritization workshops with internal stakeholders, and analysis of workshop outputs. Transitional and physical risks were evaluated and consolidated into a risk and opportunity matrix, which included inherent and residual risk and opportunity ratings. We validated the results with management and began embedding identified controls into our enterprise risk management process.

In 2025, we continued to apply the results of this assessment. The outputs are informing our disclosure practices, guiding climate-related business decisions, and helping us monitor emerging regulations across our global operations.

We believe we are well-prepared for future climate-related risks and opportunities, as well as current and upcoming reporting requirements. Ongoing scenario analysis will continue to support strategic decision-making, strengthen resilience across our operations and value chain, and respond to evolving disclosure frameworks such as International Sustainability Standards Board (ISSB) S2, Australian Sustainability Reporting Standard (ASRS) and California's climate disclosure laws (SB 253 and SB 261). We continue to assess potential climate-related targets, including those related to emissions, with a focus on Science Based Targets initiative (SBTi) as that organization continues the evolution of its approach.

Energy and emissions

We report our greenhouse gas (GHG) emissions in accordance with the GHG Protocol: A Corporate Accounting and Reporting Standard. Our emissions are categorized and disclosed as follows:

- **Scope 1 and Scope 2:**
  Reported annually in line with GHG protocol Corporate Accounting and Reporting Standard.
- **Scope 3:**
  Reported through the Carbon Disclosure Project (CDP) framework.

Emission measurement methodology

We apply an operational control approach to establish organizational boundaries. Franchises and joint ventures are excluded.

Scope 2 emissions are calculated using the location-based approach with regional or subnational grid average emission factors.

Emission sources:

- Scope 1: This includes fuel consumption in company-owned assets such as manufacturing facilities, distribution centers, offices, and fleet vehicles. Common fuels include gasoline, diesel, natural gas and liquified petroleum gas (LPG).
- Scope 2: Primarily arise from grid electricity used for heating, ventilation, air conditioning (HVAC) processes, laboratory operations, test equipment, and lighting.

Trend data for Scope 1 and 2 emissions and energy use are disclosed in the Sustainability Metrics section, covering fiscal years 2023–2025. These figures represent our current understanding of energy and material flows in 2025 and may be updated as our global data collection and verification processes continue to mature to meet evolving reporting requirements.

We are strengthening our approach to measure, monitor, and track energy use and emissions across our global operations and value chain. By establishing consistent benchmarks, we are building a clearer pathway to reduce our environmental footprint and support long-term business resilience.

CASE STUDY

Investing in renewable energy

Renewable energy is an important step in reducing our reliance on fossil fuels and managing energy costs. We are beginning to integrate renewable solutions into our operations, focusing first on on-site generation and procurement opportunities where they are most practical.

- In 2025, we began the design and implementation of a 1.055MW solar system for our Manufacturing Center roof in Bella Vista, Sydney. When operational, in November 2025, the system is expected to generate approximately 1,450 MWh of renewable electricity annually, equivalent to about 16% of our Manufacturing Center's annual electricity demand and around 50% of summer daytime consumption.
- At our new plant in Senai Ipark, Malaysia, we are also installing rooftop solar panels to expand the use of renewable electricity within our operations.

These initiatives represent early steps toward increasing the share of renewable energy we use across our facilities. As we build experience and strengthen our data collection systems, we will continue to evaluate opportunities to expand renewable energy adoption.

CASE STUDY

Expanding low emission vehicle use

We are updating fleet policies to accelerate the shift toward low-emission transport:

- In 2025, 100% of new vehicle leases in the UK and Europe (excluding Germany) were for electric or hybrid cars.
- In Germany, the proportion of low-emission vehicles in our fleet increased significantly, supported by relationships with leasing providers.

CASE STUDY

Resmed UK net zero target

In 2024, our UK business became the first within Resmed to publish a Carbon Reduction Plan required by the UK Government's Procurement Policy Note (PPN) 06/21 and NHS net zero targets, committing to achieve net zero emissions by 2050. We have also completed the NHS Evergreen Sustainable Supplier Assessment, which helps suppliers demonstrate their sustainability performance to the NHS.

In 2024, our UK business was the first to set a goal to be

Net Zero 2050

through their published 2024 UK Carbon Reduction Plan.

Global energy use

In 2025, Resmed achieved a reduction in Scope 1 and 2[7] carbon emissions compared to 2024, despite an increase in total energy consumption, driven by business growth and facility renovations. This divergence reflects our transition to cleaner fuels, improvements in energy efficiency, and the decarbonization of electricity grids in key markets.

Our gross energy intensity — calculated as total energy consumption relative to revenue — remained low in 2025, underscoring the efficiency of our operations as we scale.

By broadening the scope and quality of our data collection, we now have a clearer baseline for tracking our carbon footprint across Scope 1 and 2 emissions. This visibility is shaping our next steps on energy efficiency and emissions reduction, so that as our business grows we continue to identify opportunities for decoupling emissions from revenue growth.

TOTAL ENERGY CONSUMPTION (GJ)

EMISSIONS INTENSITY (SCOPE 1 AND 2) (TONS OF CO_2e/ M$ REVENUE)

SCOPE 2 EMISSIONS (TONS OF CO_2e)

ENERGY INTENSITY (SCOPE 1 AND 2) (GJ/M$ REVENUE)

Greenhouse Gas Emissions

For our global Scope 1 and Scope 2 emissions please refer to Sustainability Metrics section. We remain well below the thresholds that trigger mandatory emissions reporting or liabilities in the countries where we operate.

These statistics do not encompass the Scope 3 greenhouse gas emission associated with Resmed's up and down value chain.

Total emissions

27,530 Tons of CO_2e

[7] Scope 1 includes stationary combustion, mobile combustion, fugitive emissions and process emissions; Scope 2 includes indirect emissions from the generation of purchased electricity.

Environmental compliance

We are committed to conducting business responsibly and ensuring our operations adhere to all applicable environmental regulations in the countries where we operate.

Environmental Management System (EMS)

Our Sydney site has maintained an ISO 14001:2015–certified Environmental Management System (EMS) for over 10 years. The EMS covers product development, manufacturing, warehousing, procurement, and facilities management. It evaluates the environmental impacts across the lifecycle of our products and services, and it enables us to systematically measure, monitor, and improve performance in waste, energy, water, and emissions. The system also ensures compliance with relevant local and international regulations.

As part of the EMS, our senior management team reviews environmental performance annually. This review covers audit and compliance results, non-conformance and corrective actions, stakeholder communications and complaints, and available environmental performance metrics. The EMS is audited externally every year by TÜV SÜD. Our environmental policy is publicly available on our website. Our ISO 14001:2015 certification is available on request.

In early 2025, our Singapore site — covering both manufacturing operations and research and development facilities — achieved ISO 14001:2015 certification with zero non-conformities. This milestone enabled Resmed to secure its first multi-site ISO 14001:2015 certification, reflecting our efforts around environmental stewardship and our efforts to integrate sustainability into operations globally [8].

The EMS goals for the Sydney site include:

- Reduce year-on-year energy use (volume adjusted) and transition to renewable energy sources
- Develop site emissions profile and investigate electrification opportunities for Scope 1 energy sources by 2026
- Achieve zero waste to landfill by 2030

During this reporting period, our Medifox Dan offices in Germany were randomly selected by the Federal Office for Economic Affairs and Export Control (BAFA) for auditing review, in line with the German Energy Services Act (EDL-G), which reflects the EU Energy Efficiency Directive. This requires in-scope companies to conduct a comprehensive energy audit every four years. We successfully completed the process, confirming both compliance with the legislation and the robustness of our Medifox Dan energy management practices.

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.

[8] To better align with broader business reporting cycles, Resmed transitioned its EMS certification period from the calendar year to financial year in 2025. As a result of this change, there will be a brief gap between the expiration of the current certificate on the June 17, 2025 and the upcoming recertification audit, which is scheduled to be conducted by TÜV SÜD in September 2025. At the time of publishing this report, the audit has been completed and recertification is pending final approval from the certification body. No outstanding issues have been identified.

Waste management

Our global approach to waste is integrated with our broader focus on quality, safety, and environmental management. We continually seek to improve efficiency and outcomes.

We monitor both hazardous and non-hazardous waste. At all manufacturing sites, non-hazardous waste is segregated for recycling and disposal. In 2025, we measured total waste sent to landfill and recycled across all major sites and achieved further improvement compared to previous years (Sustainability Metrics).

In 2025, all of our waste was either sent to landfill, incinerated by third parties, or recycled. No waste was incinerated on-site.

CASE STUDY

Reducing waste in our Singapore site

In 2025, we extended our ISO 14001:2015 certification to our Singapore site and implemented a new waste management system. The system included:

- Clearly defined waste labels and signage to support proper segregation.
- Targeted training sessions for all employees, from executives to operators.

These efforts significantly strengthened our recycling program, achieving a recycling rate of approximately 90% in 2025. We endeavor to maintain this momentum and will continue to explore opportunities to enhance recycling and contribute to environmental conservation and resource efficiency.

CASE STUDY

Product and e-waste recycling in Australia

In our Australian retail stores, we offer device takeback and recycling services to promote responsible end-of-life management. Customers can return devices for e-waste recycling when they purchase a new product. These initiatives enable us to:

- **Reduce Waste**
- **Promote Sustainability**
- **Ensure Eco-Friendly Disposal**

CASE STUDY

Product recycling in Europe

Our recycling efforts across Europe are a key part of our Product Sustainability Strategy. In 2025, we expanded recycling schemes in key countries and responded proactively to evolving regulatory requirements. As we move forward, our focus remains on keeping products out of landfill by improving recyclability at the design stage and building robust end-of-life recovery systems.

2025 Progress:

Europe's recycling landscape is complex, but through targeted initiatives, we are building momentum:

- Germany: Approximately 60 tons of electrical waste were collected through takeback systems at our Gremsdorf and Bremen sites.
- Italy: Supported structured recycling programs for Waste Electrical and Electronic Equipment (WEEE) and batteries in partnership with municipal recycling centers and authorized national schemes.
- Nordics: Expanded e-waste recycling initiatives.
- Denmark: Launched a rebate-based recycling program, completed registration with Producer Responsibility Organizations (PROs) and established structured recycling systems for battery and WEEE.
- Sweden: Implemented monthly reporting and piloted a demonstration unit recycling initiative.
- France (Lyon): Strengthened site-level recycling by collecting and processing materials such as cardboard, plastics, batteries and WEEE.

What's next?

In 2026, we aim to scale these programs further across Europe while launching new initiatives that expand customer participation. In parallel, we are embedding design for recyclability principles into our product development process to increase the recovery potential of our products at end of life.

CASE STUDY

Diverting product waste from landfill in Sydney

In 2025, we continued to partner with a secure destruction and recycling provider to manage product waste across our Sydney-based operations, including our Bella Vista campus, Northmead Service Centre, Kings Park manufacturing site, and various retail stores.

As a result, we diverted 100% of our product waste in Sydney away from landfill, with 92.2 tonnes sent for energy recovery and 0.6 tonnes recycled. While energy recovery reduces landfill disposal and generates useful energy, we recognize it does not achieve the same level of circularity as recycling.

Looking ahead, we are taking steps to improve outcomes by:

- Increasing the proportion of product waste directed to material recycling streams, particularly plastics, metals, and electronics.
- Enhancing traceability and data capture across waste streams to better track recovery pathways.
- Strengthening collaboration with accredited recycling providers for responsible, high-value treatment of end-of-life materials.

These efforts are part of our broader strategy to reduce the environmental impact of our products beyond their use phase and to progressively build more sustainable and transparent waste management practices.

Water stewardship

We recognize that water is a shared and limited resource, and we continue to focus on managing its use responsibly across our global operations. All of our sites source water exclusively from public utilities, and consumption is primarily associated with research and testing, HVAC systems, staff amenities, cleaning, and landscape irrigation. Water used directly in manufacturing processes remains minimal. We do not directly withdraw water from surface water, groundwater, or seawater, nor do we discharge water directly into natural water bodies.

In 2025, we maintained efficient water use across our sites while also improving the accuracy of our data. At our major facilities in Moreno Valley, San Diego, and Sydney, previously implemented measures such as low-flow fixtures, tap aerators, and sensor-operated fittings continued to help us manage demand and reduce unnecessary consumption.

Looking ahead, we are assessing additional opportunities to improve efficiency and explore the use of alternative water sources where appropriate. These actions are part of our broader efforts to reduce the environmental footprint of our operations and contributing to responsible water stewardship in the communities where we operate. For Resmed water usage data, please refer to Sustainability Metrics.

MINIMIZING THE USE OF NATURAL RESOURCES

In our

12-hectare

Sydney campus, all irrigation needs are met using captured rainwater rather than mains supply. Rainfall is collected from rooftops, pathways, driveways, and car parks, then directed into a network of ponds connected by weirs and pumps. These ponds not only store water for reuse but are also maintained through natural bio-filtration systems that help keep the water clean.

Beyond supporting efficient irrigation, the landscaped water features enhance the site's surroundings and provide habitat for local wildlife. Native birds, reptiles, and other species are regularly seen around the ponds, highlighting how sustainable water management can also contribute to biodiversity and a more welcoming environment for employees and visitors.

Office paper consumption

Minimizing paper consumption remains a consistent focus across our global operations. Many of our sites now encourage digital-first communication and billing, and where printing is required, we promote double-sided and centralized printing to reduce waste.

Several locations have already moved key processes online, replacing paper-based records with electronic systems. For example:

- Moreno Valley has transitioned to fully paperless billing.
- Lyon and Denmark sites are continuing to digitize records and administrative processes, reducing reliance on physical filing.
- In Sydney, a campus-wide upgrade to energy-efficient printers with swipe-release functions has further reduced unnecessary print jobs. The system also provides data on usage patterns, helping us track and sustain paper savings.

Our global paper use was

57 tons

in 2025

These actions illustrate how we are embedding efficiency into everyday operations, by adopting digital workflows and better equipment. We continue to pursue efforts to reduce paper usage over the long term. In 2025, our total paper consumption increased slightly due to logistics tracking, compliance needs, and business growth. It reflects operational requirements associated with supporting business expansion and compliance activities.

Protecting biodiversity

Land and biodiversity impact

We continue to monitor the interaction between our facilities and their surrounding environments. Because our sites are located in established commercial and industrial areas, our operations have a limited direct impact on local ecosystems.

Our largest campuses in Sydney and San Diego are designed with water-wise landscaping that incorporates drought-tolerant plants, helping to reduce irrigation needs and support local biodiversity.

