

# Remuneration Procedure - Summary

## Fisher & Paykel Healthcare Corporation Limited

### General Philosophy

The Company needs to attract, motivate and retain high-quality employees who will enable the Company to achieve its purpose. The Company operates in a large number of countries, where significant competition for skilled employees exists and our remuneration practices reflect our culture, values and local market conditions. The ability of the Company to attract, motivate and retain capable people depends in large part upon the remuneration packages it offers.

### People and Remuneration Committee

The People and Remuneration Committee is responsible for reviewing and recommending to the Board, the Company's approach to remuneration. This includes overseeing remuneration matters related to directors and the Chief Executive Officer, reviewing executive management remuneration in consultation with the Chief Executive Officer and reviewing general remuneration policies.

### Remuneration Components

The Company's employee remuneration programme consists of a base wage or salary, and a discretionary component providing the potential for an annual profit-sharing payment based on Company performance. In certain countries, additional benefits may include superannuation, health and life insurance, and the opportunity to purchase shares and/or receive long-term variable remuneration in the form of share options, performance share rights or employee share rights.

### Base Remuneration

Salaried employees receive base remuneration packages that are generally benchmarked against similar positions in companies of comparable size and complexity. The Company uses industry remuneration surveys for each country, conducted by outside consultants to assist us to determine remuneration levels.

Remuneration is generally reviewed annually with the amount of any increases determined by factors such as company performance, general economic conditions, marketplace remuneration trends and individual performance and contribution.

### Discretionary Variable Remuneration

The Company operates discretionary variable remuneration plans. A profit-sharing plan applies to all qualifying employees worldwide. Other plans apply to selected executives and are based on specific financial and non-financial performance measures.

### Employee Share Purchase Schemes and Discretionary Long Term Variable Remuneration (DLTVR) Plans

The Company operates employee share purchase schemes for qualifying New Zealand and Australian employees. The initial purchase of shares at a discount by the schemes is funded by advances from the Company. The Company also operates a share purchase plan for employees in the United States of America. The employees eligible under each of these plans can purchase shares at a discount through the use of payroll deductions.

The Company also operates DLTVR plans for selected employees. Details of the current DLTVR plans can be found in the [DLTVR Plans section](#) of the Company's website. A primary purpose of our share ownership and DLTVR plans is to enable our people to share in the success of the Company and create alignment of interest between the Company's employees and its shareholders.

*Approved by the Board on 27 May 2025.*