



ResMed Investor Day

September 8, 2021

Forward Looking Statements

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

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

In addition to historical information, this presentation contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements are based on ResMed’s current expectations of future revenue or earnings, new product development, new product launches, new markets for its products, integration of acquisitions, leveraging of strategic investments, litigation, and tax outlook. Forward-looking statements can generally be identified by terminology such as “may”, “will”, “should”, “expects”, “intends”, “plans”, “anticipates”, “believes”, “estimates”, “predicts”, “potential”, or “continue”, or variations of these terms, or the negative of these terms or other comparable terminology.

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Today's Agenda

1:30 PM	Welcome and Opening Remarks Amy Wakeham VP, IR and Corporate Communications
	Transforming Care as the World-Leading Digital Health Company Mick Farrell Chief Executive Officer
	Global Corporate Strategy Hemanth Reddy Chief Strategy Officer
	Pioneering the Future of Sleep Jim Hollingshead President, Sleep and Respiratory Care Business
	Software as a Service (SaaS) Bobby Ghoshal President, SaaS; Chief Technology Officer
2:40 PM	Q&A Session

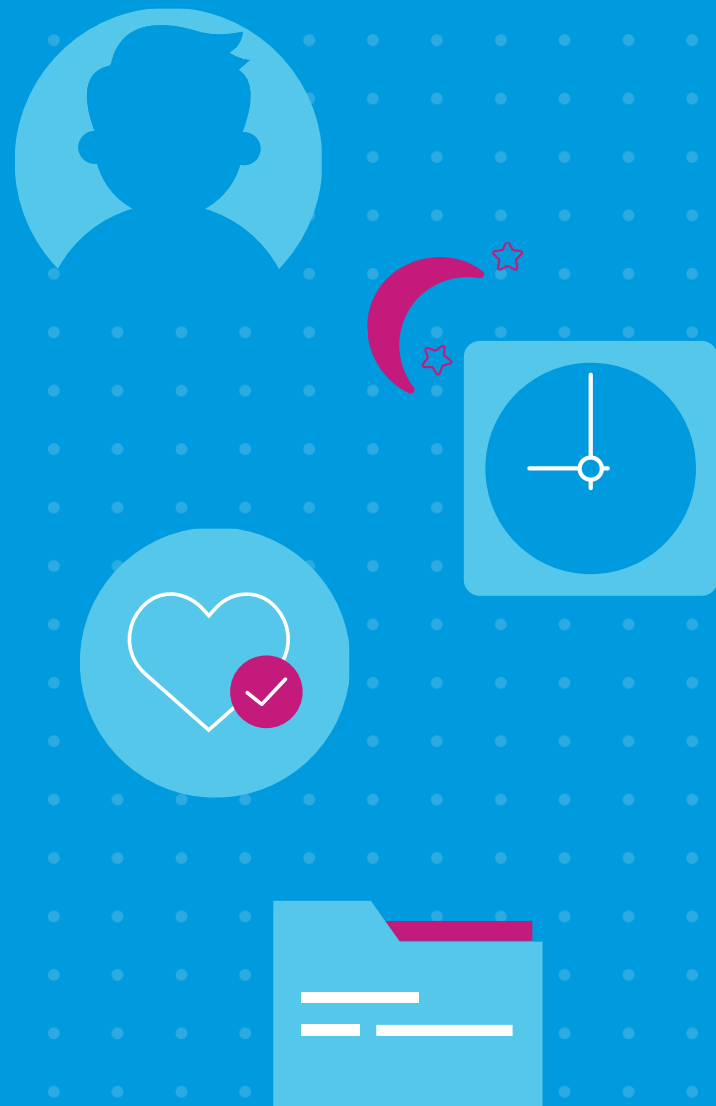
3:10 PM	Break
3:25 PM	Leadership in Digital Health Technology Bobby Ghoshal President, SaaS; Chief Technology Officer
	Driving Operational Excellence Rob Douglas President and Chief Operating Officer
	Financial Strategy Brett Sandercock Chief Financial Officer
	Closing Remarks Mick Farrell Chief Executive Officer
4:15 PM	Q&A Session
5:00 PM	Event End

Transforming Care as the World-Leading Digital Health Company

Mick Farrell | Chief Executive Officer



Key messages



1 **Positioned to continue winning** in large, underserved respiratory medical markets with a patient-centric approach, unique ResMedian culture, and 30+ years of cutting-edge innovation

2 **Leading the market in digital health** – continue to disrupt and reinvent the medical device industry with cloud-connected devices, market-leading software solutions, and innovative analytics

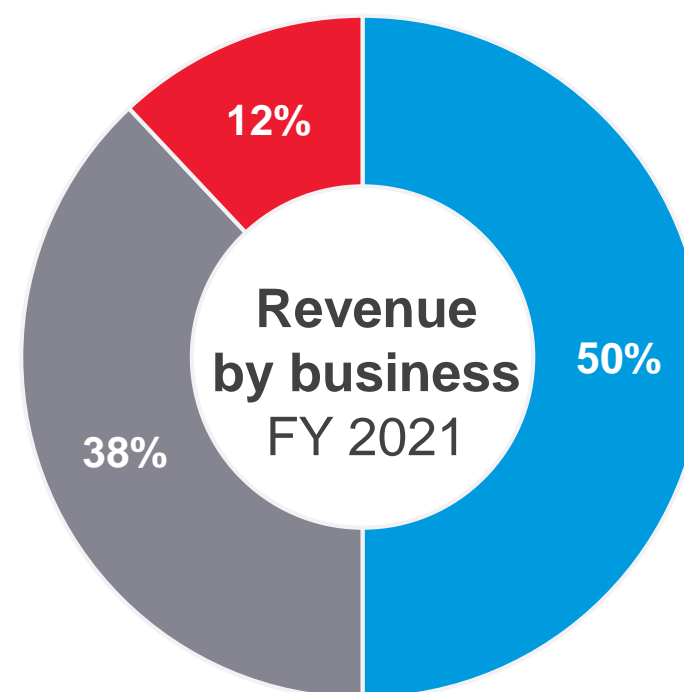
3 **Transforming out-of-hospital care at scale** leveraging integrated healthcare models and partnerships to provide top-quality care at lower-acuity and people-friendly environments

4 **Executing ResMed 2025 strategy** to improve 250 million lives in out-of-hospital care by helping people breathe better, sleep better, and live better lives: *all driving stakeholder value*

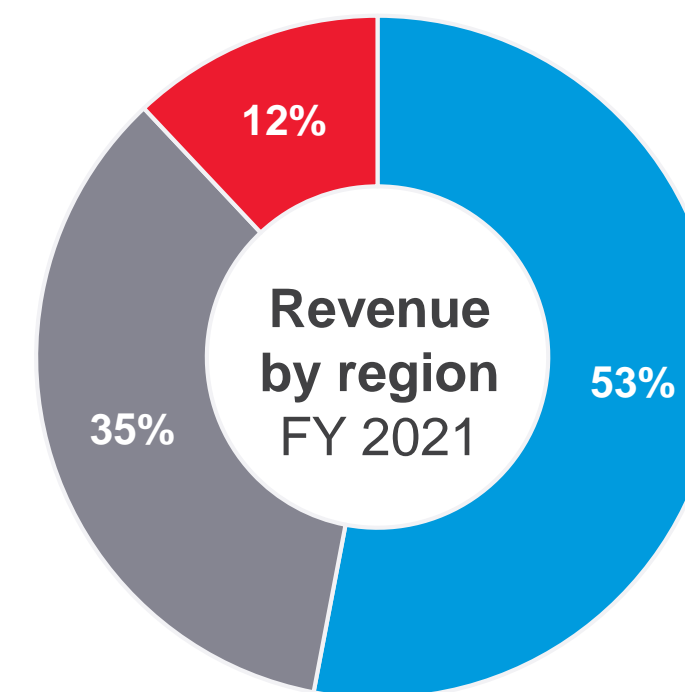
ResMed snapshot | The global leader in connected and digital health

Key Statistics

Headquarters	San Diego, CA
Founded	1989
FY21 revenue	\$3.2B
Market cap¹	~\$42B
Countries served	140+
Total employees	~8,000



- Devices
- Masks & Other
- OOH SaaS



- U.S., Canada, and Latin America
- Europe, Asia, and Other
- U.S. SaaS

Our businesses

Sleep Apnea

Delivering a market-leading patient experience through innovative solutions that lower overall costs for treating sleep apnea patients and improve clinical outcomes by leveraging global digital health solutions

Respiratory Care

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

Software as a Service (SaaS)

Providing a network out-of-hospital healthcare SaaS management solutions that help providers deliver more personalized care, measurable results, and improved health outcomes across large populations

¹As of 8/31/2021

Continuing our journey as the market pioneer and leading innovator

Where We Were

1989 - 2005

World's leader in air pressure masks: innovation in anthropometrics, mask design, and material technology for patient care

2005 - 2014

World's leader in flow generators + leader in masks: innovation for the smallest, quietest, most comfortable, and most consumer-friendly devices

2014+

World's leader in digital health + leader in flow generators + leader in masks: Revolutionizing the respiratory medical market with connected devices and digital solutions

Where We Are

Release of next generation AirSense11 and next gen AirView and myAir 2.0

Global leader in digital end-to-end solutions for Sleep and Respiratory Care (sleep apnea, COPD and asthma), including ventilation; future growth opportunities with HFT and Propeller

Investments in AI/ML/MI to accelerate digital innovation; **catalyzing adoption of digital health technologies**

Expansion of SaaS business through organic growth, partnerships, and other strategic acquisitions

Where We're Going

Improve 250 million lives in out-of-hospital (OOH) care in 2025

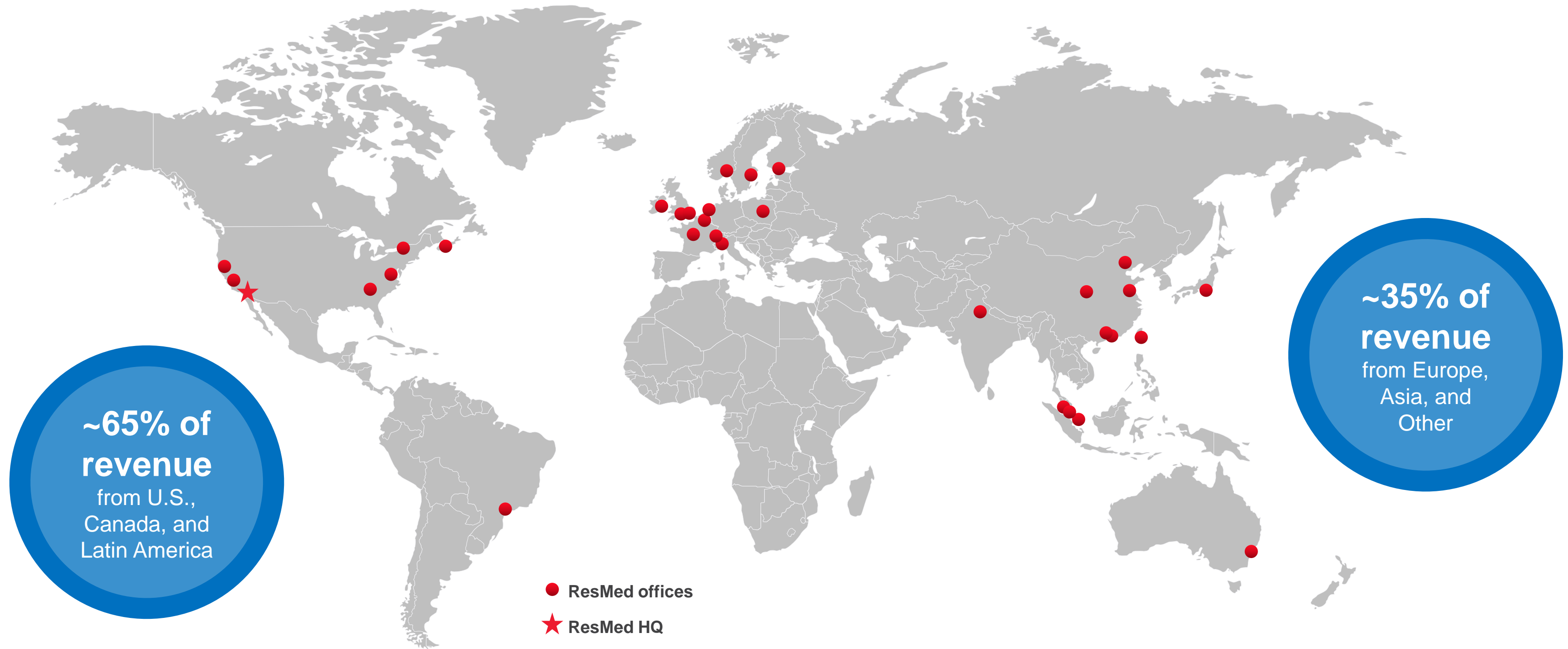
Develop even smaller, quieter, more comfortable, **more connected, and more intelligent** devices

Unlock value from digital health solutions to drive even better outcomes for patients, physicians, providers, healthcare systems, and communities

Leverage our assets, capabilities, and leadership in digital health to unlock even richer degrees of commercial innovation models

Revolutionizing the medtech industry with digital health solutions

Premier global provider of sleep and respiratory care therapy solutions



Serving 140+ countries worldwide; growing our global market footprint and leadership

Delivering results through ResMedian culture

We are...