Importantly, none of our sites are situated within or directly adjacent to recognized biodiversity hotspots, reducing the risk of significant impact on sensitive habitats.

Minimize deforestation

While we are not directly engaged in forestry activities, we recognize that our operations and supply chain decisions can influence the demand for paper and wood-based materials. By reducing paper use, shifting to digital processes, and recycling materials where possible, we contribute to lowering pressure on forest resources.

We are also incorporating efficiency and circularity principles into product and packaging design, which supports the responsible use of raw materials and helps limit unnecessary consumption.

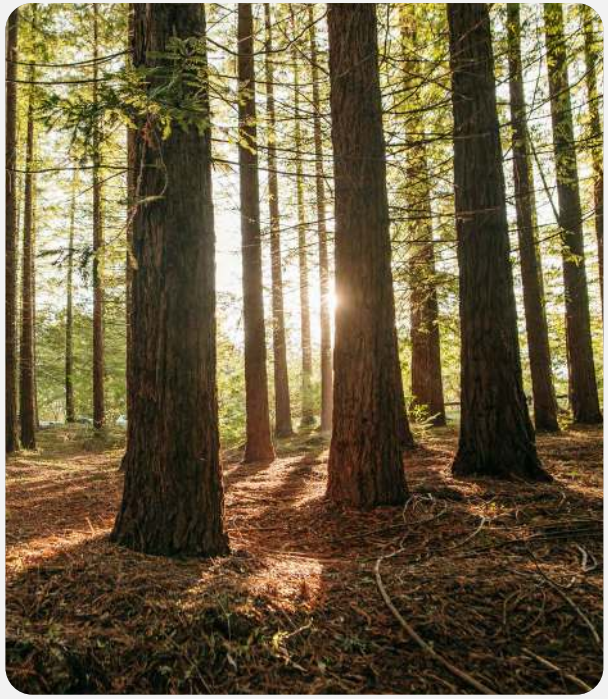
For more information please visit our Waste management and Sustainable product and packaging design page.

Habitat protection

We take care to minimize the impact of our facilities on surrounding ecosystems. At our Sydney campus, for example, the original creeks and a riparian buffer were preserved during construction, creating a natural setting that continues to support local biodiversity. The site includes a pond and interconnected weirs, designed in line with WaterNSW guidance, which receive rainwater from rooftops, pathways, and underground drainage.

The pond and water features cover roughly three acres and serve both as a functional stormwater management system and as an amenity for employees and visitors. Water quality is maintained through a combination of oil and grease traps, trash racks, sediment pits, and a biological filtration system. Routine maintenance and weed management are carried out by qualified contractors to protect the health of the ecosystem.

Regular observations to date have not identified any endangered or protected species at our sites. We will continue to monitor our properties to ensure habitats are managed responsibly and in line with local environmental requirements, supported by proper maintenance records. Additionally, a biological filter is installed in the pond to maintain healthy circulation of water. Appropriate contractors are engaged to implement weed control as part of the landscape management.



Other environmental initiatives

Multiple sustainability projects underway to improve waste-to-landfill and recycling rate

Multiple waste reduction mechanisms are in place across our value chain. Many of our sites use reusable cartons and pallets for internal logistics and we collaborate with suppliers to return or reuse packaging where possible. Additionally, we partner with local suppliers to minimize shipping and consolidate warehouses, reducing transportation impacts. In Atlanta, we recycle scrapped devices, and in Sydney, we are exploring innovative recycling options for product scrap.

Real Estate Rationalization driving environmental impact

In response to evolving workplace needs post-COVID and the global shift toward hybrid working, Resmed launched a global Real Estate Rationalization Initiative to optimize our global real estate footprint. In 2025, we consolidated 10 underutilized sites across our network of more than 200 global locations, aligning space more closely with business requirements and employee preferences.

This consolidation has reduced our consumption of energy, water, waste and office paper. By streamlining our physical footprint, we are using resources more efficiently and advancing our efforts around sustainable operations.

Embedding sustainability into procurement: Resmed's travel RFP transformation

One of the most meaningful steps we took in 2025 was embedding environmental considerations directly into our Travel Request for Proposal (RFP) process. This milestone shifts our evaluation criteria beyond cost and service quality to also include factors such as providers' sustainable accommodation options and transparent environmental reporting practices.

By making sustainability part of supplier selection, we are sending a clear signal to the market: our choices are built not only on performance and value, but also on shared efforts around reducing environmental impact. This approach encourages suppliers to innovate and collaborate with us on more sustainable travel solutions and strengthens alignment across our global supply chain.

This initiative is one of the first steps in a broader effort to integrate climate and environmental considerations across all categories of procurement.

Carbon footprint reduction through Resmed's digital supply chain tools

Since 2023, our analysis in the United Kingdom has shown that remotely onboarding patients through our AirConnect™ solution can deliver estimated carbon savings of 1.5 tonnes of CO_2 for every 200 patients supported within a single integrated care system. This is equivalent to the annual carbon sequestration of about 74 trees.

Building on this foundation, in 2025 we expanded the use of digital health solutions within the NHS, including pilot programs for our AirView™ and AirTouch™ platforms and a digitally enabled diagnostic pathway. These initiatives reduce the need for patient travel and contribute to the NHS's sustainability goals.

Looking ahead, we will continue to evaluate and report on the wider benefits of digital care. These benefits extend beyond travel-related emissions reductions to include lower clinical waste, more efficient use of resources, and alignment with the NHS's ambition to reach net zero by 2050.

Lowering our European warehousing and logistics footprint

We continued to embed sustainability into our European supply chain operations. Between June 2024 and June 2025, packaging and process improvements reduced material use, minimized waste, cut emissions, and improved efficiency.

KEY 2025 RESULTS:

Plastic
4.46 tonnes
saved

Carton
8.4 tonnes
saved

Paper
0.79 tonnes
saved

Wood
29.1 tonnes
saved

CO_2 emissions
81 tonnes
saved

KEY ACHIEVEMENTS INCLUDE:

Plastic
Eliminated unnecessary packaging, replaced plastic with paper filling materials, and redesigned perforated bags.

Carton and paper:
Optimized usage through smarter box allocation algorithms, new order consolidation boxes, and updates to the warehouse management system.

Wood:
Reduced material intensity through a Euro pallet redesign that maintains durability while lowering wood consumption.

These initiatives highlight the combined value of sustainability and efficiency, while reinforcing our efforts around reducing the footprint of our logistics network.

Road congestion management

In our major manufacturing sites, our traffic management initiatives delineate the procedures for managing vehicle and pedestrian traffic, specifying the proper use of roads and parking facilities to ensure the safe movement of both pedestrians and vehicles. A prevention procedure to alleviate local traffic congestion was enacted, particularly during the entry and exit of trucks at the warehouse.

Boundary noise measurement

Under Singapore's Environmental Protection regulations, organizations must conduct boundary noise assessments to ensure compliance with noise emission limits. Our Singapore site conducted measurements, and all results were within regulatory noise limits.

Odor and air pollution measurement

Resmed implements proactive air quality and odor control measures across the Sydney and Singapore facilities through targeted engineering solutions and operational practices. These include the deployment of mist collectors, fume extractors, and particulate filtration systems, tailored to site-specific requirements.

In Sydney, stationary source emissions tests have been conducted to confirm low levels of harmful emissions. Additionally, some of the equipment referred to includes emergency backup generators and fire pumps, which operates only briefly during maintenance tests. In Singapore, mobile fume extractors are deployed to support soldering operations, while varnish room activities are managed through dedicated ventilation systems to maintain localized air quality control.

Although neither facility is subject to statutory stack monitoring requirements, periodic air emission sampling is conducted on critical infrastructure, including exhaust outlets and backup generators. These assessments consistently demonstrate compliance with local permissible exposure limits (PEL), with results indicating emissions are well within acceptable thresholds. These measures support environmental compliance and are part of Resmed's broader sustainability and operational risk strategy.

People and communities

We empower our people to thrive and strengthen communities through inclusion, wellbeing, and shared impact.

TOPICS COVERED IN THIS SECTION

- Employee BIDS
- Employee development
- Employee working conditions
- Health outcomes

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Our people

Our people are the foundation of Resmed's growth and success. Across our global offices, we foster a culture of support and inclusion, where every employee has the opportunity to unlock their potential.

At the end of fiscal year 2025, our workforce included more than 12,800 people worldwide (including contingent workers), with over 84% employed as regular employees.

Our Code of Business Conduct and Ethics, along with formal policies on workplace behavior, anti-discrimination, harassment, health and safety, career development, and employee benefits, provides the framework that reinforces this culture. Compliance with environmental, safety, and labor standards is embedded in how we operate and reflects our commitment to ethical business practices.

We prioritize mental and physical well-being, fair remuneration, and active engagement. Our turnover rates remain at or below industry benchmarks.

Belonging, Inclusion, and Diversity for Success (BIDS)

We are dedicated to fostering inclusion in how we work and in the products we design, and to building diversity across all levels of our organization. Our approach ensures that employees and customers alike feel represented and valued. This inclusivity strengthens loyalty and engagement across our business.

Our approach

We focus on four key pillars:

Inclusive leadership

We create practices and policies that attract, develop, and retain diverse talent. We role model and develop our leaders to foster belonging on their teams through language and action.

Policy and business consultation

We work collaboratively on inclusive policies, processes, and guidelines with different stakeholders across the business.

Awareness and advocacy

We raise awareness and consult on accessibility and inclusive design in our products and digital offerings.

Brand representation

We partner with marketing and community partners to showcase our support of all peoples, cultures, and lifestyles.

Our culture

Our dedicated team supports the entire enterprise by providing resources, training, and consulting to help build and sustain a culture that includes all. Our voluntary Employee Resource Groups (ERGs), representing various communities, engage nearly 10% of our workforce. These groups foster connection through events, campaigns, learning opportunities, mentorship, and community service. We also have an ERG called 'Women in Tech', supported by many of our male colleagues, which focuses on advancing women's representation while addressing emerging trends in technology.

Employee feedback

Our BIDS team actively collects feedback from our ERGs, executive sponsors and our Global Council to ensure alignment with employee needs and business objectives. Monthly Office Hours provide a forum where employees can ask questions, raise concerns, and connect with peers.

Our Data Analytics team leads a comprehensive People Listening Strategy, covering the full employee lifecycle, from onboarding to long-term engagement. This includes implementing several global employee surveys and onboarding feedback tools. Insights from this strategy inform organizational design, strengthen collaboration and enhance employee well-being leading ultimately to employee success. These insights and feedback were instrumental in shaping our recent 2030 organizational design.

Employee engagement

This year we focused on creating new and creative ways for people to engage with one another and offer more professional development opportunities for all employees everywhere. Some offices offered monthly yoga classes, weekly exercise classes, food competitions, monthly breakfasts, and galvanized teams to engage in their communities, such as blood drives, community service and walks for cancer, autism, ALS, heart health, and more. Some development programs offered in-person capstone experiences that gave employees a chance to grow through simulation of real world scenarios and collaborative exercises. These programs allowed employees to strengthen connections and feel more confident in the Resmed brand and products. Additionally, our distribution centers and manufacturing sites in the U.S. provided micro-learning training sessions related to foundational leadership concepts relevant to their workforces, offering more opportunities to engage throughout the year with programming for holidays and events.

Resmed is proud of its culture and efforts to prioritize physical and mental health, employee morale, and the overall employee experience. We are best-in-class as our culture is reflected in the results of our annual corporate survey, where all employees worldwide are given the chance to express their opinions, sentiments and suggestions.

To ensure authentic engagement, participation is voluntary. Below is the year-over-year (YoY) participation since 2023:

TRAININGS	BIDS & ERGS Programming
4,484 2023	**5,726** 2023
4,747 2024	**5,612** 2024
4,502 2025	**5,702** 2025

Measuring success

We leverage a data-driven strategy to assess our efforts to sustain an inclusive workplace. Metrics include annual employee engagement surveys, participation rates in events and programs, internal and external social media engagement, and analysis of hiring and promotion trends. Feedback from post-event surveys helps us refine our approach, ensuring that participation remains voluntary and driven by employee interests and feedback. Additionally, BIDS has strong partnerships with many parts of the business to ensure transparency, alignment and business value; examples of partnerships include Talent Acquisition, Talent Development, Compensation and Benefits, Inclusive Design Team, Medical Affairs, External Communications, Internal Communications, and Employee Relations.

Inclusive learning opportunities

We offer a range of completely voluntary programs designed to cultivate leadership and professional development:

- **BIDS Bytes:** Quarterly trainings on essential topics like Cultural Awareness, Well-being Tips, and Disability Etiquette.
- **Global Mentorship:** A six-month program connecting employees across the globe for learning and development.
- **Reverse Mentorship:** A rolling six-month program connecting employees of different generations and parts of the business together to bridge inter-generational understanding, collaboration and mentorship.
- **Allyship Program:** Training on how to effectively communicate and support one another.
- **ElevateHER:** A two-day strategy course aimed at empowering all genders in the workplace.
- **Activating Inclusion in Diverse Teams – Eskalera Talk Circle:** Navigating differences in the workplace so that all team members feel seen, heard, and valued.

Talent attraction, management and development

Resmed's integrated talent strategy emphasizes early career development, internal mobility, and leadership growth through structured programs across global regions. By combining personalized development pathways, AI-driven tools, and the 3Es framework (Experience, Exposure, Education), the company builds critical capabilities, fosters career progression, and ensures a resilient, future-ready workforce.

Talent attraction and acquisition approach

Hiring is a key competitive advantage for us, and finding, engaging and retaining the best talent is a collective responsibility. Our philosophy is rooted in recruiting excellence - identifying, assessing, and hiring top talent to achieve our business strategy. We begin by recognizing the strength of our internal talent and, where needed, strategically source externally to bridge capability gaps and address talent scarcity. This approach enables us to deliver a personalized candidate experience, strengthen our employment brand, and reinforce our extraordinary culture.

We are intentional about broadening our candidate reach to build balanced, high-performing teams. Every hiring decision is grounded in performance, capabilities, and experience, ensuring we attract strong talent and a resilient workforce.

We actively partner with local universities to foster interest in careers in medtech and digital health. These partnerships include sponsoring site visits to our facilities, where students can learn about the industry, explore career pathways, and engage with professionals.

In addition, we collaborate with non-profit organizations that provide training and career coaching for high school and university students.

Internship and graduate programs

Our early career programs are a cornerstone of our global talent strategy, shaping future leadership pipelines across key regions including Australia, Singapore, India, Germany, and the United States. These programs provide students with meaningful work experiences that foster growth and innovation. Building on the success of these programs, we are moving toward a more strategic and globally aligned model — one that prioritizes access, long-term development, and strong conversion outcomes.

Our current policies emphasize structured hiring through internships, apprenticeships, and graduate programs, with a commitment to merit-based selection and future-focused skill building.

Our goals focus on scaling and standardizing these programs globally and aligning early talent hiring to business-critical capabilities. We offer opportunities across core functions including Engineering, Marketing, IT and Finance through tailored pathways designed to promote seamless entry and sustained career growth.

Our graduate and internship programs have great partnerships with world-class universities, including:

- MIT (Massachusetts Institute of Technology) LGO (Leaders for Global Operations) program for students in their MBA dual degree program.
- NTU (Nanyang Technological University) REP (Renaissance Engineering Program) created to develop future engineering leaders who finish with a Bachelor's Degree in Engineering Science and Masters in Technological Management.
- UNSW (University of New South Wales, Sydney) partnerships, including the Peter Farrell Cup (PFC). This is UNSW's most prestigious competitive ideas program that is designed to fast-track the next generation of entrepreneurs and start-ups. Undergraduate Thesis Projects - Engineering. Co-op student program.
- NIT (National Institute of Technology) in Surathkal, ranked 12th for Engineering Universities in India.
- VIT (Vellore Institute of Technology) in Vellore, ranked 11th for Engineering Universities in India and 19th overall.

Talent management

To optimize our people and to drive success, we have instituted an Integrated Talent Approach. This approach enables the Talent Team to translate business strategy into the core capabilities, skills, and knowledge needed to fuel Resmed's future. By leveraging data, we can match the right talent to the right role at the right time, in the right geographical location.

Through seamless integration with Talent Development, Early Career Programs, Internal Mobility, Talent Optimization, and Talent Acquisition, we are building an intricate talent map of the organization. This includes identifying critical roles, key capabilities, and existing talent gaps. Our priority is to be agile and anticipate trends and change as business needs evolve.

As part of this approach, we actively promote career progression by encouraging cross-functional experiences, global rotations, short-term gigs, and stretch assignments that build critical skills and broaden perspectives. These opportunities strengthen our leadership pipeline and give colleagues an opportunity to shape their own career paths.

To reinforce this effort, we piloted bi-annual review cycles where People Leaders and Talent teams calibrate readiness, assess potential, and identify development priorities. We are also advancing our workforce planning capabilities, enabling us to leverage insights about our talent to support Resmed's long-term growth ambitions.

In parallel, we are leading the adoption of artificial intelligence and automation across talent operations, embedding advanced technologies into sourcing strategies, learning delivery, capability assessments, and talent deployment. These tools increase capacity, improve personalization, and ensure our programs remain agile and responsive to a dynamic global workforce.

Collectively, these efforts are strengthening our talent management experience, helping us build a more resilient organization.

Talent development

At Resmed, we invest in our people so they can grow their capabilities, take on new challenges, and help drive our long-term success. Our contemporary approach to development is designed to support evolving leadership and capability needs, reduce gaps for critical roles, and ensure development is meaningfully focused. Key elements of our approach include:

- Workforce planning to identify future capability needs and critical roles;
- Understanding abilities and aspirations through regular check-ins, career conversations, and development discussions;
- Talent assessment and calibration focused on impact and potential, informed by manager and peer feedback;
- Building personalized development options;
- Succession planning for key roles and capabilities; and
- Development discussions led by people leaders.

Career growth and professional development

At the start of each fiscal year, people leaders work with their teams to set clear, measurable goals at both individual and team levels aligned to our strategy. These targets, fueled by regular conversations, ensure that our individuals and teams are executing priorities in support of our strategy.

We believe career fulfillment is deeply personal and can take many forms — whether through meaningful day-to-day contributions, leading others, or advancing as senior technical experts. To support this diversity, we are embracing an integrated talent management approach that offers flexible pathways tailored to individual aspirations. Rather than focusing solely on short-term development goals, we aim to identify the next best opportunities aligned with each colleague's broader career vision. This approach enables ongoing growth, personal fulfillment, and lasting impact.

Experience, Exposure, and Education (3Es)

Our career development philosophy is anchored in the Experience, Exposure, and Education (3Es) framework, with a strong emphasis on Experience and Exposure as the primary drivers of skill growth.

- Experiences like leading projects, stretch assignments, and solving real-world business challenges.
- Exposure to different ideas, industries, functions, and leaders through mentoring, peer learning, and cross-functional collaboration.
- Education on methods, models and frameworks to complement and enhance on-the-job development

Through our learning portal 'Develop@Resmed' colleagues have access to over **16,000 online courses and self-paced programs** tailored to individual skill needs. Course completion, progress, and recognition are tracked to drive accountability and celebrate milestones.

Building on the self-serve learning options available through our platforms, we offer dedicated development journeys tailored to the unique needs of leaders at every stage — from first-time people leaders to experienced executives. These programs are designed to build the capabilities essential for effective leadership in a rapidly evolving business environment, and are fully aligned with our strategic priorities and leadership expectations. People leaders are supported through structured, stage-specific development - from building foundational leadership skills to strengthening executive-level capabilities. The focus is on fostering inclusive, high-performing teams, enabling individual growth, and driving sustained organizational success.

Across all levels, we invest in building core capabilities that are critical to our culture and growth, including AI fluency, leading through change, growth mindset, and coaching for performance and development. These capabilities empower our colleagues to guide their teams through transformation, embrace continuous learning, and unlock the potential in others.

In addition, we are establishing capability pathways for critical roles that drive disproportionate impact on our company's success. These pathways provide focused development support and succession planning for roles that are pivotal to executing our strategic ambitions, ensuring that we have the right talent ready to lead during critical business moments. We also develop and deliver in-house compliance training covering key areas such as our Code of Business Conduct and Ethics, and Health and Safety. Additionally, we offer financial assistance for education and training in many of the countries where we operate.

Job rotations for development

We actively promote career progression by encouraging cross-functional experiences, global rotations, short-term gigs, and stretch assignments that build critical skills and broaden perspectives. These opportunities help strengthen our leadership pipeline and support meaningful career journeys for our colleagues.

Our People Leaders and Talent teams regularly work together to assess readiness, identify future potential, and create development opportunities that prepare our top talent for leadership roles aligned with Resmed's evolving business needs.

Additional development through our technical development offerings

For technical and professional development, we offer tailored solutions across all functions of the organization. All our employees have ongoing opportunities to develop their technical and professional skills through targeted development offerings such as Commercial Education and IT training.

Employee benefits

Compensation and benefits

Our Total Rewards philosophy ensures employees are compensated competitively, fairly, and equitably. We communicate openly about how compensation decisions are made, and design our programs to be clear, purposeful, and aligned with our strategy.

Equal opportunity and pay equity are central to this approach. We benchmark compensation and benefits across all position levels and against peer companies to attract, retain, and motivate talent. Annual and long-term incentives are tied to both business and individual performance, balancing short- and long-term priorities.

We also provide a competitive Employee Stock Purchase Plan (ESPP) to encourage our employees to invest in Resmed at a discounted price. For non-financial incentives, such as health insurance, retirement, life insurance, and leave, our policies and benefits conform to local regulations and practices and align with our values.

To reinforce fairness, we conduct internal reviews and partner with external experts to identify and address any potential pay equity issues.

Our benefits are very robust, offering employees flexible time off, volunteer time off, and resources for additional needs like well-being, exercise, caregiving and financial literacy. We work hard to offer holistic benefits packages, provide flexible work arrangements, and cultivate a workforce culture that allows employees to grow and thrive.

Our programs are designed to:

- Reflect and support Resmed's culture, mission, values, and behaviors as we work to deliver on our patient-centric, digitally enabled strategy.
- Pay our people strategically, fairly, equitably, and competitively.
- Recognize that all employees contribute to the success of our company and are rewarded based on collective results.
- Provide strong alignment with shareholders.
- Empower team members to live healthier, higher-quality lives.
- Adapt to the changing needs of our diverse, global business, and team members.

Work-life balance

We support our people and their families with flexible working arrangements, paid time off, and consideration in scheduling. Paid time off varies with local conditions but is generally available for sick leave, parental-community-care provider leave, bereavement leave, volunteer services and military service where required by local laws. We encourage more flexible working arrangements, such as job-share arrangements and condensed week options, where roles allow.

Every year, we give all employees a "Resmed Day" — encouraging employees to take the day off to do something that brings them joy and to rest. We have an intranet page where employees share pictures and stories on how they spent the day off. This is a benefit our employees greatly appreciate.

Our parental leave policies are well above minimum legal requirements and very market competitive in key locations — Australia and the U.S. Additional unpaid leave is available for a range of other personal reasons, such as elder care.

We support community engagement through a volunteer program that enables colleagues to integrate volunteering into their lives. In some countries, this includes paid time off for volunteer work.

Labor and management relations

Resmed endeavors to maintain fair, productive and cooperative labor relationships. Embracing appropriate and differing practices in the many countries in which we operate, these relationships take different forms.

In some countries we have commercial relationships with external labor supply organizations, and some of those organizations have employees covered by a collective agreement. As an example, in the case of Australia, approximately 10% of the total Australian workforce is subject to a collective agreement.

We comply with all applicable country laws and regulations with respect to labor and management relations. We do not restrict employees or workers from joining or engaging with a union, association, or other forms of industrial representation. As an equal-opportunity employer, we support employees — without distinction and subject only to the rules of the industrial organization concerned — to join or be represented by an industrial organization. The establishment of labor-management committees are formed and constituted without management intervention.

In France and part of our German-based home care business, our employees are represented by work councils that are independent of trade unions. We consult with these councils regularly on the employee experience, especially matters such as health, safety, and working conditions.

Health, safety, and well-being

We know that a healthy workforce is essential to our success, and we take a holistic view of well-being. At our major campuses in Sydney, San Diego, and Singapore, employees have access to on-site fitness facilities and regular health screenings, including checks for blood pressure, cholesterol, and glucose.

We also provide a range of health and wellness programs tailored to local needs. These include:

- Seasonal flu vaccinations
- Subsidized programs to support smoking cessation
- Sleep apnea screening
- Confidential counseling and referral services for stress and mental health support
- Financial contributions toward gym memberships
- Company-sponsored private health insurance in some regions

By investing in both physical and mental well-being, we aim to support our people in building healthy, sustainable lifestyles that benefit them at work and beyond.

Working environment

Across our sites, we design workplaces that bring people together and support collaboration.

Most of our teams work in small, well-equipped offices, while our major campuses in San Diego, Singapore, and Sydney — and our key sites in Lyon, Munich, Dublin, and Harwell — offer modern, interactive spaces that reflect our culture of quality, collaboration, performance, and innovation. Field-based teams receive tools and technical support to stay connected wherever they work.

Our Sydney campus highlights this approach. Its buildings were designed to bring corporate leadership, research and development, and manufacturing teams closer together, making it easier to move from concept to production. The Sydney Innovation Center also applies Environmentally Sustainable Design (ESD) principles, with features such as a narrow floor plan that maximizes natural light and reduces energy use.

We regularly assess our workplaces for accessibility, lighting, air quality, water, and noise. Our most recent results were within relevant health and safety standards, affirming that our people have safe, healthy, and collaborative spaces to do their best work.

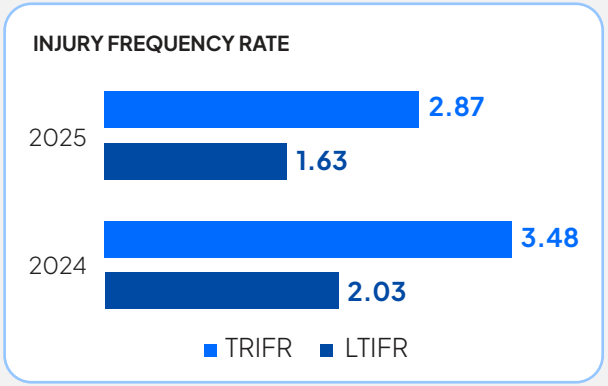
Health and safety

We believe that maintaining a physically safe and mentally healthy working environment is essential in supporting our people. We resource our commitment by having a business partner and advisory support model for our leaders, driving accountability and management for health and safety.

Our local health and safety management systems are integrated with our certified quality and environmental management systems. We leverage commonalities such as the learning management system, trainings, inductions, and document management system. We also integrate risk management activities, including emergency response, incident reporting, chemical, contractor, and change management processes. We align our health and safety management systems with the ISO 45001 Health and Safety Management System, an international standard and hold certification for our Singapore locations.

We stay informed of our supply chain health and safety risk profile through the health and safety risk register, our global performance scorecard, and our online incident reporting and risk management system. An incident escalation process provides visibility of all supply chain priority incidents involving medical treatment or impacting one of the four identified high-consequence operational risks consisting of powered mobile plant, powered machinery, electricity and heights.

Our year-on-year comparison with 2024 delivered a reduction in Lost Time Injury Frequency Rate (LTIFR) from 2.0 to 1.6, a complementary reduction in Total Recordable Injury Frequency Rate (TRIFR) from 3.5 to 2.9 continuing our sustained performance over the longer term. No fatalities have been recorded.



Health programs and promotion

We start by helping our people get a quality night's sleep to awaken and be their best through facilitating access to the very same products, services, and technology that benefit our customers. The programs vary around the world to suit the diagnostic and treatment pathways, but in essence aim to provide discounted equipment to our people and varying degrees of financial relief to immediate family members, close relatives and friends.

Our internal Living Life Well wellness brand in the U.S. includes all stages of health and well-being as equally important parts of a whole person that we want to support and promote. We aim to be inclusive of not only different stages of well-being but also different approaches focused on the physical, emotional, financial, and social aspects of health. In the U.S., our medical insurer is involved in carrying out this customized and targeted program.

Through Living Life Well, we offer access to a wellness platform that help employees meet their personal health goals and earn redeemable points. Activities include self-guided courses to build heathy habits, health check to identify possible health risks and get practical tips to maintain or improve well-being, a personalized care checklist to provide reminders around preventive care, challenges where teams can participate in healthy competition, and many other opportunities to learn and engage in health.

At our U.S. Distribution Centers, we are strengthening our culture of safety through community and team-building events, such as Family Safety Day, which combines learning, recognition, and family engagement to reinforce safety at home and in the workplace. Facility upgrades, such as traffic striping and racking reconfigurations, help reduce operational risks. Our Life-Saving Rules initiative drives accountability in high-risk areas, contributing to milestones such as two years without a lost-time injury at our Atlanta site.