Leaders

Team players

Innovative

Customer obsessed

Inclusive

Key focus areas

- **Drive our global culture and people strategy**
 - Appointed Vered Keisar as Chief People Officer in March 2021
- **Invest in our people**
 - Multiple learning programs to enhance organizational capability and provide our people the opportunity to investment in their own professional and career growth
 - Global technology infrastructure allowing 8,000 ResMedians to work seamlessly serving customers
 - Flexible@ResMed: creating a new flexible work culture including home, in-person and hybrid office
- **Foster an environment of responsiveness**
 - Regular 'pulse' surveys with best-in-class response rates, and clear actions based on feedback
 - Enable and empower all ResMedians to strive toward positive change and outcomes, starting with themselves, their teams, and sharing best practices with the global team
- **Grow our culture of diversity and inclusion**
 - Dedicated D&I Director, responsible for leading our global D&I initiatives with a program that we call BIDS: belonging, inclusion, and diversity for success at ResMed
 - Formed many networks of employee resource groups (ERGs) – including Black Excellence, LEAN, ResPect, HoLA!, RISE, Parents, ASPIRE, Veterans as well as 'mosaic'-location-based ERGs
 - Driving success and continuous improvement in gender equality: ~53% of ResMedians are female, >30% of senior executives are female; 50% of non-executive directors are female

Our unique culture has driven strong results...TSR (NYSE shares as of 6/30/2021): **1-yr 29%** ▪ **3-yr 146%** ▪ **5-yr 318%**

ESG has always been in our DNA

Environmental

Environmental improvements from 2018-2020

↓ **14%**

In GHG emissions at San Diego headquarters and Singapore site

↓ **28%**

In landfill waste

↓ **5%**

In energy intensity (GJ/\$M rev.) for total company

↓ **15%**

In energy intensity for global manufacturing production

Environmental targets

Horizon 1

- Divert packaging waste from landfill by 2023
- Reduce material mass in packaging and product
- Reduce industrial waste, energy, and water usage

Horizon 2

- Divert product waste from landfill by 2026
- Adopt low impact materials in both packaging and product by 2026

Horizon 3

- Products designed for circularity by 2030

Social

- ResMed Foundation
 - Approved \$250K in community grants to local San Diego philanthropies
 - Contributed to ongoing clinical research and public awareness grants
- Recently raised funds for cancer research and furthering black education in the U.S.
- \$1M+ donated annually to 150+ community organizations and academic institutions through our global sites in San Diego, Sydney, Lyon, Munich, and Singapore

Governance

- Audit, Compensation, Compliance Oversight, and Nominating and Governance Committees
- 50% of independent directors are women, 38% of board directors are women
- Top 4% for S&P 500 companies for gender diversity on board

Recognized by others for leading in this space:

- #15 in Healthcare & Life Sciences, #106 on Newsweek's 2021 "America's Most Responsible Companies"
- #18 in Healthcare & Life Sciences, #105 on WSJ's 2020 "Management Top 250"
- Canada's Top 100 Employers for 2021, Australia's Top 5 Employers for 2021
- "Just 100" Forbes; 2020



Experienced and diversified Board of Directors



**Carol Burt,
BBA**

Principal of Burt-Hillard Investments; Former SVP of Corporate Finance and Development at Anthem



**Jan De Witte,
MSE, MBA**

Former CEO of Barco



**Karen Drexler,
BSE, MBA**

Former CEO of Sandstone Diagnostics; Advisor to the CEO of Hygieia



**Michael Farrell,
BE, SM, MBA**

CEO of ResMed



**Peter Farrell,
PhD, DSc, AM**

Founder and Chairman of ResMed



**Harjit Gill,
BA**

CEO of Asia Pacific Medical Technology Association



**Richard Sulpizio,
BA, MS**

Former President and COO of Qualcomm



**Ronald Taylor,
MA**

Lead Director
Founder and former Chairman, President and CEO of Pyxis



63 Years Average age	11 Years Average tenure
38% Gender diversity	75% Independent

Experienced leadership team focused on execution



Michael "Mick" Farrell
Chief Executive Officer
Joined: 2000



Rob Douglas
President and Chief Operating Officer
2001



Jim Hollingshead
President, Sleep and Respiratory Care Business
2010



Bobby Ghoshal
President, SaaS; Chief Technology Officer
2012



Justin Leong
President, Asia and Latin America
2013



Katrin Pucknat
President, ResMed Germany
2010



Brett Sandercock
Chief Financial Officer
1998



David Pendarvis
Chief Administrative Officer, Global General Counsel
2002



Andrew Price
President, Global Operations
1999



Vered Keisar
Chief People Officer
2012



Hemanth Reddy
Chief Strategy Officer
2013



Carlos Nunez, M.D.
Chief Medical Officer
2017

Well-positioned to improve quality of life and transform healthcare

Healthcare spending as a percentage of GDP is expanding



✓ ResMed digital health assets can lower long-term cost of care and chronic disease progression

Shifting mindset of plan providers: focus on long-term total cost of care



✓ Our leading position in sleep and respiratory data is a key advantage toward this accelerating dynamic

Poor respiratory health driven by air quality issues in developing economies



✓ Our global footprint and recognized leadership in respiratory care enable us to address health crisis issues

Chronic health issues driven by aging populations in industrial economies



✓ Evidence identified / supported by our data-rich ecosystem helps to proactively treat chronic conditions and improve quality of life

Leveraging our leadership position and capabilities to

**improve the lives of
~1.6B people**

with undiagnosed sleep apnea, COPD, or asthma



936M

with sleep apnea

380M

with COPD

330M

with asthma

ResMed technology improves outcomes and patients' lives

Global Corporate Strategy

Hemanth Reddy, Chief Strategy Officer



ResMed 2025 | Patient-centric, digitally-enabled strategy



250 million lives improved in out-of-hospital healthcare in 2025!

Purpose

- Empower people to live happier, healthier, and higher quality lives in the comfort of their home

Growth Focus

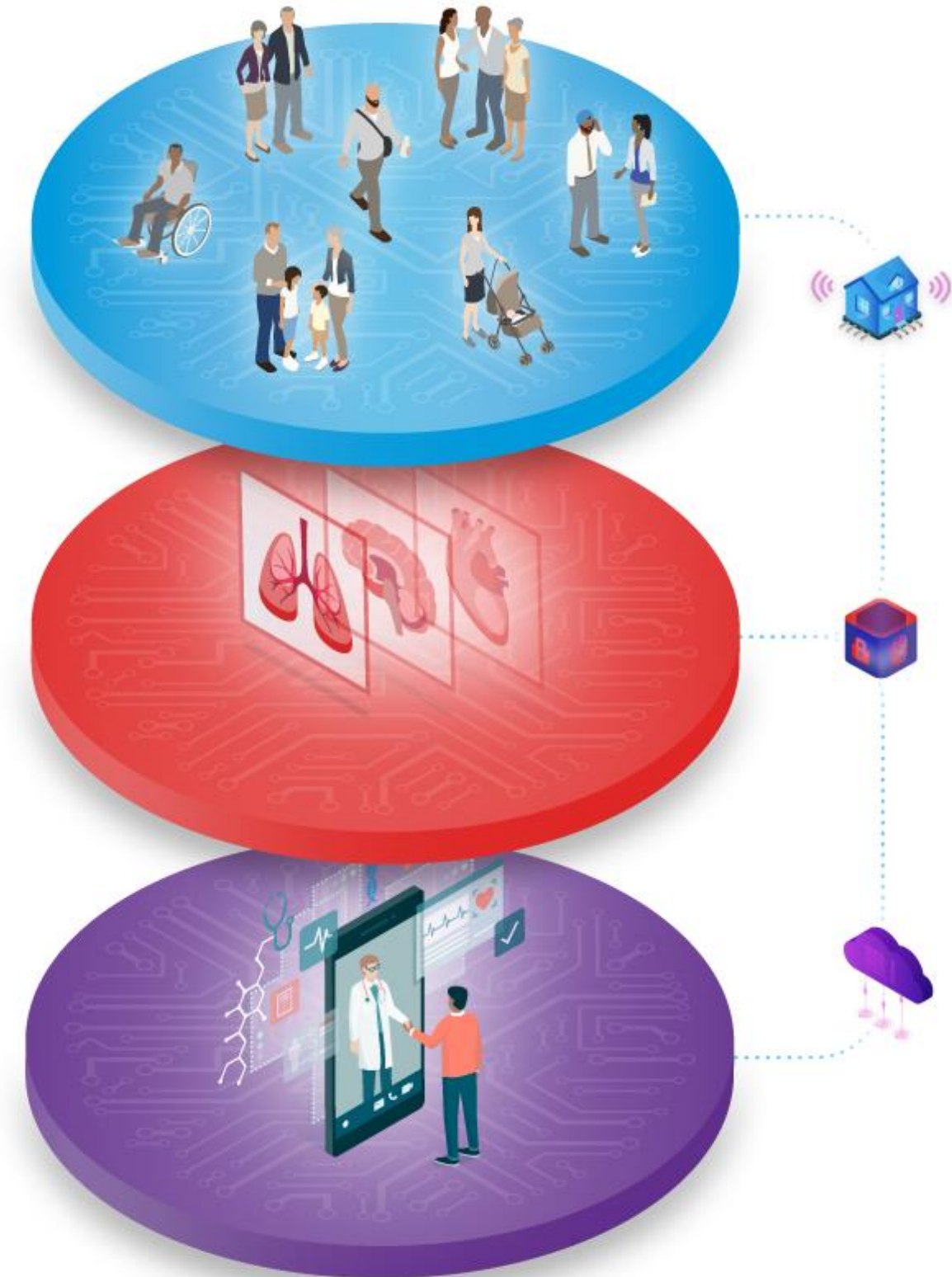
- Global health epidemics in **sleep apnea**, **COPD**, other major chronic conditions, and **SaaS** solutions that improve care in out-of-hospital settings

Growth Advantage

- Transform care through **innovative solutions** and **tech-driven integrated care** to drive superior outcomes, experiences, and efficiency

Growth Foundations

- High-performing, diverse, and entrepreneurial people
- Industry-leading innovation and business excellence
- Digital health technology and scientific leadership



Positioned to win

Growing the market

through commercial excellence and expanding market access

Driving digital innovation

in sleep and respiratory care to radically improve patient experience and outcomes

Transforming out-of-hospital care at scale

to drive better outcomes, lower costs, and improve quality of life

Growing the market through commercial excellence and expanding market access



Continuing to drive growth in our core channels



Driving commercial innovation in new channels and through partnerships



Generating clinical and economic evidence in sleep apnea and COPD and asthma



Strong history of market development and growth

Growing the market through new channels and partnerships

New channel



- Work closely with CVS to create streamlined sleep apnea patient journey in HealthHUB locations where patients can be screened, assessed, and setup on therapy as well as purchase related products all within the CVS ecosystem
- Educate CVS pharmacy colleagues, care concierge, and center of excellence team members; provide input into digital efforts to effectively identify presence of sleep apnea and provide recommendations for further testing as necessary

Joint venture



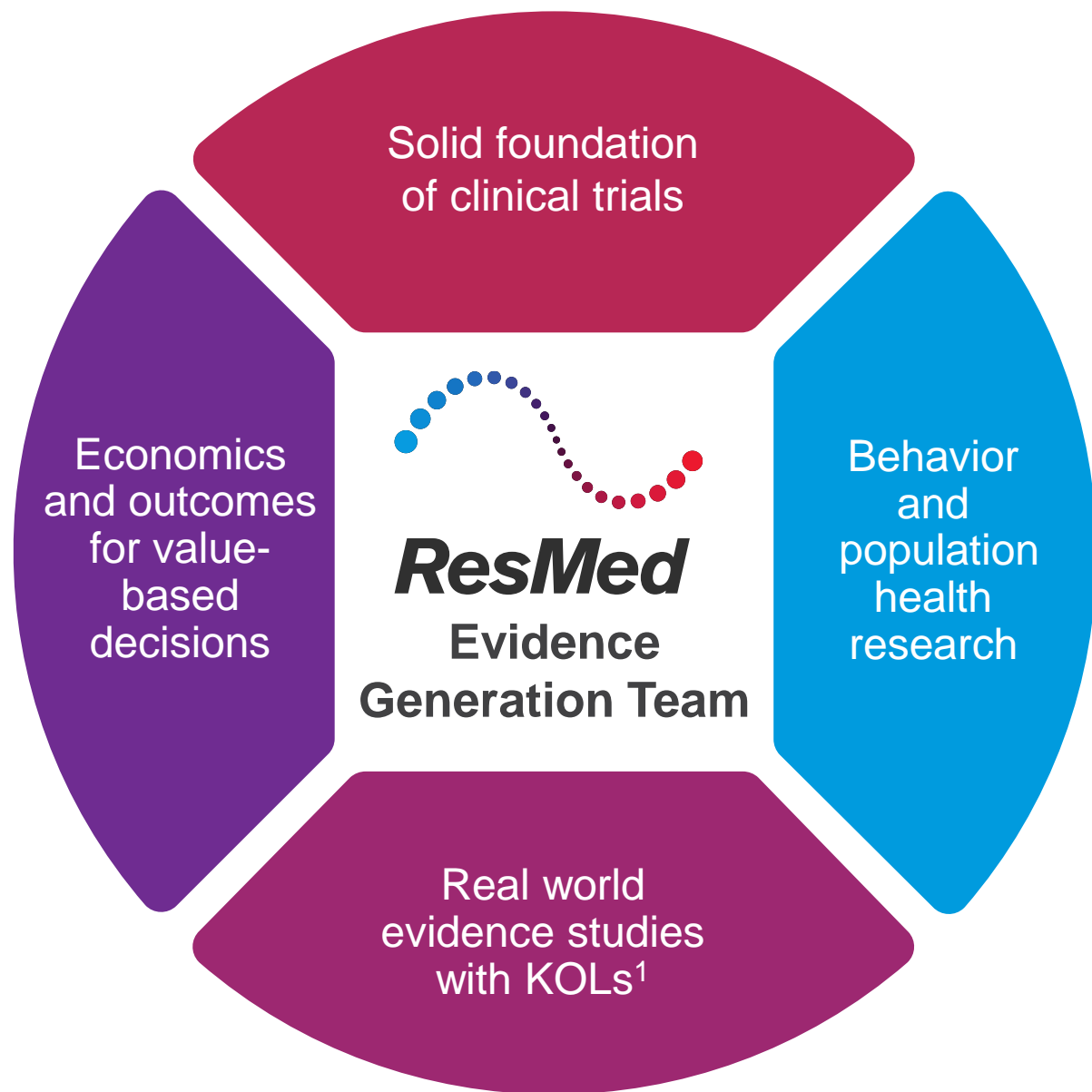
- Develop software solutions to identify, engage, and enroll individuals suffering from sleep apnea and other sleep-related disorders – *guide them to get diagnosed and successfully treated*
- Participate in the ecosystem of Verily companies to access sleep apnea patients and help them get diagnosed and treated
- Generate further evidence of the positive impact of sleep apnea treatment on other chronic health conditions

Expanding our ability to reach and serve patients

Unlocking markets and expanding access with evidence and advocacy



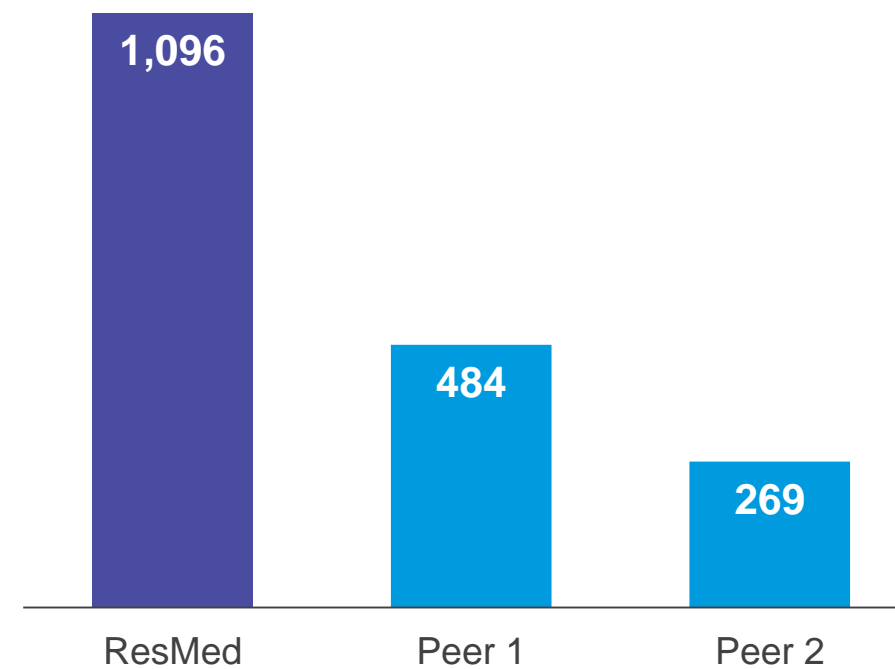
Diverse evidence generating capabilities



¹KOLs: Key opinion leaders

Established scientific leader

of publications from 1996 onward



Better access and advocacy

Unlocking reimbursement

- U.S. Competitive Bidding Program delay and removal of NIV from the program
- Supporting the creation of new U.S. physician remote monitoring codes
- On-time device reimbursement in key markets

Thought leadership

- Achieved leadership positions in key global MedTech associations
- Thought leader in European and member state health data policy and remote monitoring reimbursement conversations

Engagement on key policies

- Health Technology Assessments (e.g., UK NICE)
- Analyses of French health insurance data to demonstrate the positive impact of CPAP therapy on lowering mortality rates

Strong history of market development and growth

Driving digital innovation across Sleep and Respiratory Care

Well-positioned to drive digital innovation with...