With a concierge-level support team, our people have access to[9]:

- Enhanced coverage of sleep diagnostics and treatment
- Family forming benefits including infertility treatment and focused pregnancy care
- Free preventive prescriptions for asthma, diabetes, high blood pressure, heart disease, mental health, and osteoporosis
- Free digital health program that provides personal support for those high blood pressure or at risk for or diagnosed with type 2 diabetes
- Free virtual physical therapy program for musculoskeletal issues and pain
- Free digital program focused on pelvic health
- Free chronic condition coaching to help those with serious health conditions
- Lifestyle coaching programs focused on stress and nutrition
- Caregiver support platform that helps coordinating care for a loved one

We complement our offerings with a comprehensive communication approach (utilizing town halls, lunch and learns, webinars, videos, emails, websites, apps, AI, LCD screens, newsletters, posters, and mail campaigns) to ensure we reach our diverse workforce.

In addition to medical coverage, we provide short and long term disability insurance and leave, life and accidental death and dismemberment (AD&D) insurance, pre-tax savings and spending accounts, retirement savings plan and access to financial consultants to aid employees and their families as they plan for the future.

In Australia and New Zealand, we have access to a global medical network of specialists for a medical second opinion and specialist care to guide those through the diagnostic and treatment pathways where a mental illness is indicated.

[9] These programs are available in certain geographies.

We have a variety of tailored programs and wellness facilities to address the well-being needs of our diverse workforce such as[10]:

- Walking trails
- Corporate fitness centers
- Free flu vaccinations
- Cafeterias that offer fresh and healthy meal options
- Relaxed areas for coffee, ping pong, pool tables, and gaming spaces
- Mothers' rooms providing a secure and comfortable space
- Wellness initiatives that raise awareness and help people 'know my numbers' such as blood pressure, cholesterol, and glucose
- Subsidized or free smoking cessation programs and smoke-free campuses
- Meditation classes
- Gym discounts or reimbursement
- Executive health assessments
- Lunch and learns with doctors and health experts
- Financial wellness tools and education and retirement essentials
- On-site physiotherapy
- Tuition reimbursement
- Corporate entry to sporting, theater, and community events
- Support for global health awareness-raising initiatives such as RUOK? Day, Daffodil Day, World Mental Health Day, Breast Cancer Awareness Month, and more!

We are very active on the subject of mental health and have trained employees through our network of 40 mental health first aiders. Since 2019, we have organized training and awareness sessions via conferences and online sessions on the themes of depression and burnout.

We offer tailored psychological support with an external provider to prevent situations of mental overload or to support an employee during a period of psychological vulnerability (after a long-term sick leave, for example). It is a tripartite approach that includes the employee, the manager and an occupational psychologist. This allows us to address the issue of mental health in a specific professional context.

We offer various wellness programs in virtual formats, expanding our reach across time zones and geographies. These include live and recorded sessions, ranging from instructor-led cardio classes, to sound therapy and ergonomics in order to reinforce the importance of making time for wellness and increasing collaboration as people make different connections through wellness. We also recognize the importance connecting to the community plays in fostering well-being.

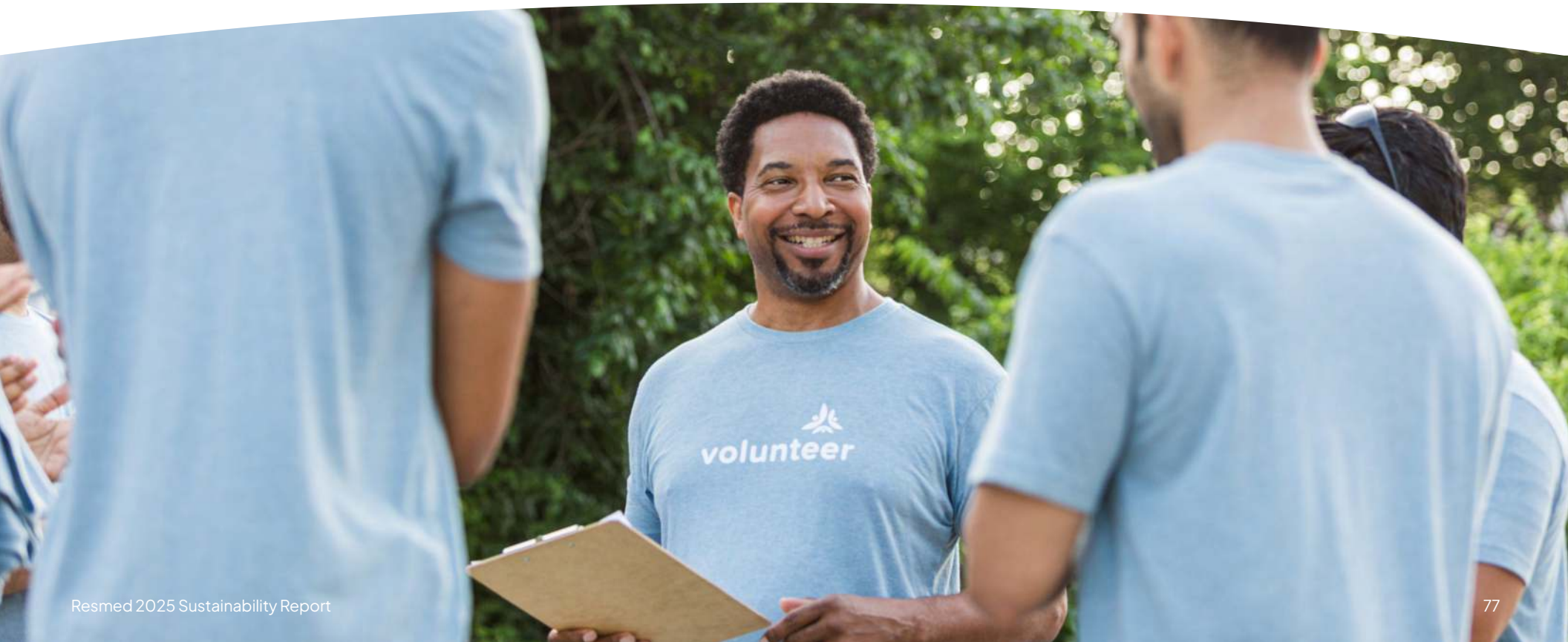
We have many passionate team members who support a variety of organizations and causes such as Breast Cancer Awareness, Amyotrophic Lateral Sclerosis (ALS), Curebound, Cancer Research Center Leon Bérard in France, Salvation Army Giving Tree, food banks in San Diego, Atlanta and Los Angeles, and many local efforts to support first responders, healthcare workers, and those impacted by disasters.

[10] These programs are offered across geographies; each location offers something different to meet employee needs and interests.

Community support

Supporting the communities where we operate through economic investment and social engagement is a core part of our culture and ethos.

Across our global offices, teams actively participate in community outreach, brand awareness, educational mentorships and training programs, and different initiatives that support access and affordability, and advocacy for health and well-being. Each location takes a tailored approach, empowering employees to champion causes that matters most to them and to the communities they live and work in.



Global community engagement highlights:

- Partnering with organizations and schools globally to support different STEM communities and students
- Volunteering with food banks, blood donation drives, and youth mentoring programs
- Gift and food drives across our offices globally during respective holiday seasons
- Educating the public and healthcare providers on obstructive sleep apnea (OSA) through global campaigns like 'Let's Face It,' challenging stereotypes and promoting better understanding of chronic conditions
- Championed improving health outcomes for everyone through Sleep Apnea Education Week
- School kit assembling and distributions, diaper and sanitary pads donations
- Neighborhood and beach cleanups
- Supporting local conferences, councils, the arts, and community organizations with resources, mentors, and community support

These activities not only strengthen community ties we serve, but also foster team building, a sense of belonging, and pride among employees. Leaders across the globe have embraced "giving back" initiatives as a powerful way to build trust, deepen team connection, and create opportunities to get to know one another beyond the workplace.

We are deeply committed to making a lasting impact both within our organization and across the communities we serve. Below are some examples of our global giving efforts this year.

RESMED'S IMPACT

$227,627
in global charitable giving across 56 organizations

2,147
backpacks and school kits distributed to children in India

150 hot meals
served by volunteers in Halifax

56 organizations
supported for charitable causes worldwide

3,387
Volunteer Hours by Resmedians worldwide

$28,797
spent on community empowerment

612+ lives saved
through blood donation in Sydney and Lyon

$25,000
donated for cancer research in San Diego

Volunteering and fundraising

Our commitment to community is reflected in diverse contributions — ranging from mentorship and product donations to sponsorships and economic investment.

In many countries, employees receive up to two days of paid Volunteer Time Off (VTO) annually to support causes of personal significance[11]. Where formal VTO policies are not in place, teams often organize group volunteering activities to foster connection and shared purpose.

In France, another avenue of action is the donation of paid leave days; the leave days are monetized and Resmed matches 50% of the value of an employee's donation.

Our leaders are increasingly encouraged to role-model community engagement. This year, employees participated in mentoring programs, spoke on local panels, and supported sleep awareness campaigns.

[11] While we encourage Resmedians to volunteer, how they choose to donate their time is at their discretion and may not reflect the values of the company.

Our products

Every product we create combines innovation, safety, and sustainability to improve lives worldwide.

TOPICS COVERED IN THIS SECTION

- Health outcomes
- Product quality and safety
- Innovation, research and intellectual property
- Inclusive access to products and services

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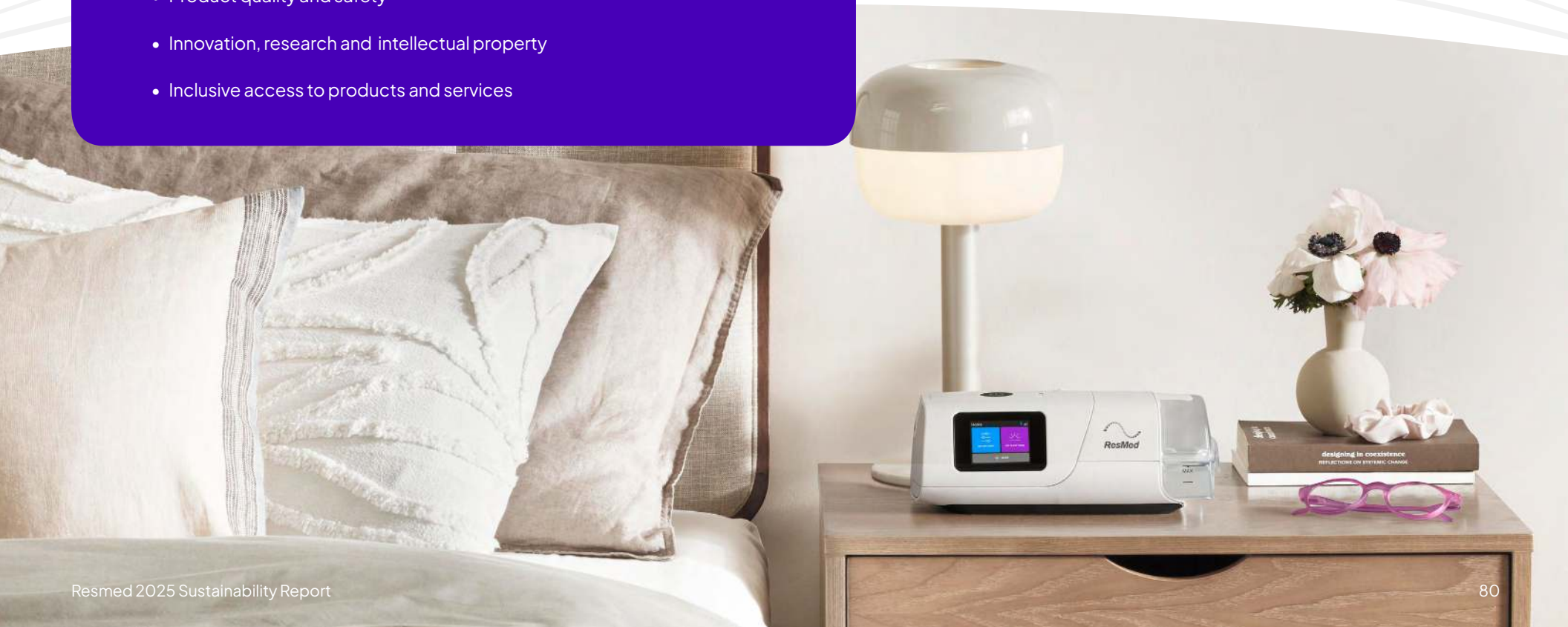


Quality, innovation, and continuous improvement

Delivering safe, effective, and reliable products is central to Resmed's mission. Patient safety is our top priority. Our quality approach is designed to ensure that every device we bring to market meets the highest standards.

Our global Quality Management System (QMS) aligns with leading international requirements, including ISO 13485 for medical devices, the U.S. FDA's Quality System Regulation (21 CFR Part 820), the European Medical Device Regulation (EU 2017/745) and Medical Device Directive (93/42/EEC), Japan's MHLW Ministerial Ordinance No. 169, and other applicable market standards. The QMS provides a structured framework that integrates quality practices, resources, and continuous improvement activities.

Key elements include:

- Organizational and environmental management systems that establish clear responsibilities and maintain safe operating conditions.
- Change control and document management processes to ensure consistency and traceability.
- Corrective and Preventive Action (CAPA) and risk management programs to address issues and prevent recurrence.
- Post-market surveillance to monitor performance once products are in use and feed insights back into design and manufacturing.

All employees participate in training tailored to their role, including core elements of the QMS and Good Manufacturing Practice (GMP), which emphasize safe behaviors such as personal hygiene, appropriate protective equipment, and accurate record-keeping.

We also run a robust internal audit program, conducting more than 50 audits each year across our global operations. These audits help us confirm compliance, identify potential risks, and strengthen our culture of continuous improvement.