Market-leading connected therapies and unique suite of software solutions

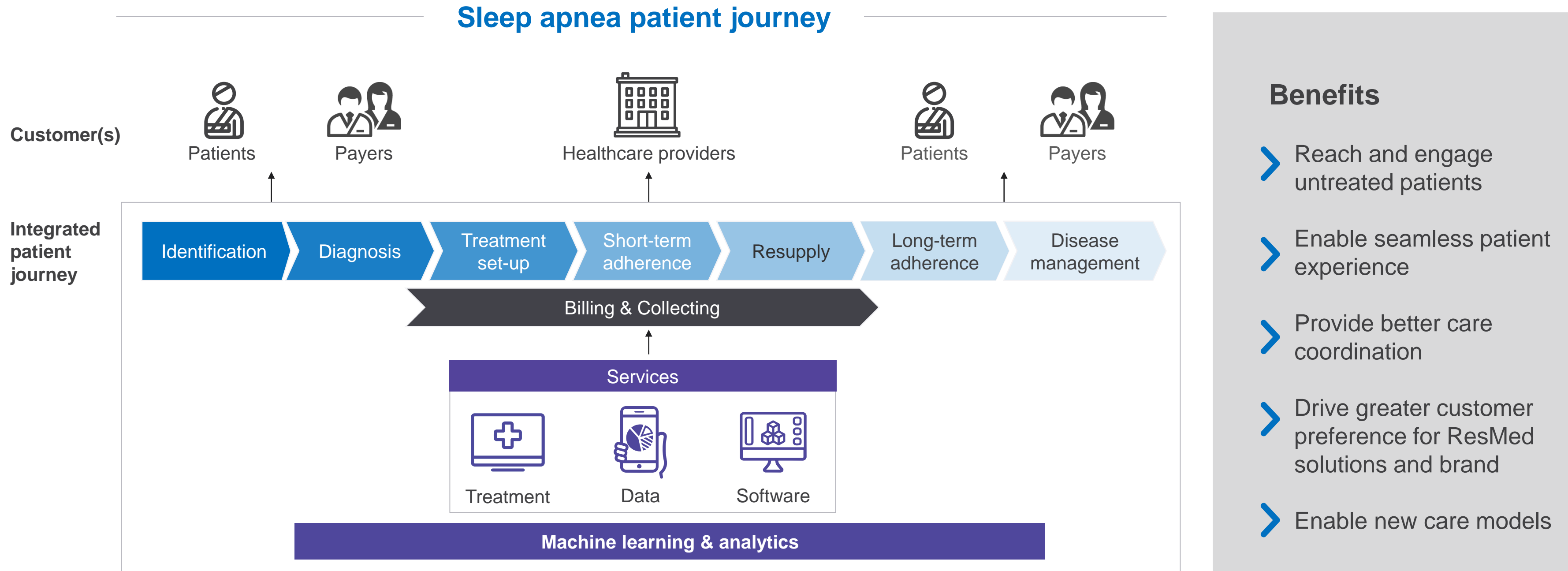
- ▶▶▶ Leveraging our device and software capabilities to increase patient engagement and success with therapy
- ▶▶▶ Driving greater provider efficiency and effectiveness to increase patient adherence and lower labor intensity
- ▶▶▶ Uniquely positioned to deliver value through our software solutions given access to rich and proprietary data from our connected devices



Building on our established leadership position to drive more **streamlined and integrated experiences** through **digitally powered integrated care models**

Leveraging our leadership position to transform Sleep and Respiratory Care

Transforming care by enabling an integrated healthcare model



Driving digital innovation across all aspects of the patient journey

Transforming out-of-hospital care at scale

Unparalleled scale and market presence

Leading portfolio of software solutions to manage patients in OOH settings

>105M lives improved through our SaaS solutions

MatrixCare powers care for >250,000 patients a day

Brightree is used by >50% of HMEs that use commercially available electronic management systems



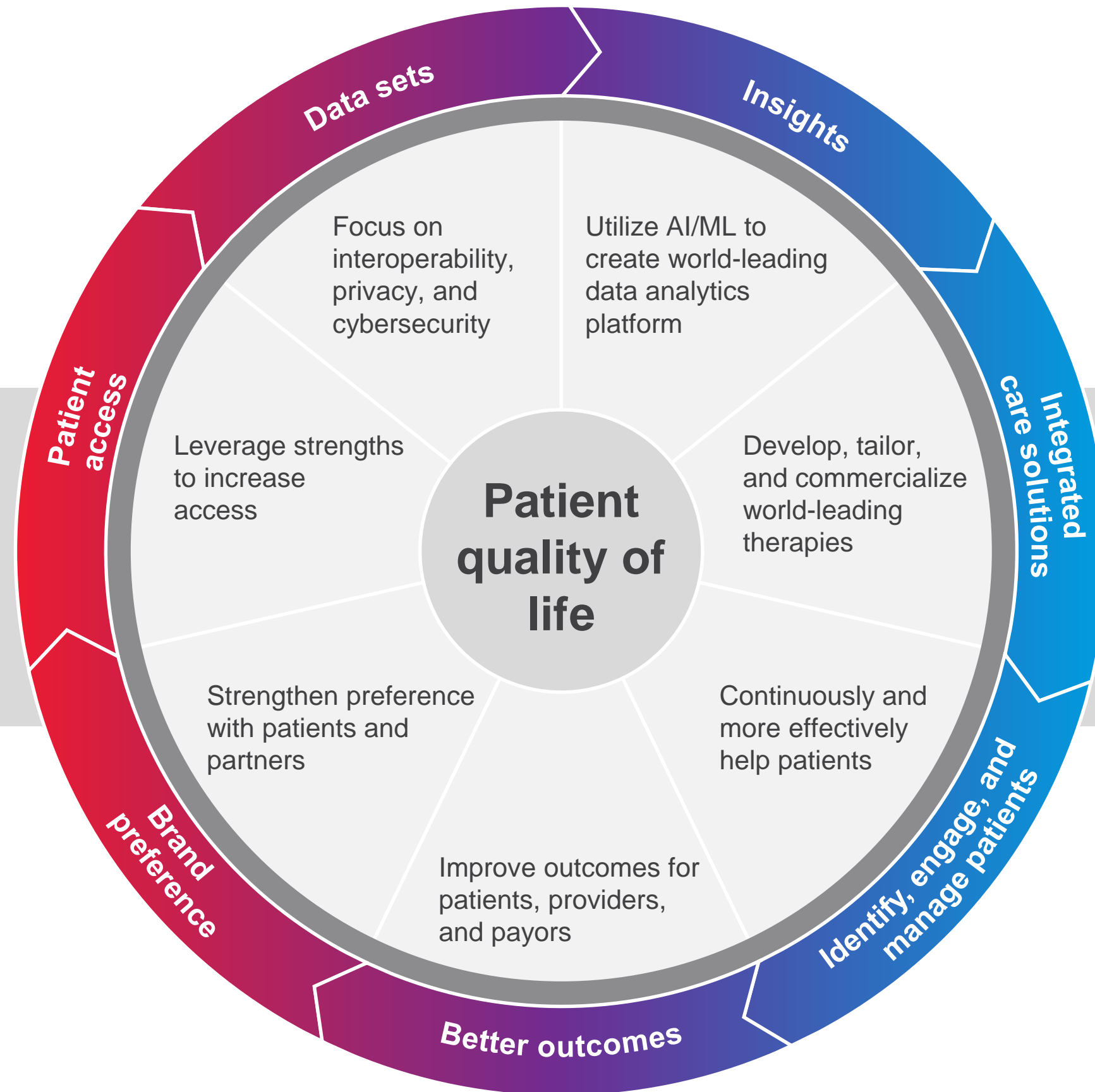
Transforming out-of-hospital care

- ✓ Combining our software solutions (Brightree and MatrixCare) with our connected therapies and digital platforms to generate rich data sets and insights
- ✓ Leveraging our assets and capabilities to create more seamless transitions across multiple care settings
- ✓ Continuing to build our SaaS capabilities and increase our scale through strategic tuck-in acquisitions, new channels, and partnerships



Driving better outcomes, lowering costs, and improving quality of life

Sustainable growth driven by our flywheel



M&A is an accelerator of our strategy

Strategic intent



Portfolio
enhancement



Geographic
expansion



Added capabilities
and technology

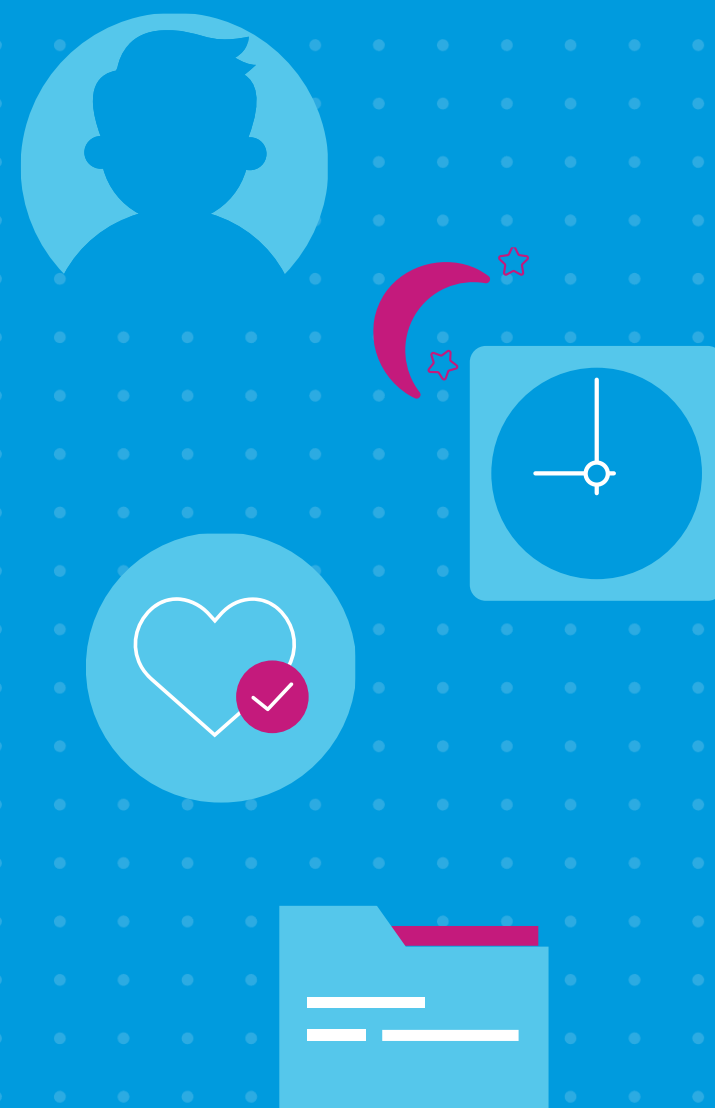


Market
development



Strengthen
competitive position

Global Corporate Strategy | Key takeaways



1 **Positioned to continue winning** in large, underserved respiratory medical markets with a patient-centric approach, unique ResMedian culture, and 30+ years of cutting-edge innovation

2 **Leading the market in digital health** – continue to disrupt and reinvent the medical device industry with cloud-connected devices, market-leading software solutions, and innovative analytics

3 **Transforming out-of-hospital care at scale** leveraging integrated healthcare models and partnerships to provide top-quality care at lower-acuity and people-friendly environments

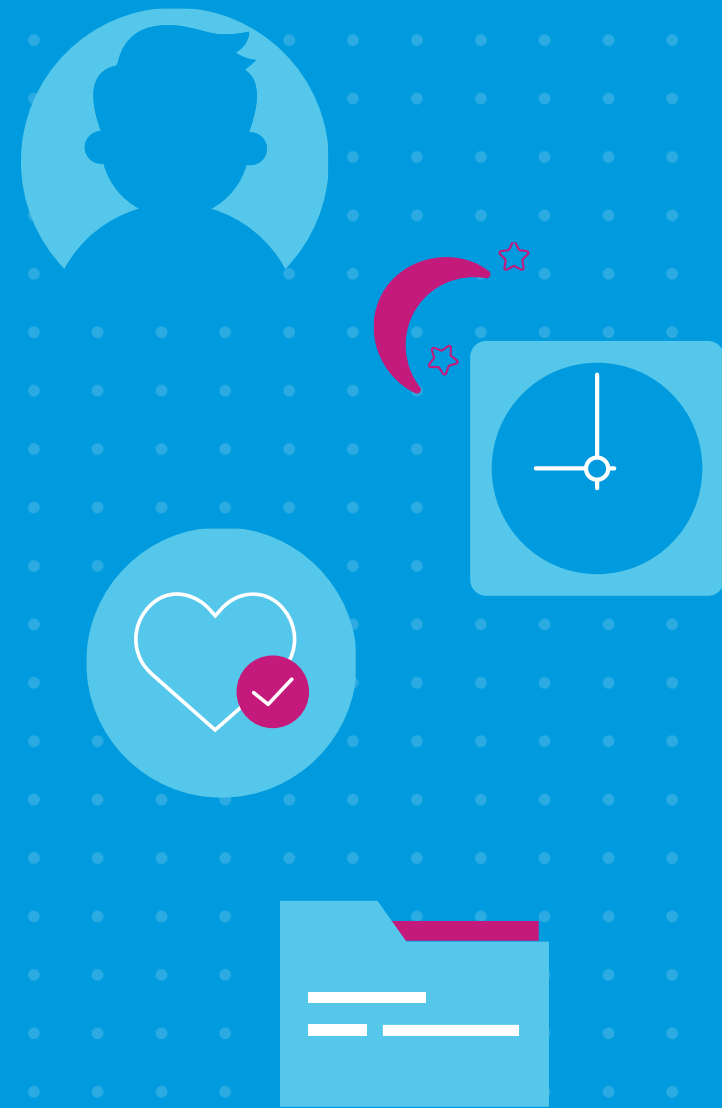
4 **Executing ResMed 2025 strategy** to improve 250 million lives in out-of-hospital care by helping people breathe better, sleep better, and live better lives: *all driving stakeholder value*

Pioneering the Future of Sleep

Jim Hollingshead, President of Sleep and Respiratory Care

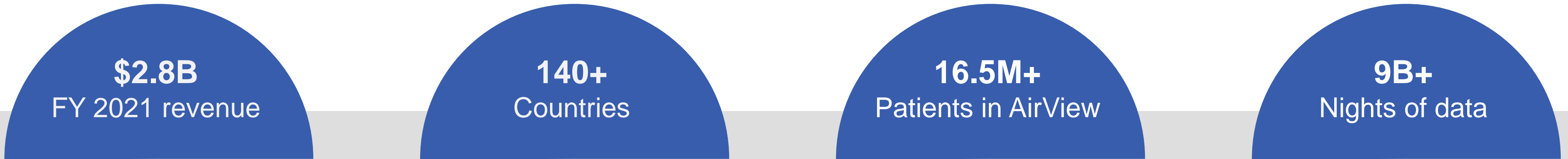


Sleep and Respiratory Care (SRC) | Key messages

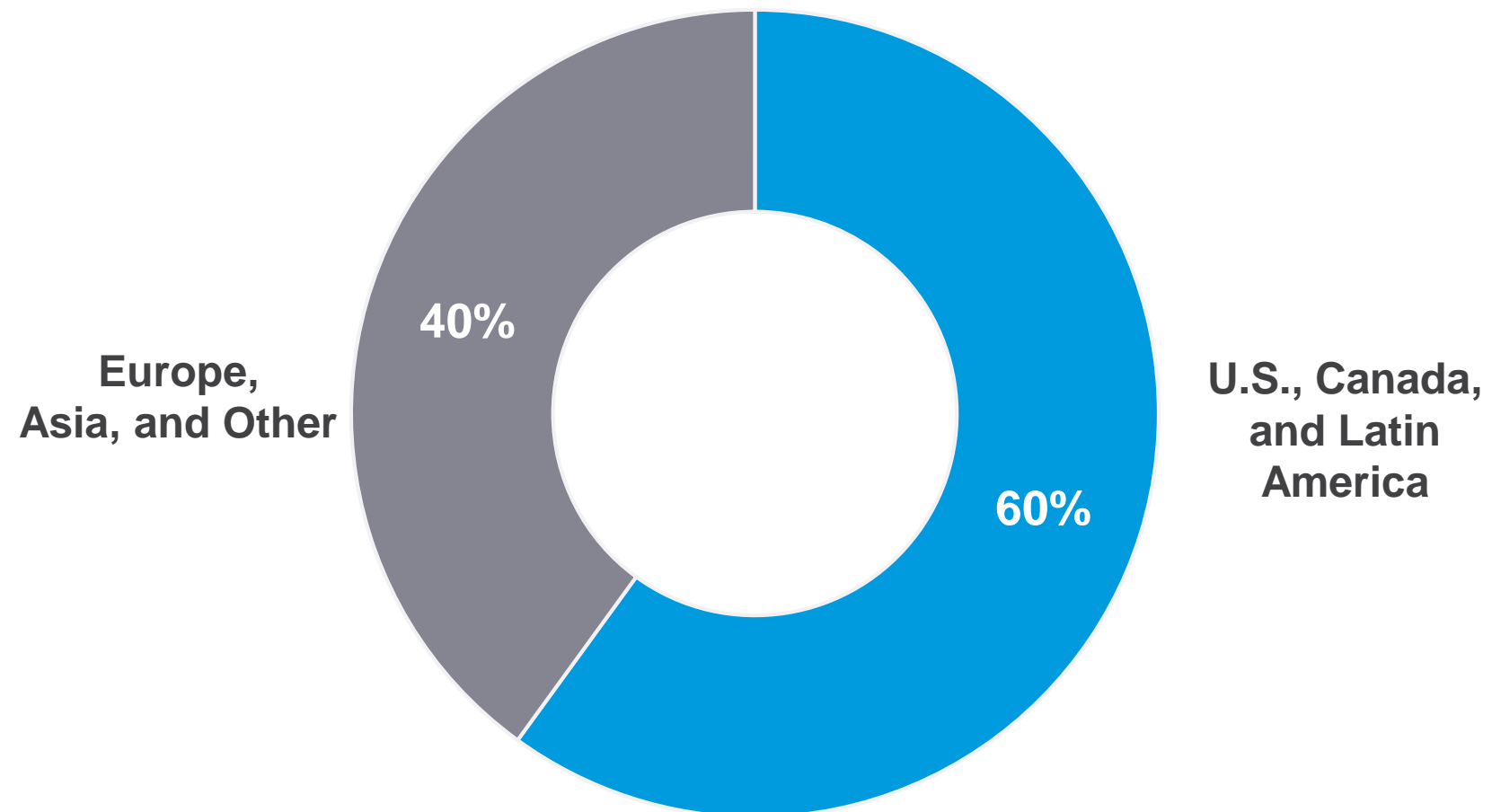


- 1** **Leading market position to capture massive total addressable market for** treatment of disordered sleep, COPD, asthma, and related diseases
- 2** **Unique capability to improve the patient's experience of therapy and outcomes** through the integration of device therapy and digital solutions
- 3** Established reputation for reinventing the industry fuels our **flywheel business and further leads to brand preference, patient access, and data** to unlock insights and improve outcomes

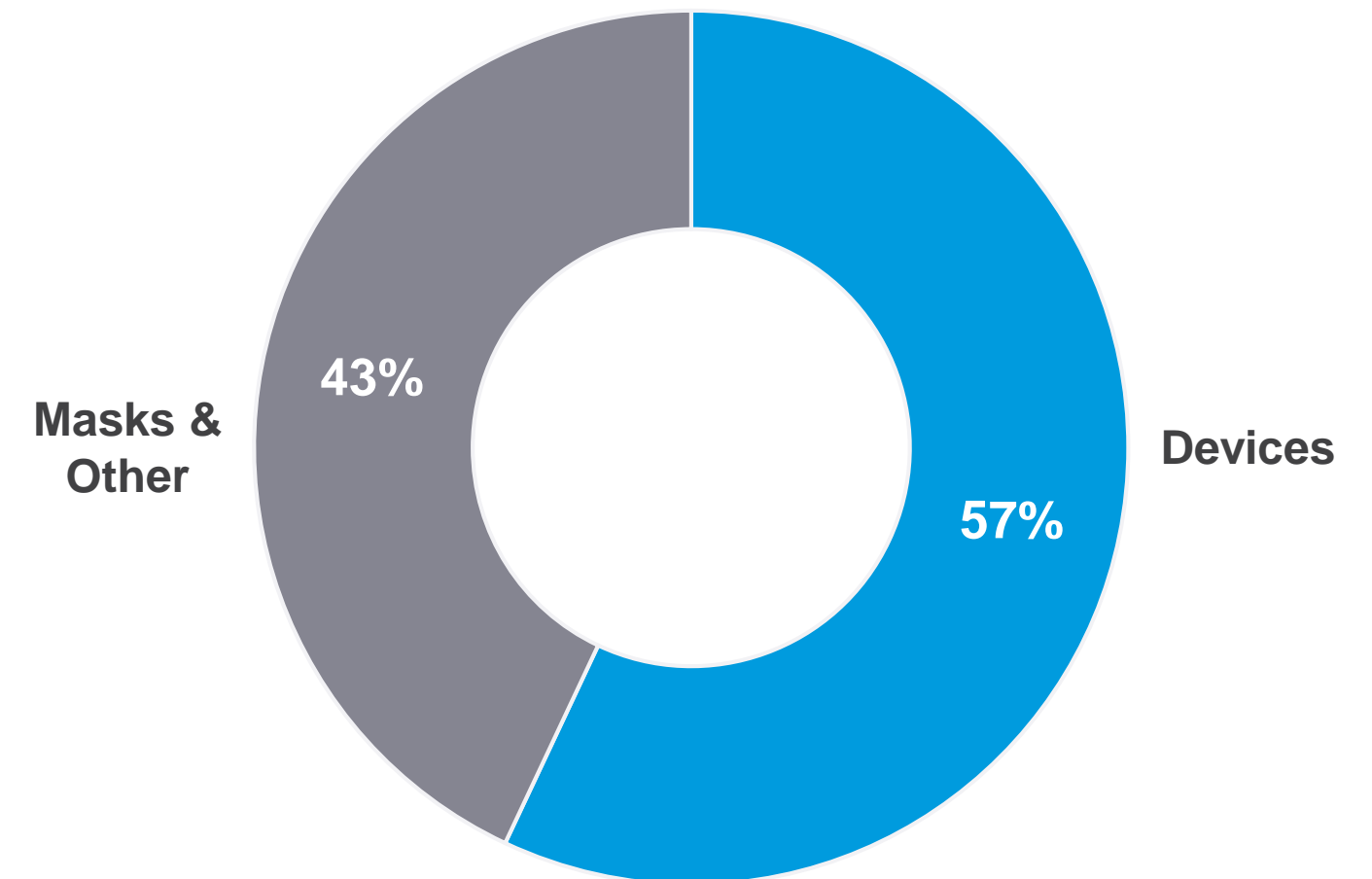
Sleep and Respiratory Care snapshot



FY 2021 SRC revenue by region



FY 2021 SRC revenue by product



Proactive care to capture significant underpenetrated markets

Chronic disease is the largest driver of healthcare spending in developed economies

Sleep apnea

- **Leading indicator**, and a contributing factor, to many chronic illnesses
- More than **80% undiagnosed**
- Demonstrated positive dose-response relationship between **CPAP usage and lower healthcare costs**

COPD

- Largely undiagnosed COPD sufferers in high-growth markets such as China, India, Brazil, and E. Europe >100M
- Acute treatment costs to healthcare systems are large
 - Europe: €48B per year
 - U.S.: ~\$50B per year
- More than 3M people worldwide die each year due to COPD

Asthma

- Significant opportunity to improve adherence and improve patient-physician interaction
- Leveraging Propeller for increased data related to symptom occurrence and acute triggers
- Opportunity to partner with patients, providers, pharmaceutical companies, and payors to drive improved quality of life

Total addressable market

936M sleep apnea patients

380M COPD patients

330M asthma patients

Well-positioned to expand proactive treatment of chronic diseases

¹World Health Organization. The top 10 causes of death: Fact sheet: No310 (2014, May) accessed 20Jul16 ² <https://www.ncbi.nlm.nih.gov/pubmed/26755942> ³ Company estimates based on World Health Organization estimates and Zhong et al. "Prevalence of Chronic Obstructive Pulmonary Disease in China" *Respiratory and Critical Care* ⁴ European Respiratory Society, *European Lung White Book* <http://www.erswhitebook.org/chapters/the-economic-burden-of-lung-disease/> accessed 20Jul16 ⁵ Guarascio et al. Dove Med Press, 2013 Jun 17 ⁶ World Health Organization. Chronic obstructive pulmonary disease (COPD): Fact sheet No315. 2015 accessed 20Jul16

Sleep and Respiratory Care | Sustainable competitive advantages

Industry pioneer with leading IP portfolio and “trade secret” knowledge base

Established reputation in core channels; growing with new channels and partners

Largest installed base and most-used platform by patients and providers

Largest sleep database with 9B+ nights of sleep data

Unique ability to deploy device therapy integrated with AI/ML data solutions

The best people, using world-class processes



Leveraging our long-standing industry leadership to drive the future of chronic respiratory therapy

Positioned to win

Growing the market

as the premier developer and innovator of sleep and respiratory care solutions

Driving digital innovation

to create a better patient experience, lower overall healthcare costs, and create better outcomes

Leveraging our scale

to drive better outcomes, lower costs, and improve quality of life

Leadership in OSA treatment with physical devices

Devices

Latest launch



AirSense™ 11



AirSense™ 10



AirCurve™ 10



AirMini™

Key differentiators

- ✓ Quietest, most intuitive devices on the market
- ✓ **AirSense 11:** newest, most connected device
 - Expanding digital tools for patient experience, including patient engagement built into device

Masks¹

Full Face

Minimalist



AirFit™ F30

Freedom



AirFit™ F30i

Universal Fit



AirTouch™ F20

Ultra Soft



AirFit™ F20

Nasal



AirFit™ P10



AirFit™ N30



AirFit™ N30i



AirFit™ P30i



AirTouch™ N20



AirFit™ N20

- ✓ Premium comfort and machine-agnostic masks; widest range of masks on the market meeting the broadest set of patient needs
- ✓ Largest database of facial features; focused on designing for fit
- ✓ Expertise and experience in translating clinical knowledge into product features (e.g., comfort, durability)

¹Current in-line masks being promoted; not an exhaustive list

Leadership in OSA treatment with data applications



Key differentiators

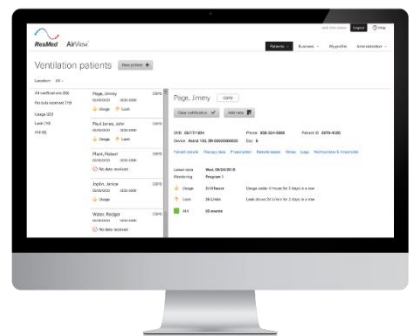
- ✓ User-friendly, intuitive platform provides milestone accomplishments and motivation to patients, increasing therapy adherence, and improving sleep quality
- ✓ Focused on app enhancements to enable long-term adherence for life vs. short-term (e.g., app-based nudges)
- ✓ Clear-cut market leader with 3.5M U.S. patients registered to the myAir platform across the website and app
- ✓ Recently launched upgraded version: myAir 2.0

- ✓ Large installed base with over 16.5M patient enrolled in our cloud-based software solution
- ✓ Seamless integration with ResMed devices enhances provider efficiency and improves patient monitoring through industry-leading remote diagnostic tools
- ✓ Increased data capture enables us to drive more personalized care to improve the patient experience

Unlocking value for both patients and providers

At the forefront of Respiratory Care

Patient Management



AirView™ for Ventilation

Digital Therapeutics



High-Flow Therapy



AcuCare™ HFNC
High flow nasal cannula

Lumis™
HFT

Bilevel Ventilation



AirCurve™ 10

Non-invasive Ventilation (NIV)



Lumis™ 100
VPAP ST



Stellar™ 100

Life Support Ventilation



Astral™



Astral™ 150
Life support ventilator

Highlights

Widest range of therapies for higher acuity respiratory patients, including COPD and asthma

Broadest set of digitally connected respiratory therapy devices

Market leading platform for managing inhaled medications

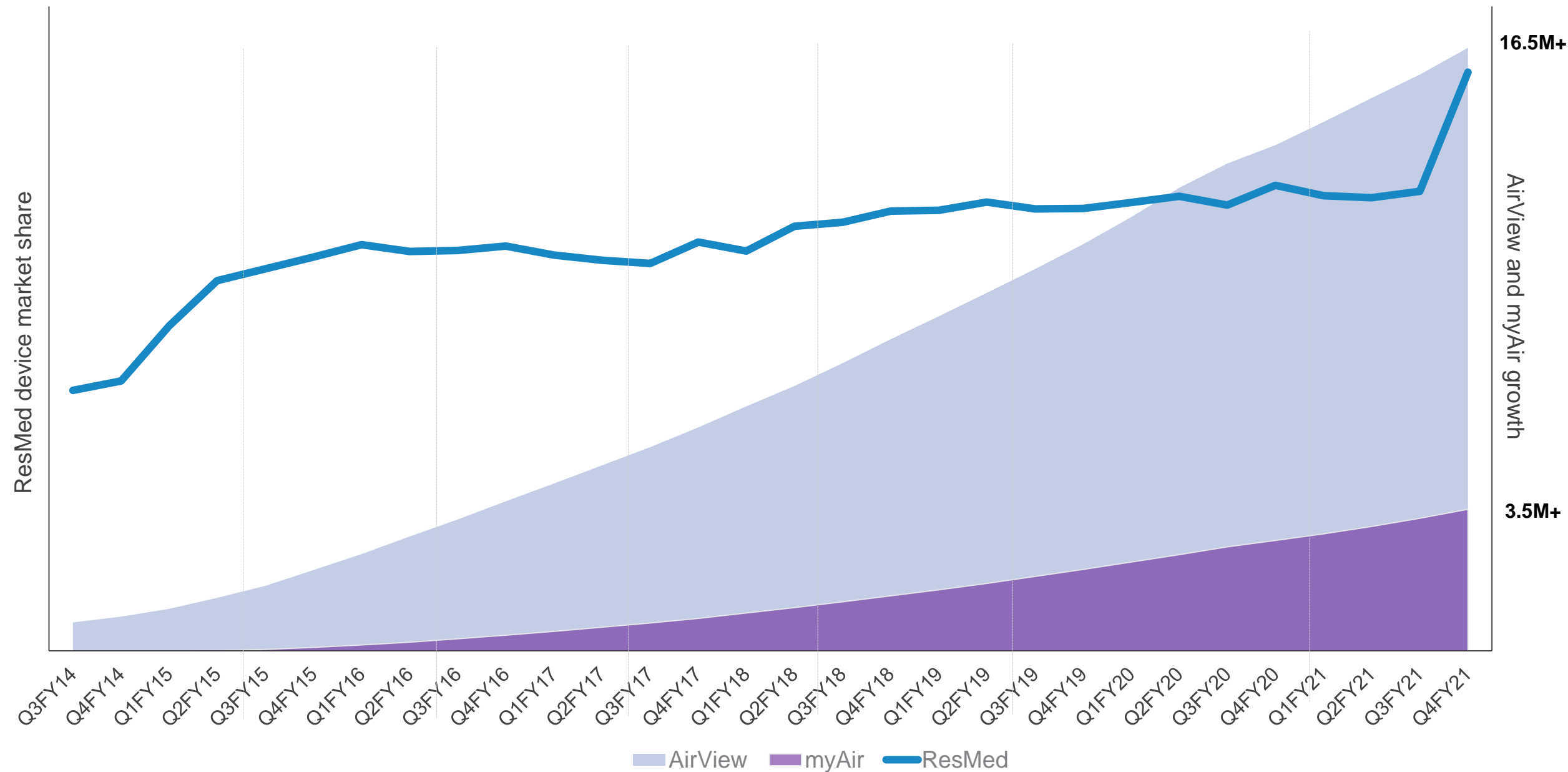
Premier solution for remote management of ventilated patients

Patient Acuity →

The right device, for the right patient, at the right time

Shift to digitally-enabled treatment has fueled growth

Device market share compared to AirView and myAir growth



- ✓ Launches of new, digitally-enabled products have driven market growth, and increased patient adherence and market share gains
- ✓ Demonstrates ability to drive market growth with unique and innovative solutions
- ✓ Over time, we have shifted toward a tech-focused strategy vs. device-focused; future product launches to be driven by digital health

¹Estimate prior to competitor recall

#1 market share¹ in sleep apnea devices and masks

Case Study | AirSense 11 demo

The wait is over. We've launched!