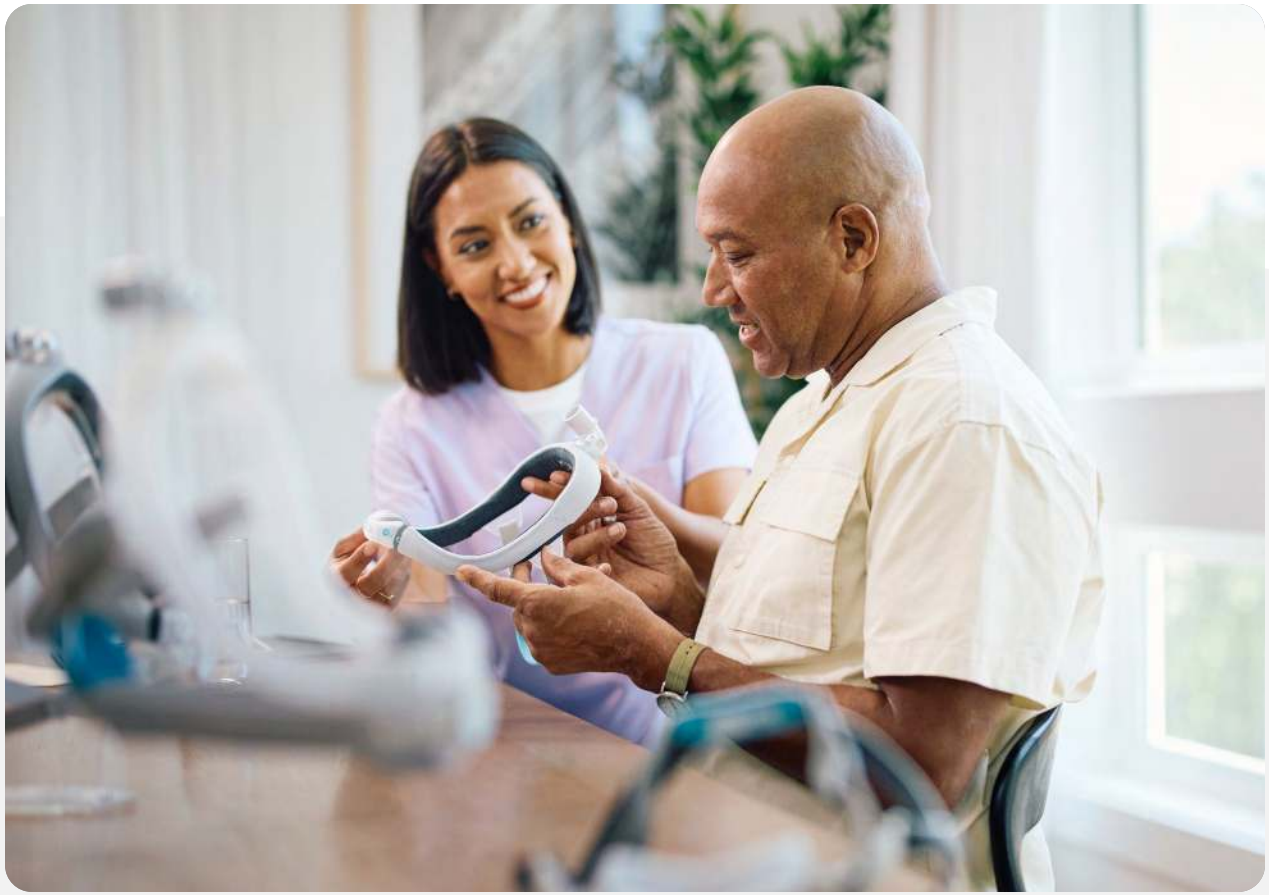
Design for all patients

Inclusive design and accessibility

Our Product Leadership Team embeds principles of patient accessibility and inclusive design into our product roadmaps. We are also refining our internal language and strengthening collaboration across product design, medical research, mask testing, social media, and patient outreach to ensure accessibility and inclusivity remain core consideration throughout product development.

In 2025, we began shaping a company-wide approach to accessibility to identify organizations that support International Web Content Accessibility Guidelines.

Together with our **Disability and Neurodiversity ERG** and the Inclusive Design Team, we launched an **Accessibility Lab** — also known as an **"Empathy Lab"**. This immersive space features 15 different tools and products, offering interactive simulations that bring to life a range of accessibility challenges. The lab enables employees to experience barriers firsthand and empowers them to design solutions that better meet the needs of all users.



Expanding access to care

Our mission is to ensure that our products and services support people living with sleep and breathing disorders, regardless of their age, gender, geography, or ability. We create accessible, inclusive technologies that enhance quality of care while respecting individual needs, building stronger, more connected care communities.

To expand access, we work with key opinion leaders in regions including Japan, China, Europe and the U.S. who are focused on improving sleep health, access to healthcare, and personalized sleep treatments for women. We consider variables such as age, race, gender, and ability in our trials and studies to ensure representation across our user base.

In 2025, we introduced Sleep Apnea Education Week, bringing together patient advocates, clinicians, opinion leaders, and advocacy groups such as Project Sleep to raise awareness, challenge outdated perceptions of OSA, and expand access to screening and treatment. The campaign reached thousands of people through digital outreach, social media toolkits and community engagement.

Our Residential Care Services teams apply human-centered design and ethical AI to support both patients and caregivers:

- An AI-powered scheduling tool allows caregivers to identify shift and time-off preferences, supporting work-life balance and reducing burnout.
- A tour planning solution for home and mobile care services incorporates patient preferences — including appointment times, caregiver continuity, and gender considerations — helping build trust and improve health outcomes for the patients our customers serve.

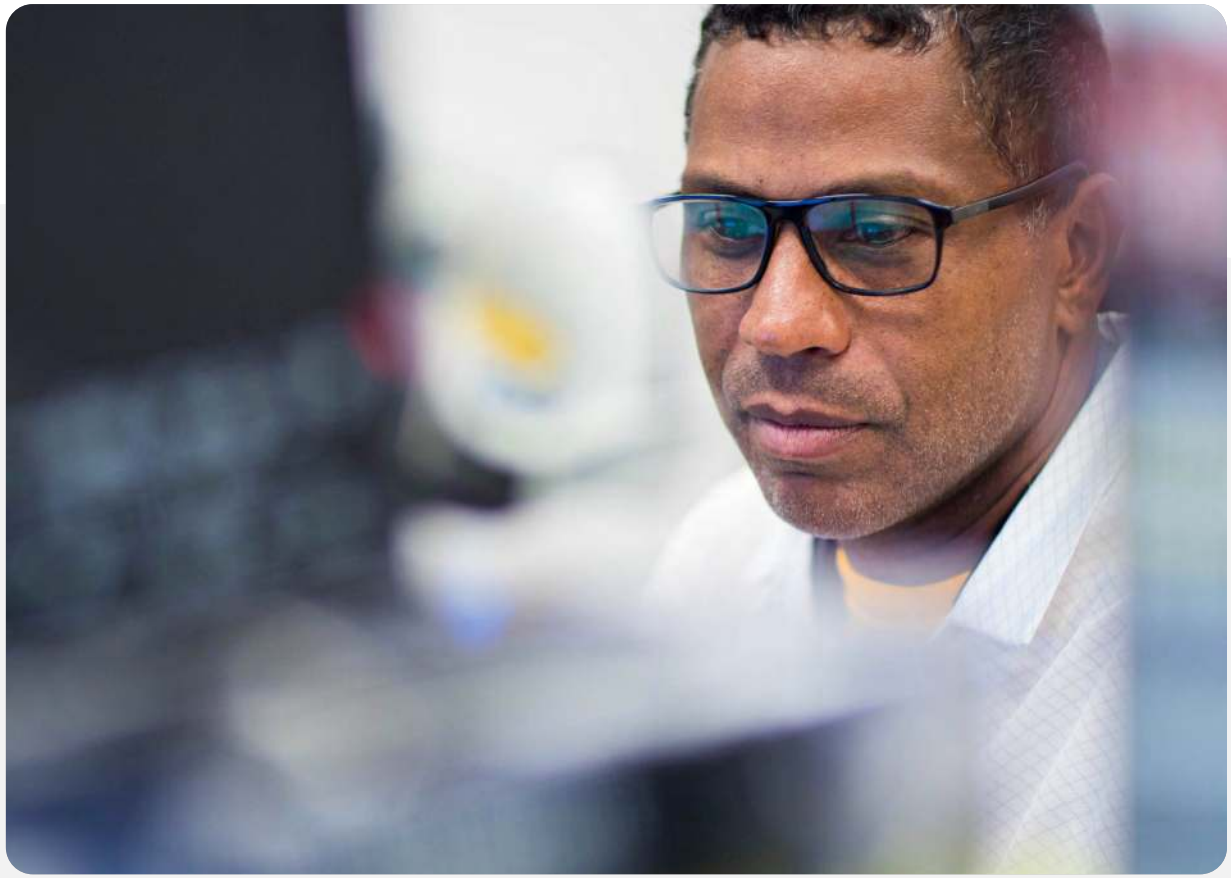
Research and development

For all prospective clinical trials, we follow Good Clinical Practice (GCP) and ISO 14155 guidelines. These guidelines require that trials are registered on publicly accessible registries such as ClinicalTrials.gov and that results are disclosed once studies are complete.

To ensure broad access to results, we share findings through conference presentations, scientific meeting abstracts, and peer-reviewed journal publications. This information is made available to a wide range of stakeholders, including:

- Payers
- Regulators
- Health Technology Assessment bodies
- Healthcare professionals
- Patient advocacy groups
- Patients and caregivers

The results we disseminate cover a spectrum of study types, including clinical trials, post-launch observational research, cost-effectiveness assessments, and health economics analyses. While patient-level data are not routinely shared, we review requests on a case-by-case basis, always ensuring compliance with applicable privacy and consent requirements.



We provide more detailed information about R&D in our **2025 Annual Report**

Product quality

We maintain a robust QMS to ensure our products consistently meet patient needs and performance requirements. Our approach integrates engineering and scientific principles into product design, manufacturing, and lifecycle management — from conception through commercialization. We design manufacturing processes to meet defined quality attributes and apply continuous improvement practices throughout a product's lifecycle. We collect and analyze data from multiple quality subsystems, including product development, supplier performance, manufacturing process controls, equipment reliability, field performance, complaint management, audits (internal, external, and supplier), and product risk assessment. Monitoring these data trends allows us to identify issues and take corrective or preventive actions as needed.

All our devices, accessories, and related products are assigned Unique Device Identifiers (UDI), as required by regulators in the global markets. These identifiers are tracked through our enterprise resource planning (ERP) system, enabling full traceability across the product lifecycle.

We have not received any FDA Form 483 notices, FDA Warning Letters, nor equivalent notices from other agencies as a result of production plant inspections by regulatory authorities in the last four years (2022–2025).

Quality with suppliers

We apply a comprehensive supplier approval process that includes risk-based assessments and audits. Our standards for suppliers cover communication, responsibilities, quality systems, traceability, and environmental requirements. Details are available through our SupplierConnect platform.

We require suppliers to establish and maintain, at a minimum, third-party certified ISO 9001 or an equivalent QMS, and to comply with applicable standards for electronic components, including JEDEC, IPC, ANSI, J-STD, and SAE. In some cases, we may approve a supplier that does not hold ISO 9001 certification, provided our audit confirms their quality system is robust and documented controls are in place.

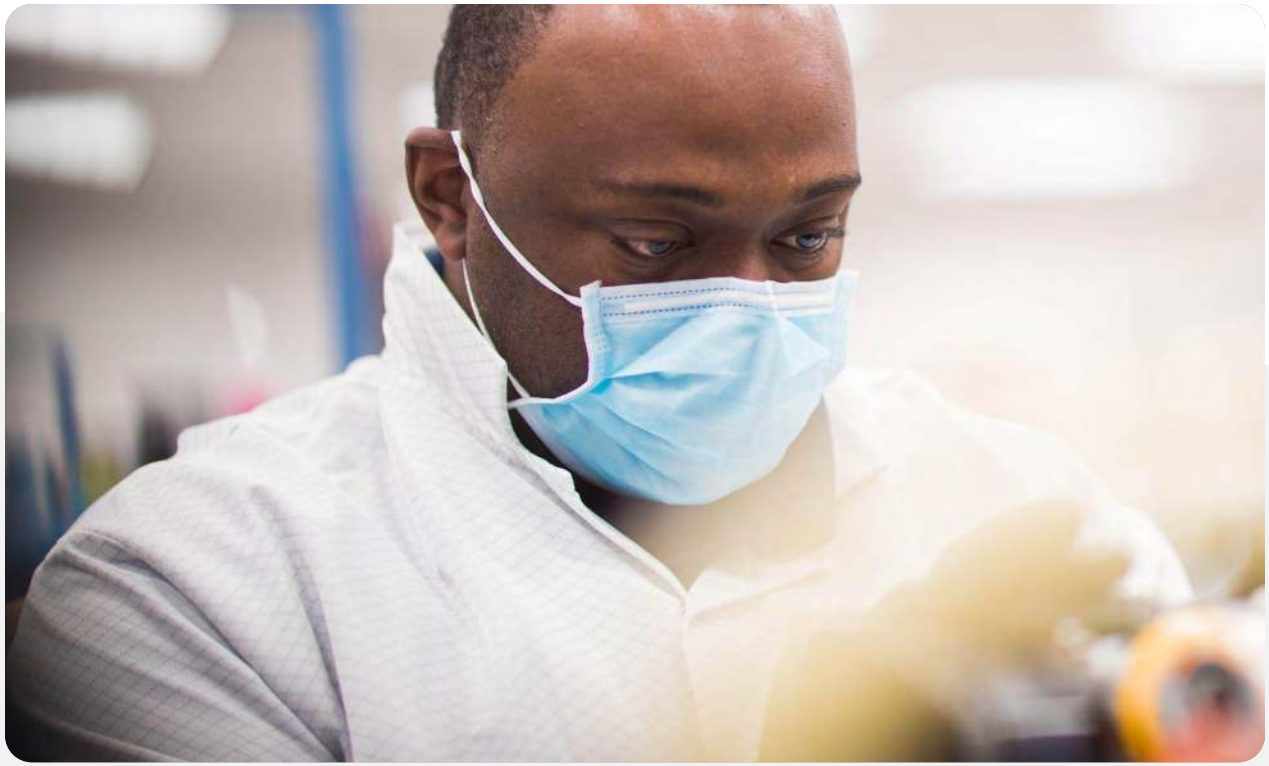
We conduct ongoing audits based on initial supplier assessments, subsequent performance, and the nature of supplied goods. Audit frequency ranges from 6 to 48 months. On average, our supplier audit team reviews approximately 60 suppliers each year. Components are also inspected prior to use to confirm compliance with specifications. Where defects are identified, corrective actions are implemented, escalating to termination of contracts if issues are not resolved.

Product safety

We take our product safety obligations seriously and rely on a comprehensive QMS to meet stringent regulatory requirements and standards in all global markets. Risk management is embedded across the product lifecycle — from design and manufacturing through commercialization and post-market surveillance.

We proactively collect and review experience gained from devices in the market to assess the risk-benefit profile and identify potential corrective or preventive actions. Field performance and product safety are continuously monitored. We collaborate with customers and regulators to ensure safety and effectiveness for the entire product lifecycle, with oversight calibrated to the risk profile of each product.

During 2025, we did not issue any safety-based (voluntary) product field actions for our devices globally. Also, there are no products listed on the FDA MedWatch Alert Page.



No military uses

Other than where our products are used by military personnel for therapeutic purposes, Resmed and its subsidiaries do not produce or contribute to any products or services designed for military use. We do not intend to produce or sell any equipment designed solely for military use.

During 2025, we did not receive any U.S. FDA enforcement actions in response to GMP or other violations, and had no fatalities reported to the FDA directly linked to a failure of a Resmed device.

Customer satisfaction

We collect and securely manage detailed feedback to better understand perceptions of our product quality and customer service.

Because we primarily sell through medical and health product resellers rather than directly to end users, much of our quality and service data is gathered from surveys of these wholesale partners. As experienced providers who also distribute comparable healthcare products, their perspectives offer us benchmarks for evaluating our performance and identifying opportunities for improvement.

We supplement this information with insights from post-market surveillance activities, service interactions, and direct feedback from patients and healthcare professionals, enabling us to build a more complete view of product quality and user experience.

Resellers

CUSTOMER EXPERIENCE SURVEYS

To better support our resellers, Resmed conducts customer surveys such as Customer Satisfaction Score (CSAT), Net Promoter Score (NPS), and Customer Effort Score (CES) to capture meaningful insights along the customer journey. The surveys provide insights on their level of satisfaction and loyalty.

End users

END-USER FEEDBACK

In markets where we directly sell to end-users, a significant portion of end-user sentiment is obtained from online marketing platforms, enabling reviews from verified buyers. The feedback from end-users presents genuine experiences and opinions regarding our products, aiding us in gaining insights into user sentiment and identifying opportunities for continuous enhancement of the Resmed experience.

B2C

ONLINE PRODUCT PERFORMANCE RATING

The use of end-user generated reviews allows customers to rate and their share genuine experiences with our products. This feedback can also be viewed by other end-users to inform their purchasing.

In North America, we incorporate post-interaction CSAT and NPS surveys and leverage market intelligence through various channels such as blogs and social media.

Post CSAT surveys

We actively seek feedback from our customers to gauge their satisfaction levels and identify areas for improvement when speaking with our customer service associates. Our post-interaction CSAT surveys are a crucial part of this process.

Structured questionnaires
We design surveys that are concise yet comprehensive, focusing on key aspects of the customer experience. These surveys are sent to customers shortly after they interact with our products or services.

Net Promoter Score (NPS)
We use NPS to measure the likelihood our customers will recommend our products or services to others. NPS provides us with a clear indicator of overall satisfaction and loyalty.

Customer Effort Score (CES)
We measure our customers' experience based on how easy it is to work with our support teams and processes.

Open-ended questions
We include open-ended questions to allow customers to provide detailed feedback and insights. These responses often contain valuable suggestions for improvement.

Real-time feedback
Whenever possible, we enable real-time feedback collection to address issues promptly and enhance the customer experience.

Utilizing market intelligence

Customer satisfaction is not solely determined by our direct interactions but is also influenced by the broader perception of our brand in the market. To harness this aspect, we employ market intelligence through blogs, social media and other channels:

Social media monitoring
We actively monitor social media platforms for mentions of our brand, products, and services. This helps us gauge public sentiment, identify trends and respond to customer inquiries, or concerns promptly.

Blog and news analysis
We analyze industry-related blogs, news articles, and reviews to gain insights into customer sentiment and market trends. This informs our strategy and helps us adapt to changing customer expectations.

Competitor analysis
We benchmark our customer satisfaction against competitors to ensure that we remain competitive and strive for excellence in the eyes of our customers.

Customer persona development
By synthesizing data from various market intelligence sources, we refine our customer personas to better understand their needs, preferences, and pain points.

Marketing and labelling

Resmed complies with product marketing and labelling requirements set by medical device regulators in every country where we operate, including the Australian Therapeutic Goods Administration (TGA) and the U.S. Food and Drug Administration (FDA). All marketing and labelling materials undergo both regulatory and legal review to ensure that performance claims are accurate and substantiated.

Our QMS integrates controls to ensure compliance with labelling requirements, including translation into local languages where required. Internal quality audits also cover product marketing, user guides, and clinical guides to confirm consistency and compliance across all markets.

Market leading compliance

Our Code of Business Conduct and Ethics affirms our commitment to market-leading compliance in the sales and promotion of our products. Employees are required to engage with healthcare professionals, patients, and consumers responsibly and in full compliance with applicable national, state, and local regulations.

Our approach to responsible marketing includes:

- Clear and accurate communications – Ensuring marketing content aligns with approved product labelling and verified performance claims.
- Ethical interactions with healthcare professionals – Guided by our global policy on Interactions with Healthcare Professionals, which mandates a documented and legitimate business purpose for all engagements. Any payments must reflect fair market value.
- Responsible use of communication channels – Applying the same high standards to social media, digital platforms, in-person discussions, and educational activities.
- Robust oversight – Conducting routine audits, monitoring interactions, enforcing contractual obligations, and investigating potential misconduct.

We also maintain a strict prohibition against promoting off-label uses of our products. Our distributors are contractually required to refrain from altering, misbranding, or marketing products beyond their approved uses. These requirements are integral to our broader compliance and governance framework.

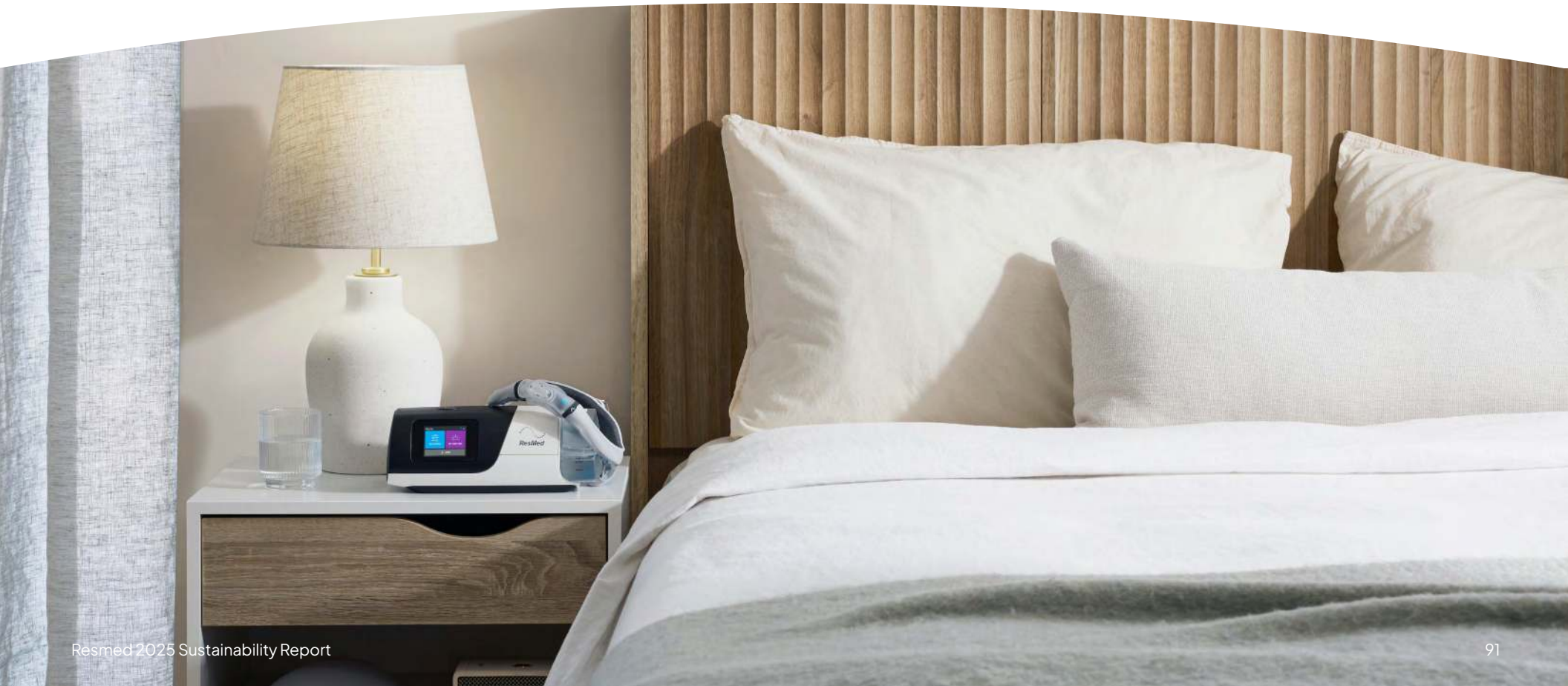
We did not receive any material non-compliance notices during 2025. Our internal audit identified and corrected several minor issues, and the business received some notices of minor nonconformance from regulatory authorities.

Product price

Our products and services are sold through a wide range of channels globally, we have many ways of communicating and negotiating prices with our customers. The term "customers" refers to various types of purchasers.

Prices may be set through formal contracts, participation in government, hospital, or healthcare system tenders, or through direct sales in retail and e-commerce settings. Depending on the purchaser and country, sales prices may be influenced by regulation, payer reimbursement, purchase volume, and other contractual terms.

In all cases, the selling price is agreed upon at the time of the transaction and is bound by the applicable terms and conditions. As sales agreements are typically unique to each transaction, the associated terms — including price ranges and other metrics — are not disclosed publicly.



Sustainability metrics

We track what matters most, sharing transparent sustainability-related data to hold ourselves accountable.

Sustainability metrics

Sustainability metrics	Unit	FY25	FY24	FY23
Economic performance				
Total Revenue ($)		5,146,327	4,685,297	4,222,993
Economic value distributed - operating costs ($)		2,277,427	2,233,932	2,040,890
Employee costs and benefits		1,106,148	1,051,988	977,816
Payments to providers of capital		306,766[12]	328,028	305,655
Payments to government	USD (1000s)	276,843	243,847	204,108
Total monetary contributions to political campaigns, political organizations, lobbyists or lobbying organizations		0	0	0
Community investments		227[13]	1784[14]	1271[15]
Donations to research foundation		657[16]	835	838

Responsible business	Unit	FY25	FY24	FY23
Number of incidents of corruption	Number	0	0	0
Number of incidents of discrimination	Number		see note[17]	
Number of legal actions pending or completed regarding anti-competitive behavior	Number	0	0	0
Incidents of non-compliance concerning marketing communications	Number	0	0	0
Incidents of non-compliance concerning product and service information and labelling	Number	0	1	0

Responsible business	Unit	FY25	FY24	FY23
Incidents of breaches concerning conflicts of interest	Number	0	0	0
Incidents of breaches concerning money laundering and insider trading	Number	0	0	0
% of employees received training on anti-bribery, anti-corruption, compliance and code of conduct[18]	%	89.44%	91.00%	91.26%[19]
% of new employees received training on code of business conduct and ethics[20]	%	91.11%	97.00%	96.55%
% of employees received training on workplace health and safety[21]	%	89.56%	75.31%	97.27%
Cybersecurity and data privacy				
Substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0

Our planet	Unit	FY25	FY24	FY23
Energy and emissions				
Scope 1 emissions	Tons of CO_2e	3,957	4,236	4,453
Scope 2 emissions	Tons of CO_2e	23,573	24,422	23,939
Total greenhouse gas emissions	Tons of CO_2e	27,530	28,658	28,391
Emissions intensity (Scope 1 and Scope 2)	Tons of CO_2e/M$ Revenue	5.3	6.1	6.7
Total electricity consumption	MWh	46,890	48,570	45,885

Our planet	Unit	FY25	FY24	FY23
Total energy consumption	GJ	247,667	242,588	244,414
Energy intensity (Scope 1 and Scope 2)	GJ/M$ Revenue	48.1	51.8	57.9
Waste management				
Non-hazardous waste to landfill[22]	Tons	1,068	1,894	2,363
Non-hazardous recycling waste[23]	Tons	6,140	5,578	5,365
Total non-hazardous waste	Tons	7,208	7,472	7,728
Recycling rate	%	85	75	69
Recycled Hazardous waste[24]	Tons	146.59	136.36	94.45
Water stewardship				
Water withdrawal[25]	kL	209,791	193,344	399,902
Water withdrawal intensity	kL/M$ Revenue	40.8	41.3	94.7
Water withdrawal per employee	kL/ headcount	19.3	18.9	38.4
Untreated wastewater discharged directly to natural water bodies	kL	0	0	0
Wastewater discharged into the municipal sewage system at manufacturing sites[26]	kL	17,895	24,854	48,386
Paper stewardship				
Paper consumption[27]	Sheets ('000)	11,424	9,420	6,700
Paper consumption[28]	Tons	57	47	33
Paper consumption intensity	Sheets/ headcount	1,053	920	644
Used paper recycled	Tons	8.0	11.9	18.5

People and communities	Unit	FY25	FY24	FY23
Workforce by Gender and by Contract				
Total number of employees - Headcount	Number	10,854	10,236	10,408
% of employees (M) – Headcount	%	46.25%	46.16%	46.31%
% of employees (F) – Headcount	%	53.63%	53.69%	53.02%
Total contingent workers - Headcount	Number	1,950	1787	1,958
% of contingent workers - Headcount	%	15.23%	14.86%	18.81%
Total number of employees - FTE	Number	10,595	9,987	10,143
% of employees (M) - FTE	%	46.76%	46.70%	46.62%
% of employees (F) - FTE	%	53.12%	53.16%	53.38%
Total contingent workers - FTE	Number	1,886	1,730	1,910
% of contingent workers - FTE	%	15.12%	14.76%	18.83%
Workforce by gender and by contract (headcount basis)				
% of permanent full-time employees (F)	%	43.94%	43.81%	51.92%
% of permanent full-time employees (M)	%	41.98%	41.97%	48.08%
% of permanent part-time employees (F)	%	3.95%	4.04%	2.99%
% of permanent part-time employees (M)	%	0.78%	0.80%	0.72%
% of temporary full-time employees (F)	%	4.90%	4.74%	0.21%
% of temporary full-time employees (M)	%	2.80%	2.75%	0.16%
% of temporary part-time employees (F)	%	0.84%	1.10%	0.09%
% of temporary part-time employees (M)	%	0.68%	0.64%	0.08%
Workforce by gender and by contract (FTE basis)				
% of permanent full-time employees (F)	%	45.01%	44.90%	52.02%