Introducing ResMed
AirSense™ 11 backed
by Air Solutions

AirSense™ 11



Data-driven future of therapy

- AirSense 11 is a **two-way communication data platform**
 - **Both** cell and Bluetooth connectivity
 - **Seamless pairing with myAir app** and directly to the cloud
 - Very rich **consumer-like experience** on myAir app
 - Patient questions and prompts **on the device**
 - **Built for Over-the-Air (OTA) upgrades**
 - Add new features without new hardware
- **Improved patient adherence**
- **Even more streamlined provider workflows and lower costs**
- **Improved patient management**
 - Future: Patient Reported Outcomes Metrics (**PROMs**) for payors and health systems

AirSense™ 11



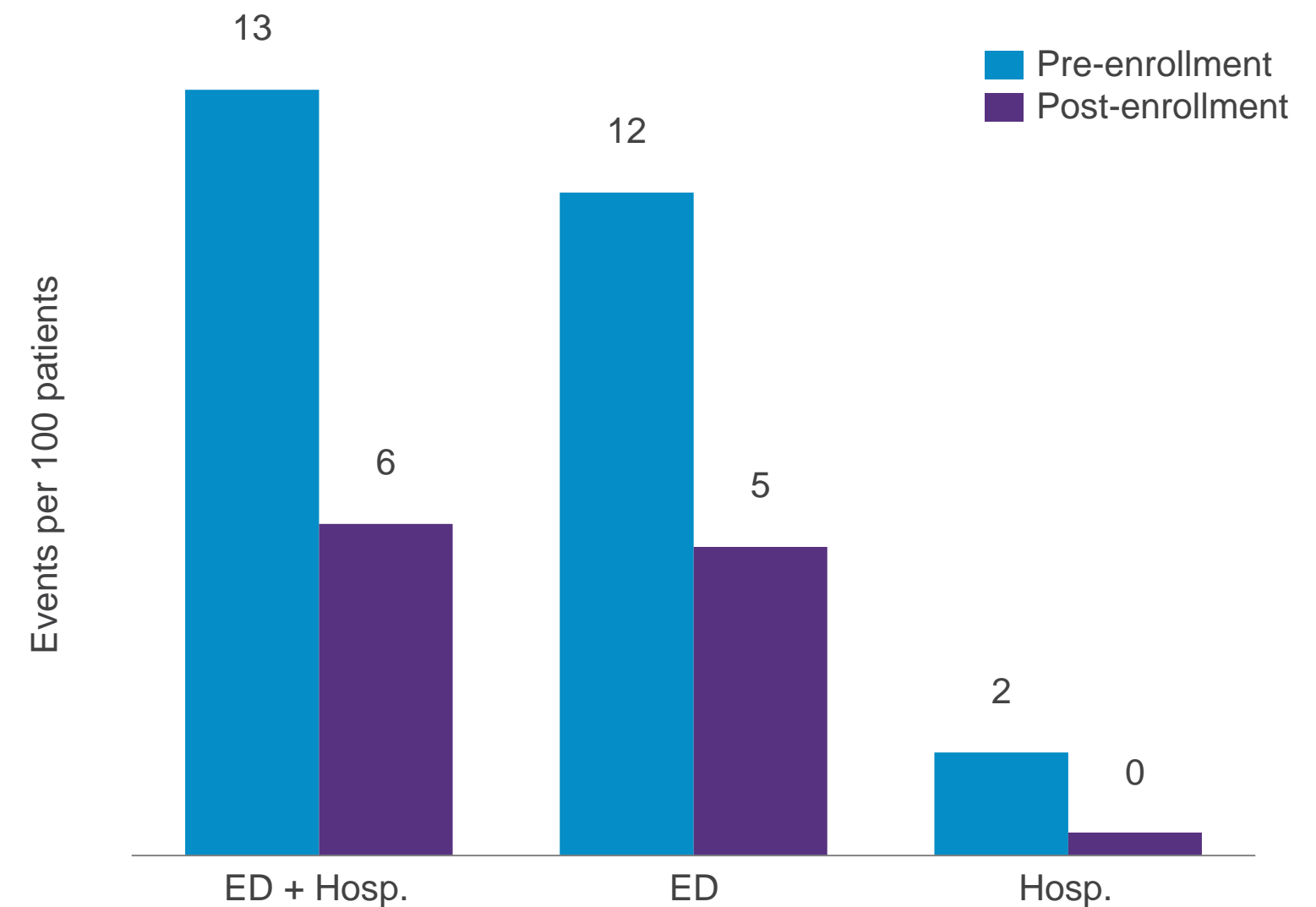
AirSense 11 is the device platform that will enable us to deploy AI/ML into sleep therapy

Propeller's strong value proposition in Respiratory Care

Value proposition

- ✓ Enables increased data capture and analysis
- ✓ Improves insight into patient adherence for physicians
 - Current adherence rates as low as 20% in COPD treatment
 - Studies show Propeller can increase adherence >58%
- ✓ Helps patients identify potential triggers of acute symptoms
- ✓ Seamlessly integrates the patient, physician, and their pharmacy; data flows between us and our partners to continuously improve the process
 - Proactive data-driven approach to COPD and asthma treatment can drastically reduce occurrence and associate costs of acute respiratory treatment

Reduced acute care utilization with Propeller¹



¹Merchant, Rajan, et al. "Impact of a digital health intervention on asthma resource utilization." *World Allergy Organization Journal* 11.1 (2018): 28.
ED: Emergency Department

Positive momentum in the market

Leveraging our scale with data and digital solutions

With more than 9 billion nights of therapy usage data we have a unique ability to create actionable insights:

Now

For Patients

- Coaching and usage help in context through myAir app

For Providers

- Patient management by exception, streamlined workflows, lower costs, higher adherence, and increased revenue

For Payors

- Increased patient adherence and improved ROI on therapy

Next

For Patients

- **Personalized** coaching in myAir based on ML

For Providers

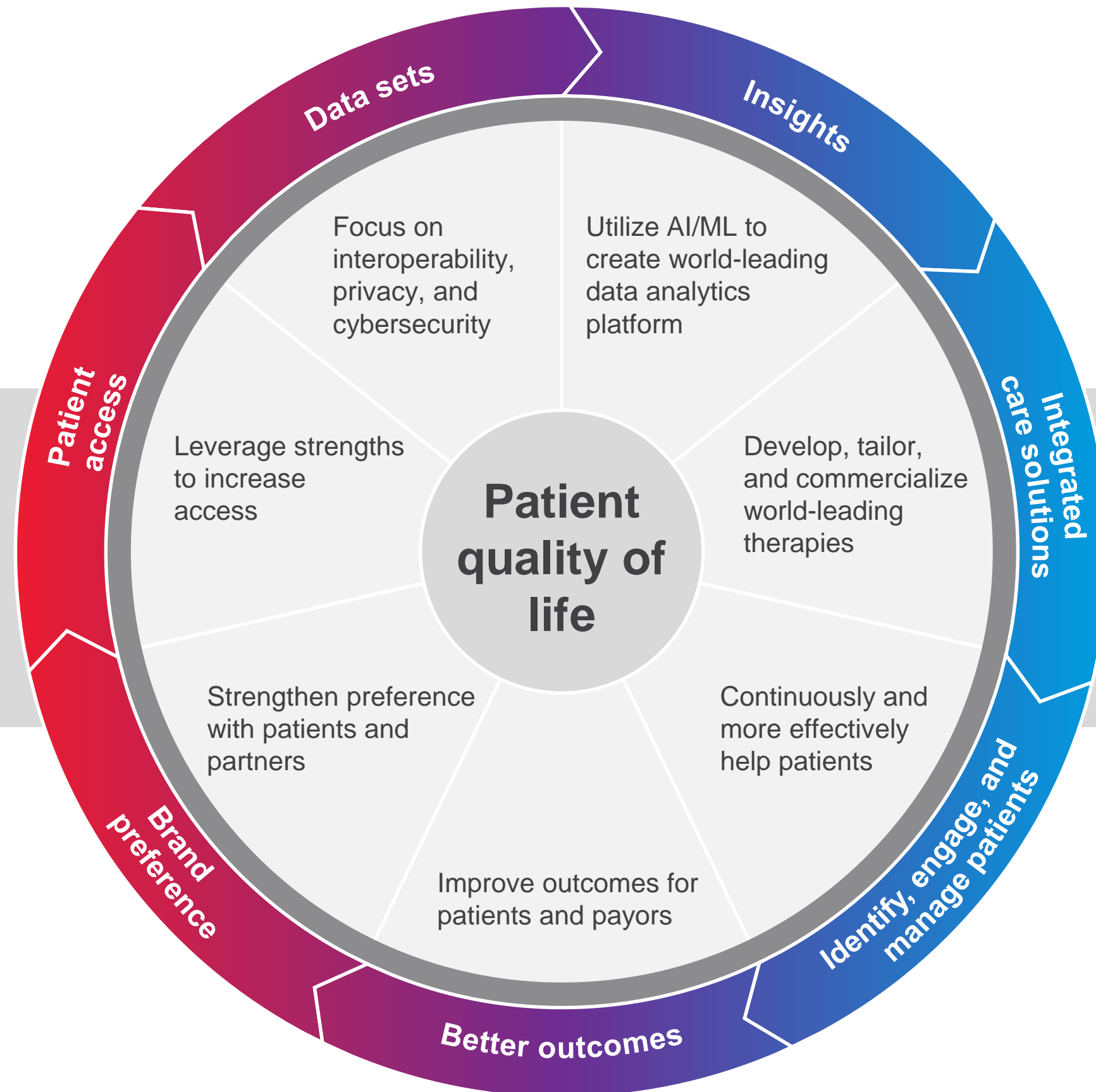
- Patient management by **prediction**

For Payors

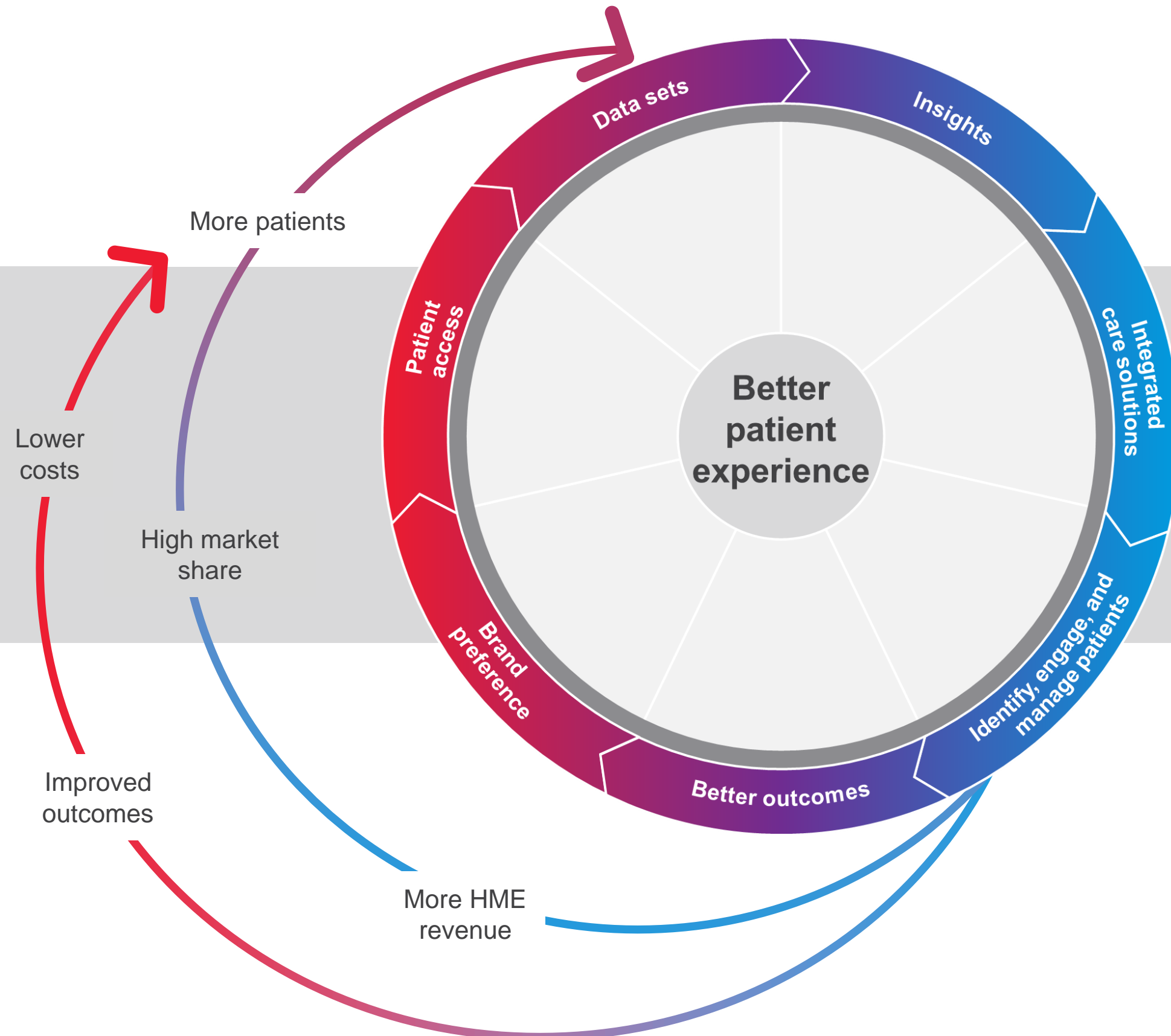
- **Proof** that it pays to find and treat sleep apnea patients; improved patient management with PROMs