People and communities	Unit	FY25	FY24	FY23
% of permanent full-time employees (M)	%	43.01%	43.00%	48.67%
% of permanent part-time employees (F)	%	2.76%	2.80%	3.32%
% of permanent part-time employees (M)	%	0.57%	0.60%	0.81%
% of temporary full-time employees (F)	%	5.02%	4.80%	0.22%
% of temporary full-time employees (M)	%	2.87%	2.80%	0.14%
% of temporary part-time employees (F)	%	0.32%	0.60%	0.11%
% of temporary part-time employees (M)	%	0.32%	0.30%	0.07%
Workforce by gender and by region (headcount basis)				
Number of employees (F) in APAC	Number	2,676	2,541	2,478
Number of employees (M) in APAC	Number	2,187	2,003	1,933
Number of employees (F) in Americas	Number	1,764	1,632	1,868
Number of employees (M) in Americas	Number	1,495	1,421	1,686
Number of employees (F) in EMEA	Number	1,381	1,323	1,258
Number of employees (M) in EMEA	Number	1,338	1,301	1,274
Workforce by gender and by region (FTE basis)				
Number of employees (F) in APAC	Number	2,636	2,510	2,449
Number of employees (M) in APAC	Number	2,169	1,995	1,921
Number of employees (F) in Americas	Number	1,753	1,620	1,852
Number of employees (M) in Americas	Number	1,493	1,419	1,679
Number of employees (F) in EMEA	Number	1,237	1,179	1,128
Number of employees (M) in EMEA	Number	1,291	1,249	1,223

People and communities	Unit	FY25	FY24	FY23
Diversity of employees by gender and age group				
Number of employees of age < 30 (F) - Headcount	Number	1,119	1,137	1,129
Number of employees of 30 < age < 50 (F) - Headcount	Number	3,386	3,117	3,130
Number of employees of age > 50 (F) - Headcount	Number	1,316	1,242	1,296
Number of employees of age <30 (M) - Headcount	Number	899	856	831
Number of employees of 30<age<50 (M) - Headcount	Number	3,015	2,850	2,863
Number of employees of age > 50 (M) - Headcount	Number	1,106	1,019	1,143
Number of employees of age <30 (F) - FTE	Number	1,082	1,102	1,089
Number of employees of 30<age<50 (F) – FTE	Number	3,285	3,017	3,041
Number of employees of age > 50 (F) - FTE	Number	1,260	1,190	1,250
Number of employees of age <30 (M) - FTE	Number	867	829	801
Number of employees of 30<age<50 (M) – FTE	Number	2,997	2,829	2,843
Number of employees of age > 50 (M) - FTE	Number	1,091	1,006	1,127
Diversity of employees by band (headcount basis)				
% of Executive employees (VP and above) (F)	%	26.67%	30.77%	38.16%
% of Senior employees (F)	%	35.08%	33.87%	32.45%
% of Mid-Junior employees (F)	%	46.05%	45.27%	58.42%
% of Production employees (F)	%	66.17%	66.85%	77.32%
% of Executive employees (VP and above) (M)	%	73.33%	69.23%	61.84%

People and communities	Unit	FY25	FY24	FY23
% of Senior employees (M)	%	64.69%	66.13%	67.55%
% of Mid-Junior employees (M)	%	53.91%	54.73%	41.58%
% of Production employees (M)	%	33.67%	33.15%	22.68%
Number of Executives (VP and above) of age <30	Number	0	0	0
Number of Executives (VP and above) age >30<50	Number	4	5	5
Number of Executives (VP and above) age >50	Number	11	8	9
Number of Senior employees of age <30	Number	3	2	2
Number of Senior employees age >30<50	Number	855	780	762
Number of Senior employees age >50	Number	456	401	415
Number of Mid-Junior employees of age <30	Number	553	523	881
Number of Mid-Junior employees age >30<50	Number	3,196	2,983	3,669
Number of Mid-Junior employees age >50	Number	955	866	1,233
Number of Production employees of age < 30	Number	1,465	1,473	928
Number of Production employees of age > 30 < 50	Number	2,354	2,208	1,547
Number of Production employees of age > 50	Number	1,002	987	777
Talent Retention and Hiring by Gender (Headcount basis)				
New employee hires (F)	Number	1032	769	1407
New employee hires (M)	Number	942	718	1334
Employee turnover (F)	%	11.36%	16.6%	15%
Employee turnover (M)	%	12.37%	18.4%	13.5%
Voluntary employee turnover rate (F)	%	8.08%	10%	9.78%
Voluntary employee turnover rate (M)	%	7.68%	8.07%	8.6%

People and communities	Unit	FY25	FY24	FY23
% of open positions filled by Internal candidates in APAC (F)	%	4.36 %	2.90%	Data was not compiled for the disclosure of the sustainability report in the previous years.
% of open positions filled by Internal candidates in APAC (M)	%	6.34 %	2.00%	
% of open positions filled by Internal candidates in Americas (F)	%	9.40 %	25.80%	
% of open positions filled by Internal candidates in Americas (M)	%	18.45 %	23.90%	
% of open positions filled by Internal candidates in EMEA (F)	%	0.83 %	1.20%	
% of open positions filled by Internal candidates in EMEA (M)	%	1.77 %	0.80%	
Share of women in all management positions (FTE basis)				
Executives (VP and above)(FTE)	Number	4	4	Data was not compiled for the disclosure of the sustainability report in the previous years.
Senior (FTE)	Number	457	396	
Mid-Junior (FTE)	Number	2,136	1,946	
% of Executive (VP and above) based on Total Employees	%	0.04 %	0.04%	
% of Senior based on Total Employees	%	4.31 %	3.97%	
% of Mid Junior based on Total Employees	%	20.16 %	19.49%	
% in all management positions including junior, middle and top management (as % of total management positions)	%	43.36 %	Data was not compiled for the disclosure of the sustainability report in the previous years.	
% in management positions in revenue-generating functions	%	51.80 %		
Health, safety, and well-being[29]				
Lost time injury (LTI) - employees	Number	34	39	43
Work hours – employees	Million Hours	20.9	19.1	16.5
Lost time injury frequency rate (LTIFR)	Per million hours worked	1.63	2.03	2.61

People and communities	Unit	FY25	FY24	FY23
Fatalities	Number	0	0	0
Total recordable injury frequency rate (TRIFR)	Per million hours worked	2.87	3.48	4.55

Our products	Unit	FY24	FY23	FY22
Monetary losses as a result of legal proceedings associated with bribery or corruption	USD	0	0	0
Monetary value of fines and sanctions for production of market-related non-compliance	USD	0	0	0
Total amount of Monetary losses as a result of legal proceedings associated with false marketing	USD	0	0	0
Material breaches of marketing and labeling regulations	Number	0	0	0
Percentage of entity's facilities a participating in third party audit programs for manufacturing and product quality	Percentage	100%	100%	100%
Percentage of Tier I suppliers' facilities participating in third party audit programs for manufacturing and product quality	Percentage	95+%	95+%	95+%

[12] Resmed is now in a net interest income position and this is reflected in this figure.
[13] In 2025, we separated charitable giving efforts for the communities where we work and education and research efforts for sleep health. Going forward we are tracking education and charitable efforts separately.
[14] Inclusive of Donations to research foundation.
[15] Inclusive of Donations to research foundation.
[16] In 2025, we separated charitable giving efforts for the communities where we work and education and research efforts for sleep health. Going forward we are tracking education and charitable efforts separately.
[17] Resmed maintains a zero-tolerance policy toward discrimination of any kind and is committed to fostering an inclusive, respectful, and equitable work environment. All employees are encouraged to raise concerns — including anonymously — through our global reporting platform, EthicsPoint, or other available internal channels. We take every report of misconduct seriously and maintain a strict non-retaliation policy. Where a concern is substantiated, we respond promptly and take appropriate corrective action, which may include training, performance measures, disciplinary action, or termination. We have refined our reporting to emphasize how we manage and resolve concerns, underscoring the importance we place on fairness, consistency, and non-retaliation.
[18] Since 2024, Resmed has integrated anti-bribery, anti-corruption, compliance and code of conduct training into a single module for existing employees, with separate onboarding training provided for new hires. Training completion data is reported based on assignment or registration dates, not completion dates. Mandatory training is assigned individually upon employee onboarding and automatically renews every 365 days, resulting in varied completion timelines across the workforce. To ensure consistency and comparability, data is captured close to the report's publication date each year. Due to factors such as employee turnover and differing completion timelines, the completion rate may not reflect 100% .
[19] For anti-bribery and corruption only
[20] Training completion data is reported based on assignment or registration dates, not completion dates. Mandatory training is assigned individually upon employee onboarding and automatically renews every 365 days, resulting in varied completion timelines across the workforce. To ensure consistency and comparability, data is captured close to the report's publication date each year. Due to factors such as employee turnover and differing completion timelines, the completion rate may not reflect 100%.
[21] Training completion data is reported based on assignment or registration dates, not completion dates. Mandatory training is assigned individually upon employee onboarding and automatically renews every 365 days, resulting in varied completion timelines across the workforce. To ensure consistency and comparability, data is captured close to the report's publication date each year. Due to factors such as employee turnover and differing completion timelines, the completion rate may not reflect 100%.
[22] Limited to sites with accessible data. The increase in FY23 is primarily attributed the inclusion of numerous new offices/facilities.
[23] Limited to sites with accessible data.
[24] Limited to sites with accessible data.
[25] Limited to sites with accessible data.
[26] Limited to sites with accessible data.
[27] Limited to sites with accessible data.
[28] Limited to sites with accessible data.
[28] Data does not include Respiratory Case Software business.

Appendix

Appendix 1 99

Appendix 2 108

Appendix 3 109

Appendix 4 111

TOPICS COVERED IN THIS SECTION

- GRI Index
- References to SASB Topics
- 2025 Double Materiality Assessment
- Erratum: Correction to AirFit™ F40 vs AirFit™ F20 life cycle assessment results

Appendix 1

GRI Index 1 – General Disclosures

GRI Standard	GRI Disclosure	Content Source
General Disclosures (GD)		
The Organization and its Reporting Practices		
2-1	Organizational details	About Resmed >> About Resmed
2-2	Entities included in the organization's sustainability reporting	Introduction >> About this report
2-3	Reporting period, frequency and contact point	Introduction >> About this report
2-4	Restatements of information	Sustainability metrics
2-5	External assurance	Introduction >> About this report
Activities and Workers		
2-6	Activities, value chain and other business relationships	About Resmed >> About Resmed About Resmed >> Our value chain
2-7	Employees	About Resmed >> About Resmed People and communities >> Belonging, Inclusion, and Diversity for Success (BIDS) Sustainability metrics >> People and communities
Governance		
2-9	Governance structure and composition	Responsible business >> Corporate governance and leadership
2-10	Nomination and selection of the highest governance body	2025 Proxy Statement >> Nominating and governance committee
2-11	Chair of the highest governance body	2025 Proxy Statement >> Board and governance matters >>Sustainability, environmental and social governance matters

GRI Standard	GRI Disclosure	Content Source
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability in action >> Risk and sustainability governance 2025 Proxy Statement >> Board and governance matters >> Board oversight role
2-13	Delegation of responsibility for managing impacts	Sustainability in action >> Risk and sustainability governance 2025 Proxy Statement >> Board and governance matters >>Sustainability, environmental and social governance matters
2-14	Role of the highest governance body in sustainability reporting	Sustainability in action >> Sustainability reporting and governance structure 2025 Proxy Statement >> Board and governance matters >>Sustainability oversight
2-15	Conflicts of interest	Corporate governance guidelines >> Conflicts of interest
2-16	Communication of critical concerns	Responsible business >> Ethics and integrity
2-17	Collective knowledge of the highest governance body	2025 Proxy Statement >> Board and governance matters >> Skills and experience
2-18	Evaluation of the performance of the highest governance body	Nominating and Governance Committee Charter
2-19	Remuneration policies	2025 Proxy Statement >> Compensation Discussion and Analysis (CD&A)
2-20	Process to determine remuneration	2025 Proxy Statement >> Compensation Discussion and Analysis (CD&A)
2-21	Annual total compensation ratio	2025 Proxy Statement >> Executive compensation tables
2-22	Statement on sustainable development strategy	Message from our Chairman and CEO Sustainability in action >> Our sustainability strategy 2025 Proxy Statement >> Board and governance matters >>Sustainability, environmental and social governance matters
2-23	Policy commitments	Please refer here for our all policies and corporate governance guidelines
2-24	Embedding policy commitments	Responsible business
2-25	Processes to remediate negative impacts	Responsible business >> Ethics and integrity

GRI Standard	GRI Disclosure	Content Source
2-26	Mechanisms for seeking advice and raising concerns	Responsible business >> Ethics and integrity
2-27	Compliance with laws and regulations	Discussion in the various sections of the Sustainability Report. Responsible business >> Ethics and integrity Responsible business >> Cybersecurity and data security >> Regulations, standards and certifications Our products >> Market leading compliance Our planet >> Environmental compliance
2-28	Membership associations	Responsible business >> Policy and advocacy >> Advocacy and associations
2-29	Approach to stakeholder engagement	Sustainability in action >> Stakeholder engagement
2-30	Collective bargaining agreements	People and communities >> Labor management relations
Disclosures on Material Topics		
3-1	Process to determine material topics	Sustainability in action >> Materiality
3-2	List of material topics	Sustainability in action >> Materiality
3-3	Management of material topics	Discussed in various sections of the Sustainability Report

GRI Index 2 – Topic Disclosures

GRI Standard	GRI Disclosure	Content Source
GRI 201 Economic Performance		
201	Topic management disclosure	Message from our Chairman and CEO
201-1	Direct economic value generated and distributed	Sustainability metrics >> Economic performance
201-2	Financial implications and other risks and opportunities due to climate change	Resmed initiated conducting preliminary climate-related risk and opportunity assessment in 2024 and its outcomes will be reported in the future years.
201-3	Defined benefit plan obligations and other retirement plans	People and communities >> Employee benefits
GRI 203 Indirect Economic Impacts		
203	Topic management disclosure	People and communities
203-1	Infrastructure investments and services supported	People and communities
203-2	Significant indirect economic impacts	People and communities >> Community support
GRI 205: Anti-corruption		
205	Topic management disclosure	Responsible business >> Ethics and integrity
205-1	Operations assessed for risks related to corruption	Responsible business >> Ethics and integrity >> Anti-corruption
205-2	Communication and training about anti- corruption policies and procedures	Responsible business >> Ethics and integrity >> Anti-corruption
205-3	Confirmed incidents of corruption and actions taken	Sustainability metrics >> Responsible business
GRI 206: Anti-competitive Behavior 2016		
206	Topic management disclosure	Responsible business >> Ethics and integrity >> Anti-competitive behavior
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Sustainability metrics >> Responsible business