Benefitting all stakeholders with better outcomes and lower costs

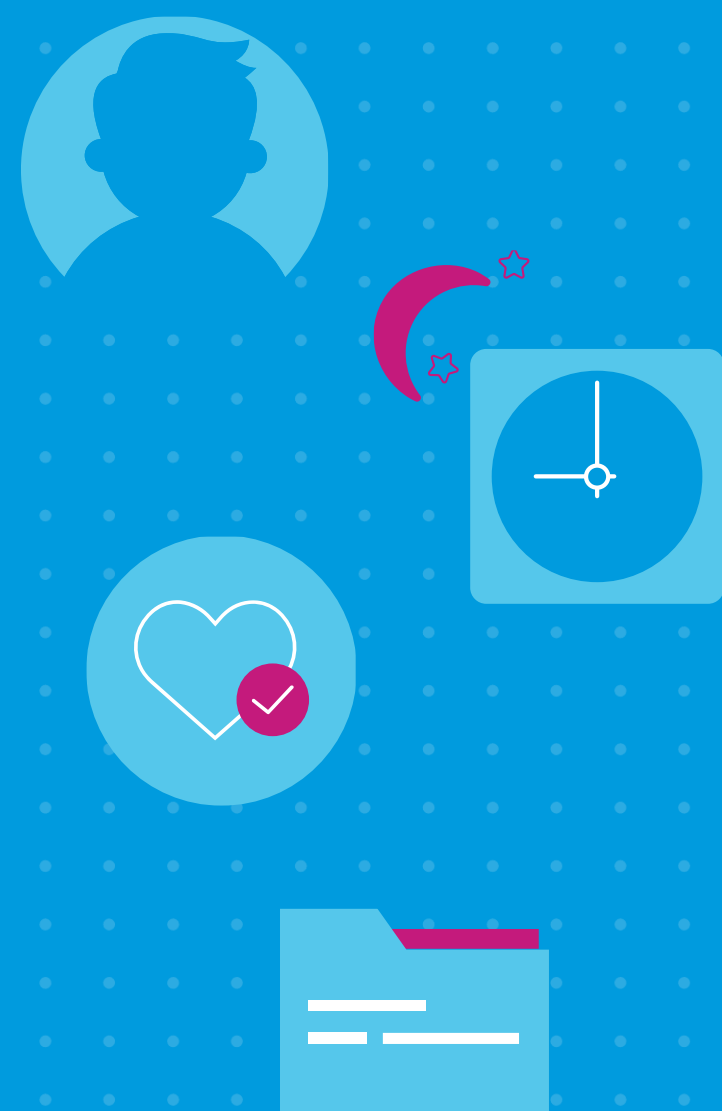
Sleep and Respiratory Care further accelerates the ResMed flywheel



Sleep and Respiratory Care further accelerates the ResMed flywheel



Sleep and Respiratory Care | Key takeaways



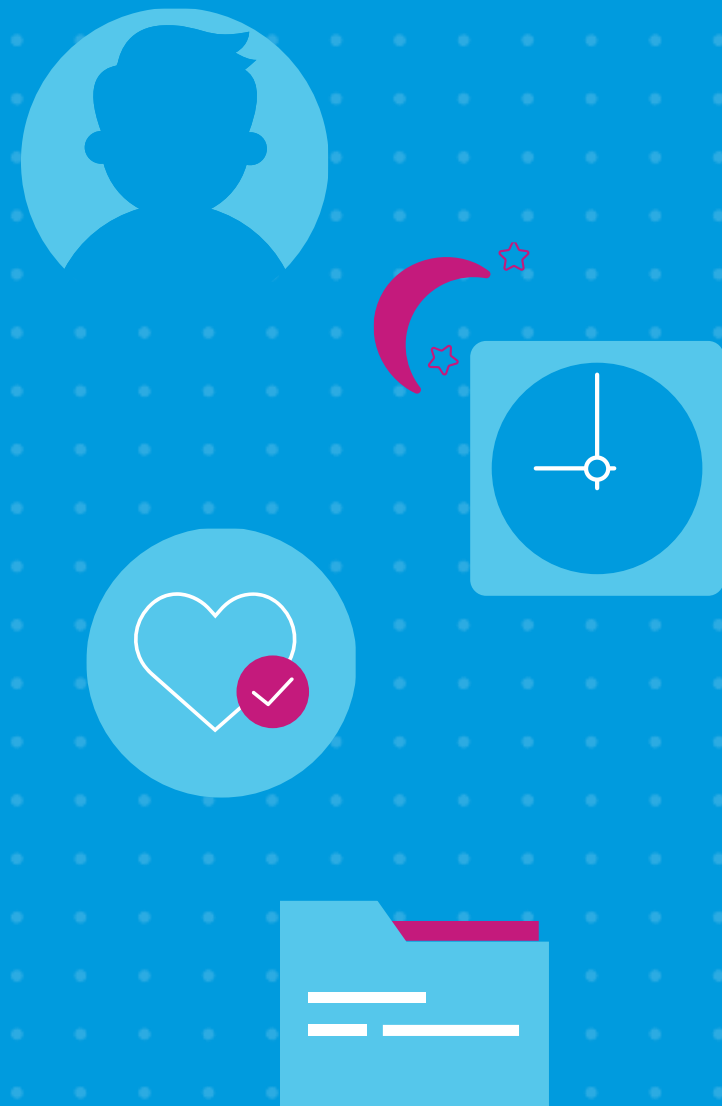
- 1** **Leading market position to capture massive total addressable market for** treatment of disordered sleep, COPD, asthma, and related diseases
- 2** **Unique capability to improve the patient's experience of therapy and outcomes** through the integration of device therapy and digital solutions
- 3** Established reputation for reinventing the industry fuels our **flywheel business and further leads to brand preference, patient access, and data** to unlock insights and improve outcomes

Software as a Service (SaaS)

Bobby Ghoshal | President, SaaS and Chief Technology Officer



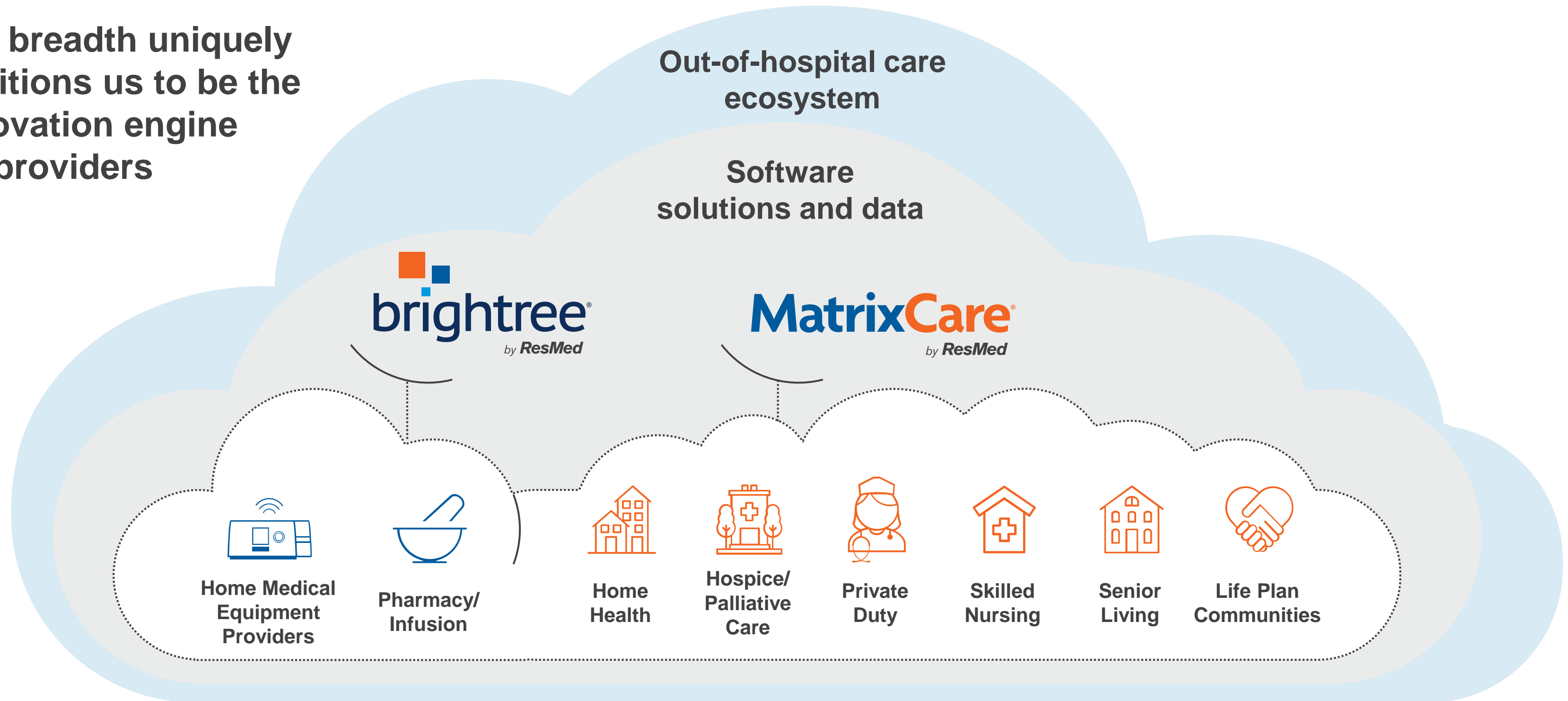
SaaS | Key messages



- 1 Leading provider of SaaS solutions** providing mission critical software across a broad set of **attractive markets** in out-of-hospital (OOH) care
- 2 Differentiated value creation** within the SaaS portfolio through our breadth and commitment to innovation, as well as opportunities with the ResMed Sleep and Respiratory Care business
- 3 Positioned for sustainable growth** through innovation, commercial excellence, partnerships and M&A

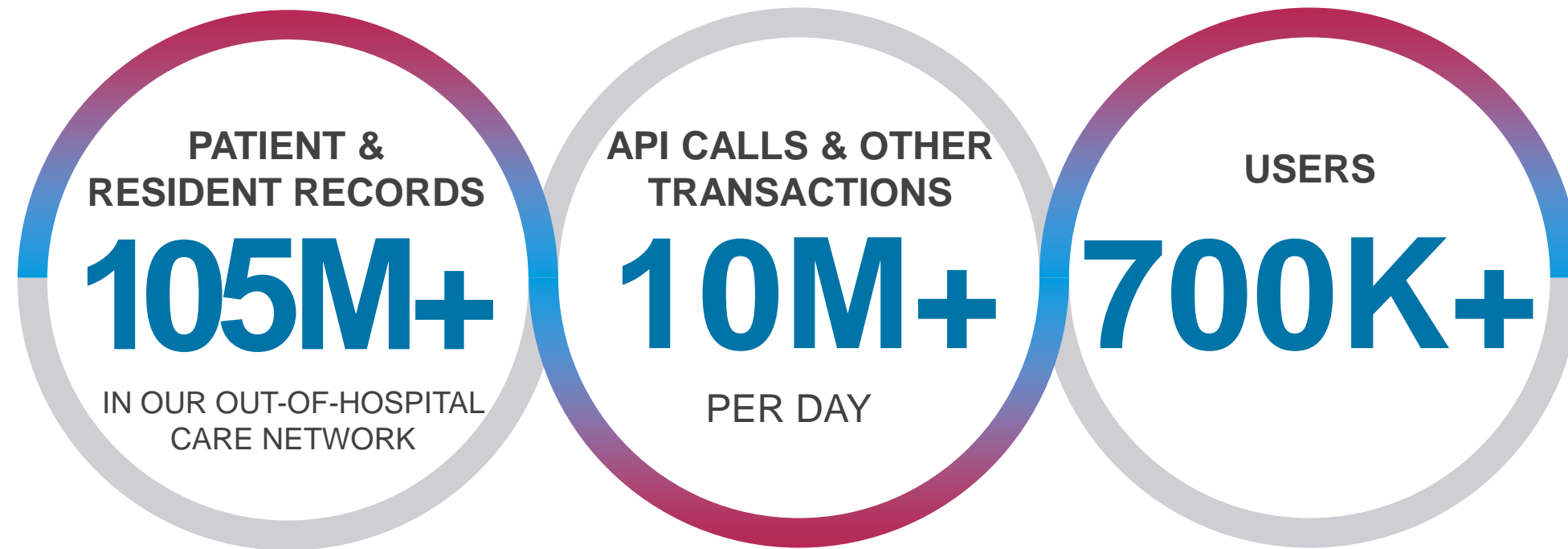
We focus on software and services for out-of-hospital care providers

Our breadth uniquely positions us to be the innovation engine for providers

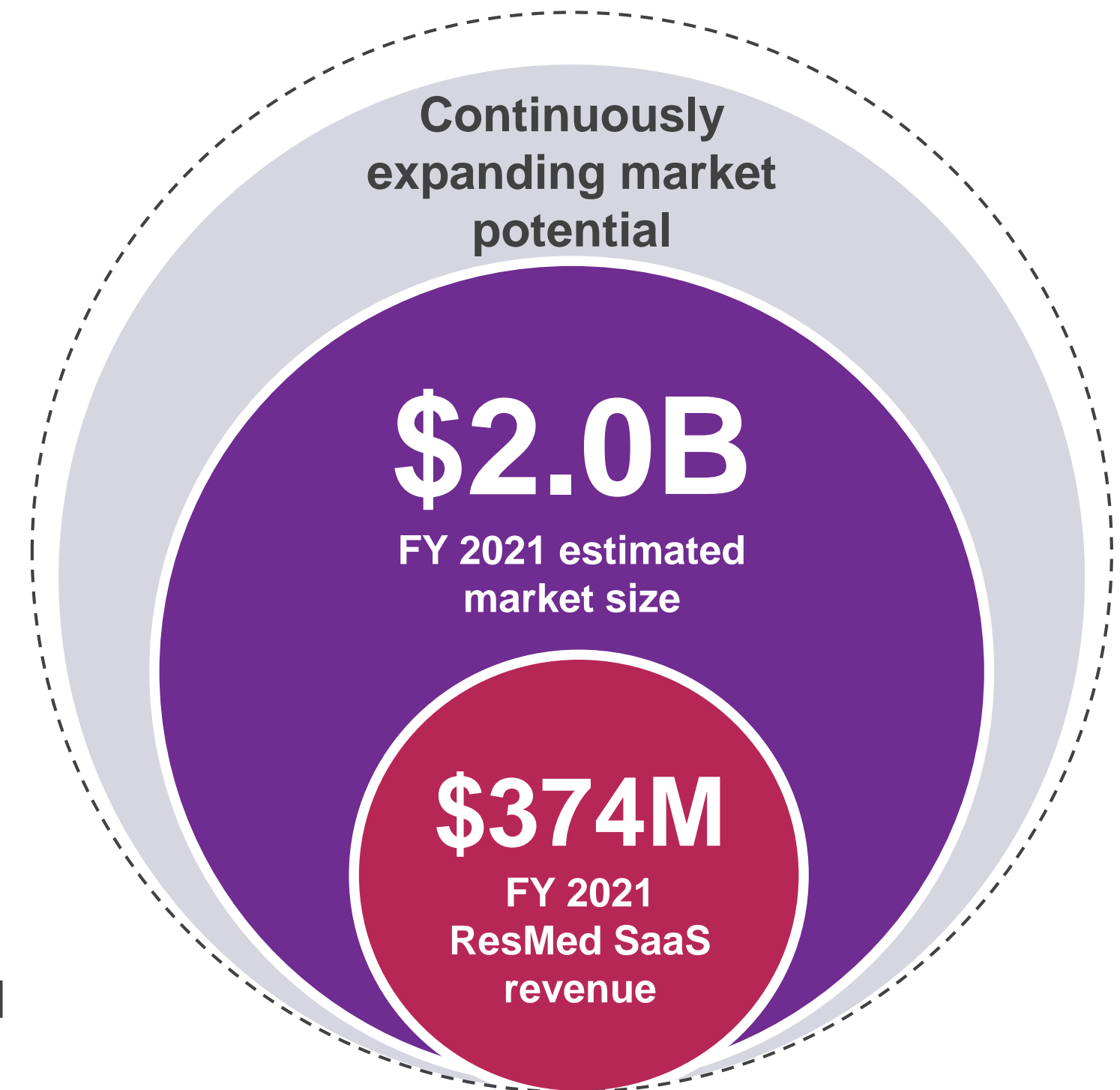


We are the gateway to out-of-hospital care

We have a leading position across these markets



- ✓ **HME: #1 position** and expanding into Pharmacy / Home Infusion
- ✓ **Home Health & Hospice - Large:** 2020 Best in KLAS Award
- ✓ **Home Health - Large:** 2021 Best in KLAS Award
- ✓ **Skilled Nursing Facility:** Multi-year winner of Best in KLAS Award