GRI Standard	GRI Disclosure	Content Source
GRI 207: Tax 2019		
207	Topic management disclosure	Responsible business >> Our approach to tax
207-1	Approach to tax	Responsible business >> Our approach to tax
207-2	Tax governance, control, and risk management	Responsible business >> Our approach to tax
207-3	Stakeholder engagement and management of concerns related to tax	Sustainability in action >> Stakeholder engagement
GRI 302: Energy 2016		
302	Topic management disclosure	Our planet >> Energy and emissions
302-1	Energy consumption within the organization	Our planet >> Energy and emissions >> Global energy use Sustainability metrics >> Energy and emissions
302-3	Energy intensity	Our planet >> Energy and emissions >> Global Energy Use Sustainability metrics>> Energy and emissions
302-4	Reduction of energy consumption	Our planet >> Other environmental initiatives
302-5	Reductions in energy requirements of products and services	Our planet >> Sustainable product and packaging design
GRI 303: Water and Effluents 2018		
303	Topic management disclosure	Our planet >> Water stewardship
303-1	Interactions with water as a shared resource	Our planet >> Water stewardship
303-3	Water Withdrawal	Our planet >> Water stewardship Sustainability metrics >> Water stewardship
GRI 304: Biodiversity 2016		
304	Topic management disclosure	Our planet >> Protecting biodiversity
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Our planet >> Protecting biodiversity
304-2	Significant impacts of activities, products and services on biodiversity	Our planet >> Protecting biodiversity
304-3	Habitats protected or restored	Our planet >> Protecting biodiversity >> Habitat protection

GRI Standard	GRI Disclosure	Content Source
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Our planet >> Protecting biodiversity
GRI 305: Emissions 2016		
305	Topic management disclosure	Our planet >> Energy and emissions
305-1	Emissions 2016	Our planet >> Energy and emissions Sustainability metrics >> Energy and emissions
305-2	Energy indirect (Scope 2) GHG emissions	Our planet >> Energy and emissions Sustainability metrics >> Energy and Emissions
305-3	Other indirect (Scope 3) GHG emissions	Carbon Disclosure Project (CDP) Climate Change Questionnaire 2025 (Scope 3 emissions for 2024 have been disclosed)
305-4	GHG emissions intensity	Our planet >> Energy and emissions Sustainability metrics >> Energy and emissions
GRI 306: Waste 2020		
306	Topic management disclosure	Our planet >> Waste management
306-1	Waste generation and significant waste- related impacts	Our planet >> Waste management
306-2	Management of significant waste related impacts	Our planet >> Waste management
306-3	Waste generated	Sustainability metrics >> Waste management
306-4	Waste diverted from disposal	Sustainability metrics >> Waste management
306-5	Waste directed to disposal	Sustainability metrics >> Waste management
GRI 308: Supplier Environmental Assessment 2016		
308	Topic management disclosure	Our planet >> Sustainability in our supply chain >> Managing environmental impacts in supply chain
GRI 401: Employment 2016		
401	Topic management disclosure	People and communities
401-1	New employee hires and employee turnover	People and communities >> Talent attraction, management and development >> Talent attraction and acquisition approach Sustainability metrics >> People and communities

GRI Standard	GRI Disclosure	Content Source
401-2	Benefits provided to full-time employees that are not provided to temporary or part- time employees	People and communities >> Employee benefits
GRI 402: Labor/Management Relations 2016		
402	Topic management disclosure	People and communities >> Labor management relations
402-1	Minimum notice periods regarding operational changes	People and communities >> Labor management relations
GRI 403: Occupational Health and Safety 2018		
403	Topic management disclosure	People and communities >> Health, safety, and well-being
403-1	Occupational health and safety management system	People and communities >> Health, safety, and well-being >> Health and safety
403-2	Hazard identification, risk assessment, and incident investigation	People and communities >> Health, safety, and well-being >> Health and safety
403-3	Occupational health services	People and communities >> Health, safety, and well-being People and communities >> Health, safety, and well-being >> Health and safety
403-6	Promotion of worker health	People and communities >> Health, safety, and well-being People and communities >> Health, safety, and well-being > Health and safety
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relations	People and communities >> Health, safety, and well-being >> Managing health and safety People and communities >> Health, safety, and well-being >> Health and safety
403-9	Work-related injuries	Sustainability metrics >> People and communities >> Health, safety, and well-being
GRI 404: Training and Education 2016		
404	Topic management disclosure	People and communities >> Talent attraction, management and development
404-2	Programs for upgrading employee skills and transition assistance programs	People and communities >> Talent development

GRI Standard	GRI Disclosure	Content Source
GRI 405: Diversity and Equal Opportunity 2016		
405	Topic management disclosure	People and communities >> Belonging, Inclusion, and Diversity for Success (BIDS)
405-1	Diversity of governance bodies and employees	Sustainability metrics >> People and communities >> Diversity of employees by gender and age group Responsible business >> Corporate governance and leadership
GRI 406: Non-discrimination 2016		
406	Topic management disclosure	Responsible business >> Ethics and integrity >> Code of conduct
406-1	Incidents of discrimination and corrective actions taken	Sustainability metrics >> Responsible business
GRI 413: Local Communities 2016		
413	Topic management disclosure	Community support
413-1	Operations with local community engagement, impact assessments, and development programs	People and communities >> Community support
413-2	Operations with significant actual and potential negative impacts on local community	None
GRI 414: Supplier Social Assessment 2016		
414	Topic management disclosure	Our planet >> Sustainability in our supply chain >> Managing Human rights and modern slavery
414-1	New suppliers that were screened using social criteria	Our planet >> Sustainability in our supply chain >> Managing human rights and modern slavery
414-2	Negative social impacts in the supply chain and actions taken	Our planet >> Sustainability in our supply chain >> Managing human rights and modern slavery
GRI 416: Customer Health and Safety 2016		
416	Topic management disclosure	Our products
416-1	Assessment of the health and safety impacts of product and service categories	Our products >> Product safety

GRI Standard	GRI Disclosure	Content Source
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Our products >> Product safety
GRI 417: Marketing and Labelling 2016		
417	Topic management disclosure	Our products >> Marketing and labelling
417-1	Requirements for product and service information and labelling	Our products >> Marketing and labelling
417-2	Incidents of non-compliance concerning product and service information and labelling	Our products >> Market leading compliance Sustainability metrics >> Responsible business
417-3	Incidents of non-compliance concerning marketing communications	Our products >> Marketing and labelling Sustainability metrics >> Responsible business
GRI 418: Customer Privacy 2016		
418	Topic management disclosure	Responsible business >> Cybersecurity and data privacy >> Data governance
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Responsible business >> Cybersecurity and data privacy >> Investment in data protection and technology Sustainability metrics >> Responsible business >> Cybersecurity and data privacy

Appendix 2

References to SASB Topics

SASB Topic	Accounting Metric Code	Sections	Page
Affordability and Pricing	HC-MS-240a.2	Product price	91
Affordability and Pricing	HC-MS-240a.3	We do not report such data	N/A
Product Safety	HC-MS-250a.1	Product safety	87
Product Safety	HC-MS-250a.2	Product safety	87
Product Safety	HC-MS-250a.3	Product safety	87
Product Safety	HC-MS-250a.3	Product safety	87
Ethical Marketing	HC-MS-270a.1	Sustainability metrics	92
Ethical Marketing	HC-MS-270a.2	Ethics and Integrity	19
Ethical Marketing	HC-MS-270a.2	Product quality	85
Ethical Marketing	HC-MS-270a.2	Marketing and labelling	90
Product Design and Lifecycle Management	HC-MS-410a.1	Sustainable product and packaging design	29
Product Design and Lifecycle Management	HC-MS-410a.2	Sustainable product and packaging design	29
Supply Chain Management	HC-MS-430a.1	Sustainability metrics	92
Supply Chain Management	HC-MS-430a.2	Sustainability in our supply chain	39
Supply Chain Management	HC-MS-430a.2	Sustainable product and packaging design	29
Supply Chain Management	HC-MS-430a.2	Product quality	85
Supply Chain Management	HC-MS-430a.2	Sustainable product and packaging design	29
Business Ethics	HC-MS-510a.1	Sustainability metrics	92
Business Ethics	HC-MS-510a.2	Ethics and integrity	19
Business Ethics	HC-MS-510a.2	Marketing and labelling	90
Number of units sold by product category	HC-MS-000.A	We do not report such data	N/A

Appendix 3

2025 Double Materiality Assessment

We refreshed our materiality assessment to identify environmental, social and governance related strategic priorities to mature our approach to sustainability and inform its strategy, engagement and reporting.

Resmed's Prioritized List of Sustainability Material Topics

Health outcomes	Social	3 GOOD HEALTH AND WELL-BEING; 8 DECENT WORK AND ECONOMIC GROWTH; 10 REDUCED INEQUALITIES
GHG emissions and energy efficiency **Climate change adaptation**	Environmental	13 CLIMATE ACTION; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 7 AFFORDABLE AND CLEAN ENERGY
Employee belonging, inclusion and diversity for success (BIDS)	Social	5 GENDER EQUALITY; 8 DECENT WORK AND ECONOMIC GROWTH; 10 REDUCED INEQUALITIES
Water stewardship	Environmental	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 6 CLEAN WATER AND SANITATION; 11 SUSTAINABLE CITIES AND COMMUNITIES
Innovation, research and intellectual property **AI**	Governance	3 GOOD HEALTH AND WELL-BEING; 17 PARTNERSHIPS FOR THE GOALS; 7 AFFORDABLE AND CLEAN ENERGY
Inclusive access to products and services	Social	3 GOOD HEALTH AND WELL-BEING; 8 DECENT WORK AND ECONOMIC GROWTH; 10 REDUCED INEQUALITIES
Material use and circularity including packaging **Waste management** **Hazardous substance management**	Environmental	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 14 LIFE BELOW WATER; 15 LIFE ON LAND

Working conditions in the supply chain **Corporate culture**	Social	5 GENDER EQUALITY, 8 DECENT WORK AND ECONOMIC GROWTH, 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Product quality and safety	Governance	3 GOOD HEALTH AND WELL-BEING, 8 DECENT WORK AND ECONOMIC GROWTH, 17 PARTNERSHIPS FOR THE GOALS
Employee working conditions	Social	3 GOOD HEALTH AND WELL-BEING, 8 DECENT WORK AND ECONOMIC GROWTH, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Employee development	Social	3 GOOD HEALTH AND WELL-BEING, 8 DECENT WORK AND ECONOMIC GROWTH, 4 QUALITY EDUCATION
Privacy and cybersecurity **Ethics and Integrity**	Governance	16 PEACE, JUSTICE AND STRONG INSTITUTIONS, 17 PARTNERSHIPS FOR THE GOALS

Our Top Four strategic SDGs

Appendix 4

Erratum: Correction to AirFit™ F40 vs AirFit™ F20 life cycle assessment results

At Resmed, we are committed to accuracy, transparency and continuous improvement in our environmental reporting. We use life cycle assessments (LCAs) to understand the environmental impacts of our products across their value chains and to inform more sustainable design decisions.

Following a recent review, it was identified that certain LCA conclusions previously provided to us by our external LCA provider, and independently reviewed in accordance with ISO 14044, were impacted by an error in their underlying model.

While the original LCA conclusions were communicated in good faith and based on the best information available at the time, some of the information we shared publicly herein required revision.

The issue is described below in more detail.

Nature of the correction

In the original 2025 Sustainability Report, we stated that AirFit™ F40 achieved a 16% reduction in total product carbon footprint and a 41% reduction in the materials and manufacturing lifecycle phase compared with AirFit™ F20. These figures appeared in Mick Farrell's letter (p. 4) and in the Product and Packaging Sustainability section (pp. 32–33).

A later review of the underlying model identified an error in the AirFit F20 packaging data, which overstated the packaging-related emissions for that product. Because the model used nested sub-assemblies, this error was not detected in earlier checks or during the original ISO 14044 critical review.

The model has now been corrected, reconciled for mass balance and re-run. The updated results have undergone a forensic technical review at the model level. They have also been re-reviewed through an external ISO 14044 critical review addendum focused on the corrected study and clarified system boundaries. We have also strengthened our collaborative review processes with our LCA provider, enhancing our corrective and preventative action framework to support continued accuracy and drive ongoing improvement.

Updated comparative results and report changes

All figures below refer to modelled climate change impacts (kg CO_2e) per mask over the defined functional unit. Updated results for several commonly used system boundaries (defined in table below) are:

Mask-only, cradle-to-gate

- AirFit F40 shows an approximate 21% reduction compared with AirFit F20.

Mask-only, cradle-to-grave

- AirFit F40 shows an approximate 7% reduction compared with AirFit F20.

Total product and packaging, cradle-to-grave

- AirFit F40 shows an approximate 2% reduction compared with AirFit F20.

These corrected results replace the previously reported "16% reduction in total product carbon footprint" and "41% reduction in the materials and manufacturing lifecycle phase". AirFit F40 continues to have a lower modelled carbon footprint than AirFit F20, but the magnitude of improvement is smaller overall and is concentrated in the mask-only cradle-to-gate boundary.

To support interpretation of these updated percentages, we now present them using several clearly defined LCA system boundaries

LCA boundary	Definition
Mask-only	Includes the mask and its components; excludes all primary packaging, but includes upstream packaging used to transport mask components between suppliers
Total product and packaging	Includes the mask, its primary packaging and any associated upstream packaging
Cradle-to-grave	Includes all stages from raw material extraction, materials processing, manufacturing, packaging, transport to patient, use phase and end-of-life treatment
Cradle-to-gate	Includes raw material extraction, materials processing, upstream transport, and manufacturing

By separating these perspectives, we aim to:

- Recognise the genuine design-led gains achieved at the mask level,
- Acknowledge that improvements are smaller at the whole-system level, and
- Give stakeholders a clearer view of where and how we are reducing impacts.

To reflect the corrected analysis and maintain transparency:

- Text and graphics on pp. 4, 32 and 33 have been updated to show the corrected percentages and to clearly state the system boundaries used.
- Footnotes have been added to relevant pages pointing to this appendix.
- We have collaborated with our LCA provider to strengthen internal review procedures, including more systematic mass-balance checks, deeper interrogation of complex model structures before publication, and an enhanced corrective and preventative action process to support ongoing accuracy.

We regret the original error and appreciate the understanding of our stakeholders as we take these steps to ensure our environmental disclosures remain accurate, reliable and aligned with evolving best practice in life cycle assessment. These corrections form part of our broader commitment to maintaining high standards of data integrity and continuous improvement in our sustainability reporting.