One of the leading market positions across the markets we serve – with room to grow

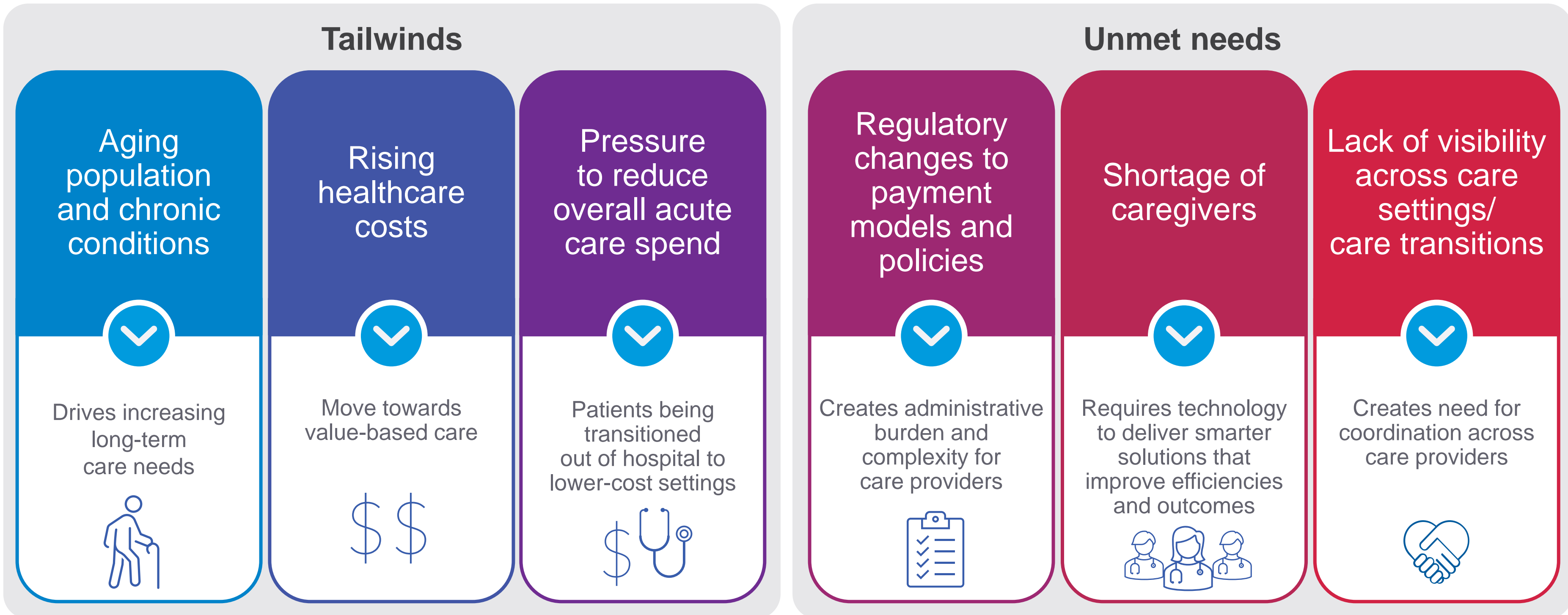
Relentless focus on software functionality

- **Mission critical software for care provider operations** including business management and electronic health records
- **Best-in-class clinical functionality** as we provide automated clinical workflows and enable clinicians to have an end-to-end view of patient care
- **Breadth of solutions gets richer** every year by extensively building, buying, and partnering for our customers
- **Rich data assets that power AI/ML-driven functionality** such as adverse event prediction (like falls)
- **Comprehensive set of healthcare interoperability modalities** designed to meet the needs of our OOH care providers and other stakeholders

Powerful software platforms enabling interoperability

Markets are supported by structural tailwinds...

...but patients and providers face significant unmet needs



Uniquely positioned to address provider needs



Demand for greater coordination across provider markets



Home Medical
Equipment
Providers



Pharmacy / Infusion



Home
Health



Hospice/
Palliative
Care



Private
Duty



Skilled
Nursing



Senior
Living

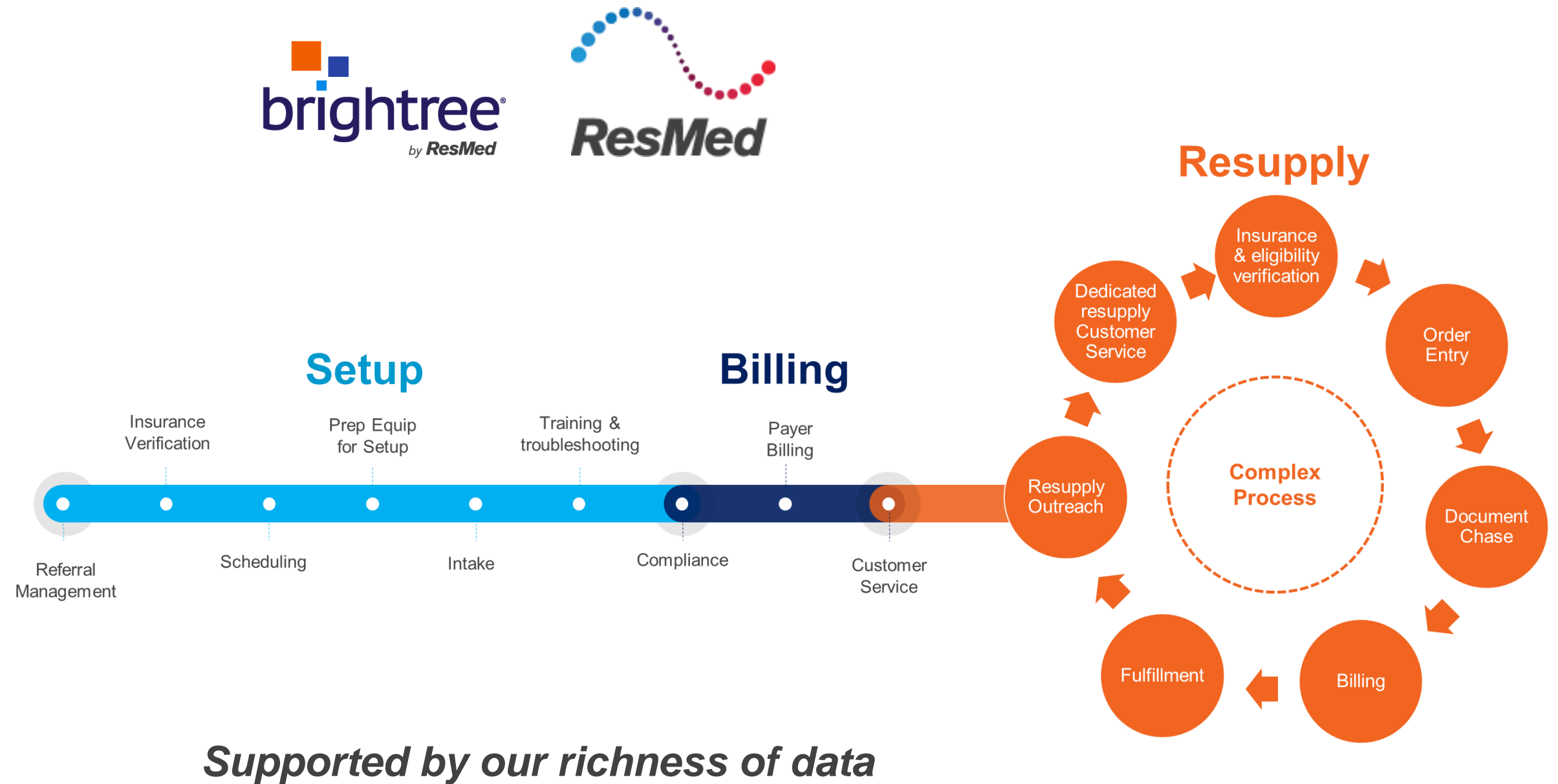


Life Plan
Communities

- Providers are diversifying and lines are blurring across the continuum; Skilled nursing facility owners are moving into home-based care
- We are working with our customers to address their needs, holistically across the markets they serve
- Our solutions are supported by the richness of our data

Uniquely positioned to serve ResMed patients with resupply

- Robust suite of solutions to **simplify and optimize a complex process**
- **Integrates with ResMed Air Solutions to streamline further** through automation
- Enables **HMEs to optimize resupply programs** for eligible patients
- Leveraging technology to **diversify our resupply to other categories**

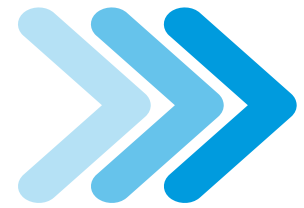


Brighttree: helping HME industry increase efficiency, serve patients, and drive core business

Drivers of long-term value creation



Our talented teams and culture



Innovation & commercial excellence



Accelerate growth with our proven M&A capabilities









Investing in our business to drive long-term, profitable growth, accelerated by M&A

Proven M&A capabilities

M&A has been a priority and will continue to be a priority

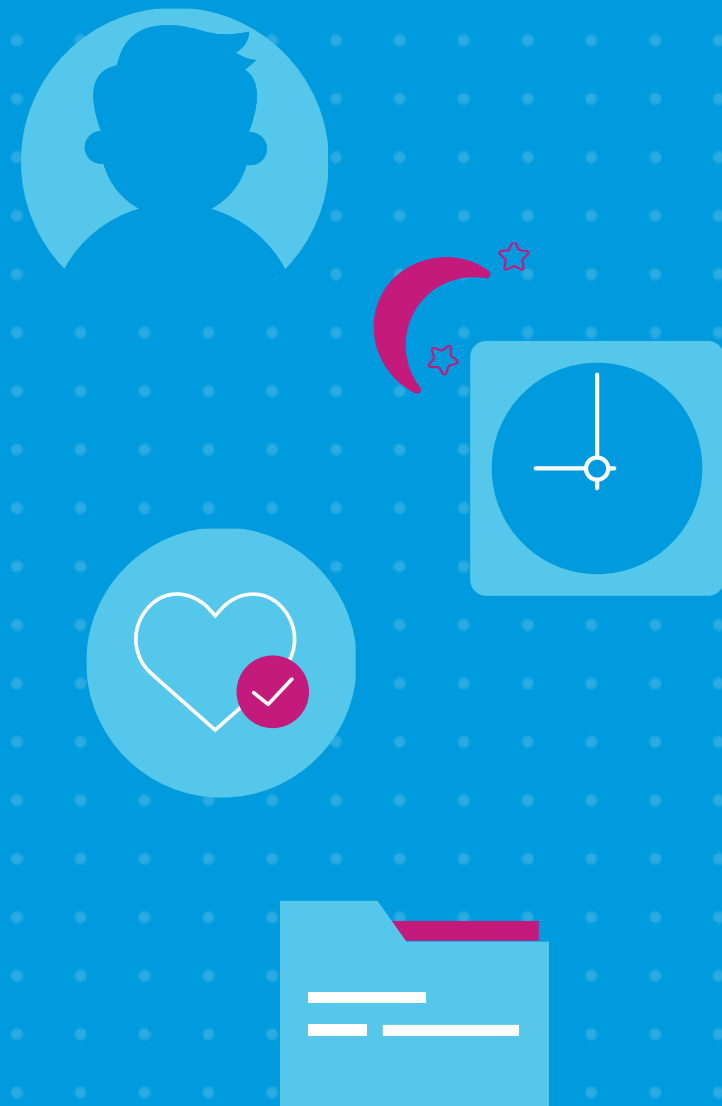


Added Capabilities

-  **2017**
Enhanced HMEs' custom forms and workflow solutions
-  **2017**
Provided live call center services for HMEs
-  **2018**
Dispatch and fleet-management solution with a mobile proof-of-delivery application
-  **2018**
Software solutions to optimize clinical, financial, and administrative processes
-  **2020**
Elevated Brightree's ReSupply platform, creating the largest CPAP resupply patient base
-  **2021**
Digital health platform supporting care-team, patient and family caregiver collaboration needs

Focused on acquisitions that increase our breadth of offering and accelerate strategic capabilities

SaaS | Key takeaways



- 1 Leading provider of SaaS solutions** providing mission critical software across a broad set of **attractive markets** in out-of-hospital care
- 2 Differentiated value creation** within the SaaS portfolio through our breadth and commitment to innovation, as well as opportunities with the ResMed Sleep and Respiratory Care business
- 3 Positioned for sustainable growth** through innovation, commercial excellence, partnerships and M&A

Q&A



BREAK

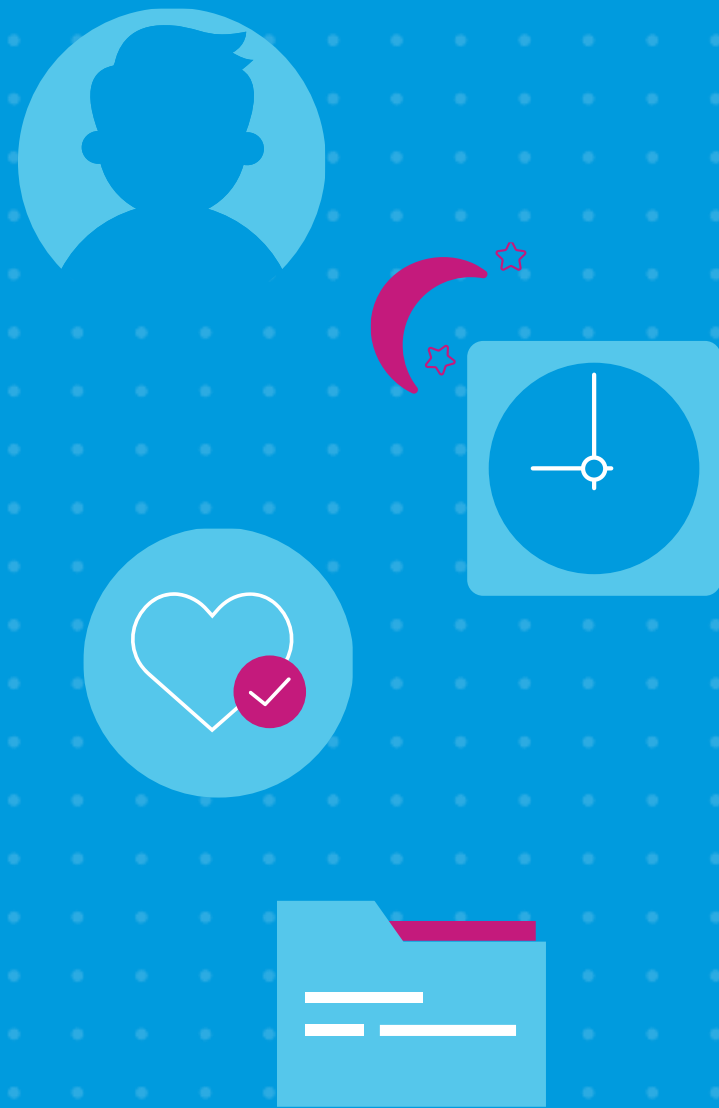


Leadership in Digital Health Technology

Bobby Ghoshal | President, SaaS and Chief Technology Officer



Digital Health Technology | Key messages



1 Transforming ResMed to a **data-first organization** and actively building next gen **AI/ML driven products** leveraging **ResMed data assets** on our world-class **data platform**

2 **Accelerating** pace of innovation by adopting **native cloud technologies** and **patient-centric architecture**

3 **Launching** new and **innovative digital products** to **improve end-to-end patient and customer experience**

4 Investing in **interoperability and integration** capabilities for the premier **digital health platform** in our industry

ResMed's purpose is attracting top talent to our Digital Health team

World-class team of engineers, data scientist, and analysts working on our best-in-class data platform

+4x

Data Scientists,
Engineers

Data scientists and engineers from
**leading technology and
data-driven** organizations



MIT Partner attracting top notch students



Unparalleled scale today with future exponential growth

Over the past 3 years, we have grown...

Deep breadth of technology across the globe

5x

Nights of sleep

2x

AirView patients

70+

Variety of devices

7x

API calls per second

2.5x

MyAir patients

140+

Countries with patients using ResMed devices

2.5x

MyAir daily sign-ups

4x

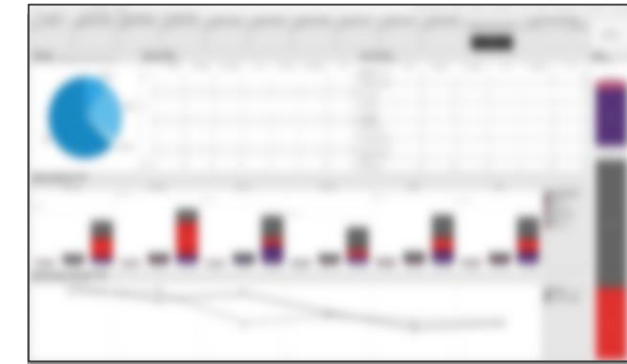
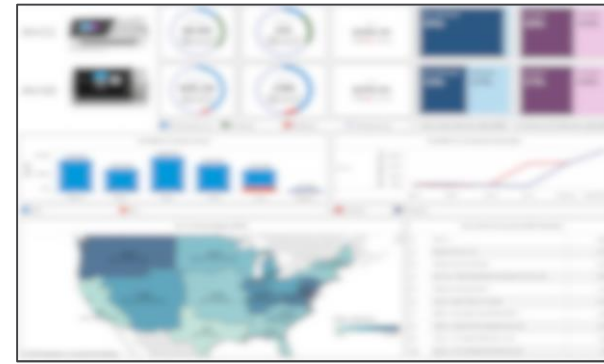
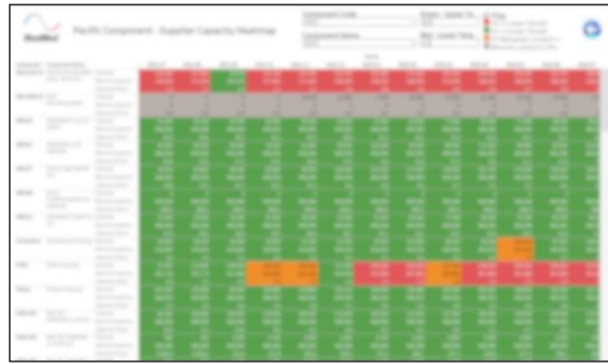
Remote patient settings changed

430+

Carriers supported by ResMed technology

A data-centric enterprise

We are building muscles around data, insights, and analysis across the entire enterprise



SUPPLIER

PLANNING

MANUFACTURING

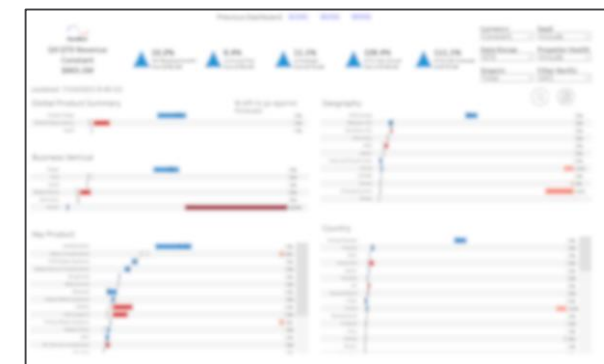
DISTRIBUTION

MARKETING

SALES

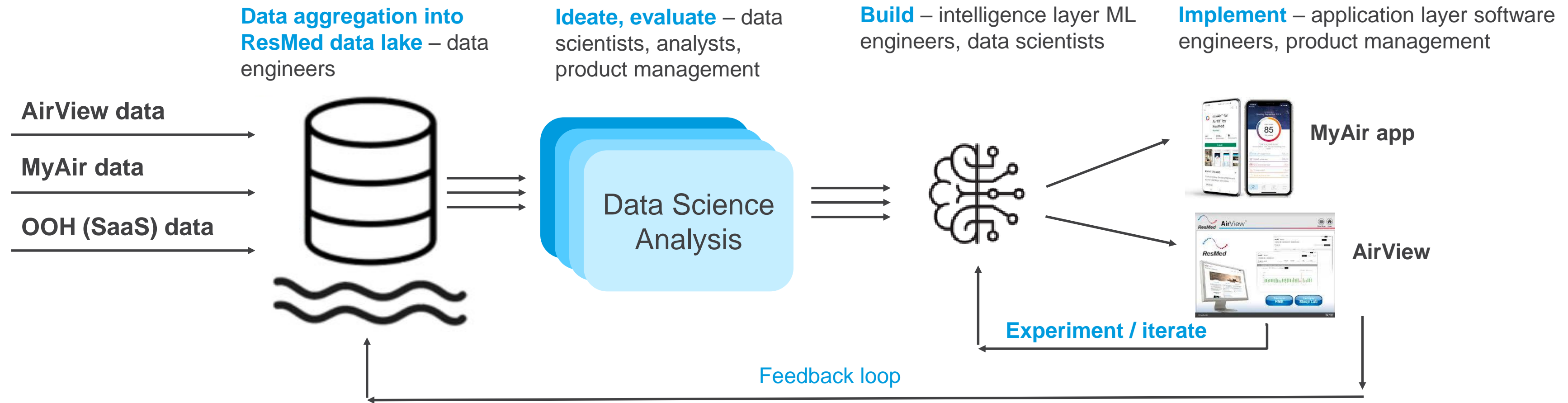
SUPPORT

UTILIZATION



Empowering teams with the data they need to further unlock efficiencies

Data product example: patient adherence (90-day compliance)



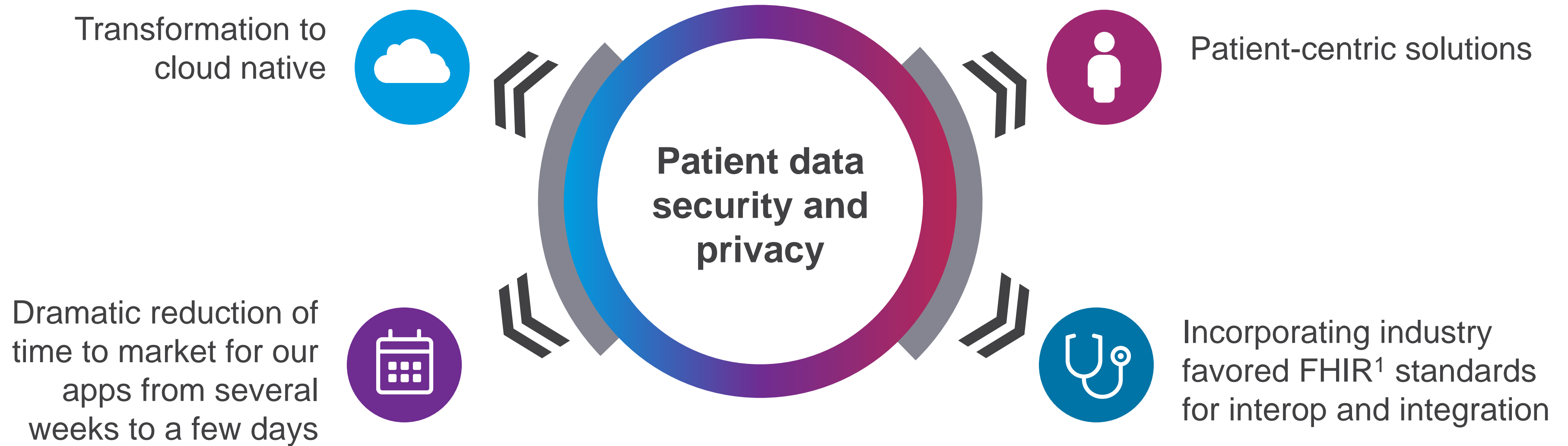
Data product example from our Sleep and RC business

- Data is fed into our data lake every 4 hours
 - Power of 9B+ nights of sleep data
- Hypothesis-driven analysis / data science
- Use data to predict patient behavior and develop actionable insights to keep patient engaged with therapy
- Use myAir, AirView platforms to interact with patients and improve sleep quality with nudges and optimization algorithms

Improve patient adherence to therapy

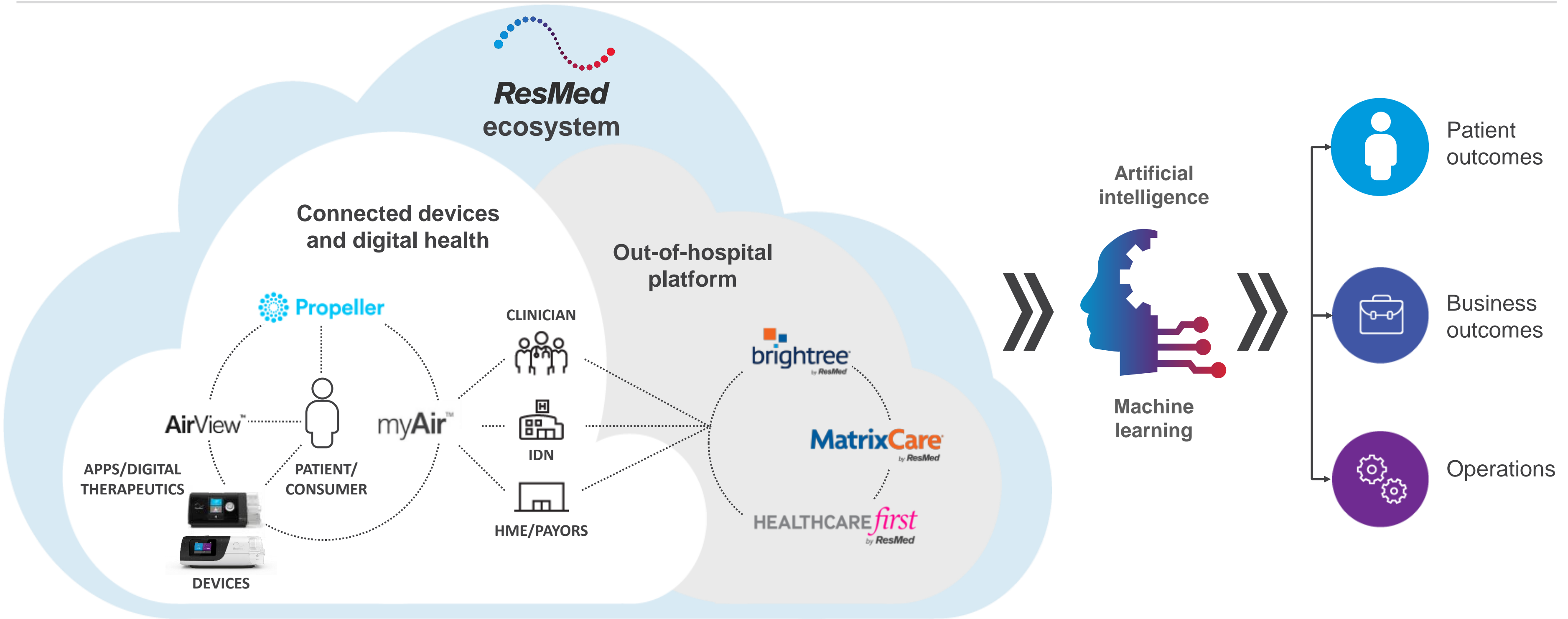
Driving personalization at scale

Architecture transformation



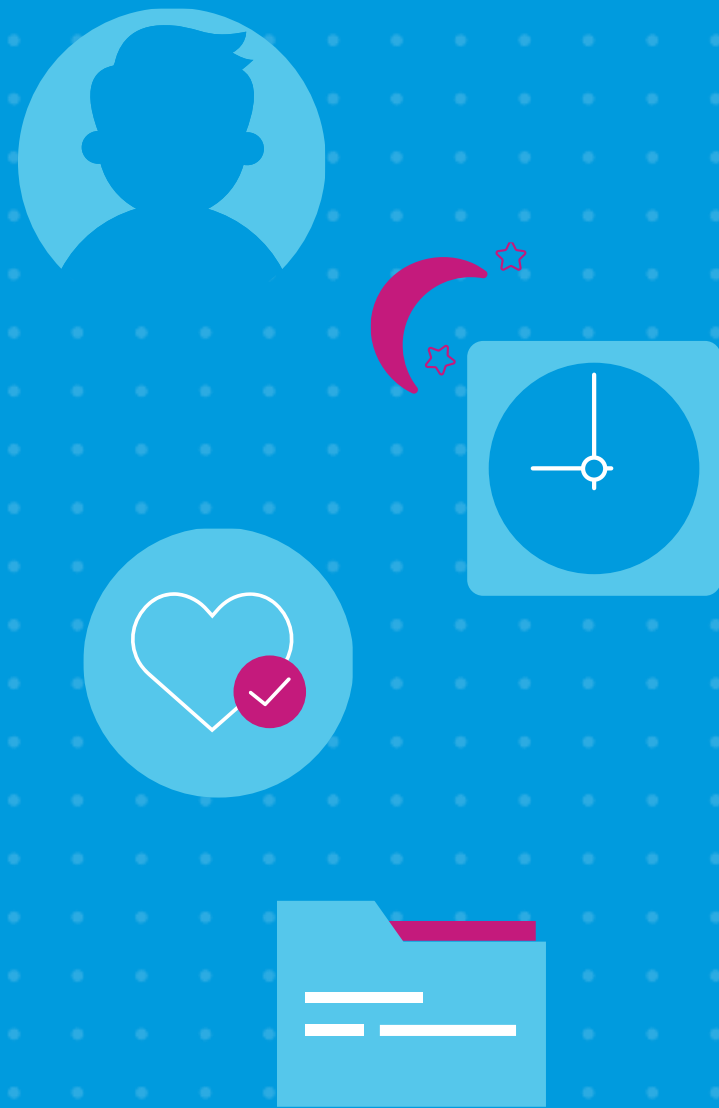
¹FHIR: Fast Healthcare Interoperability Resources

World's leading digital health platform



Focused on interoperability so our ecosystem works with the broader healthcare ecosystem

Digital Health Technology | Key takeaways



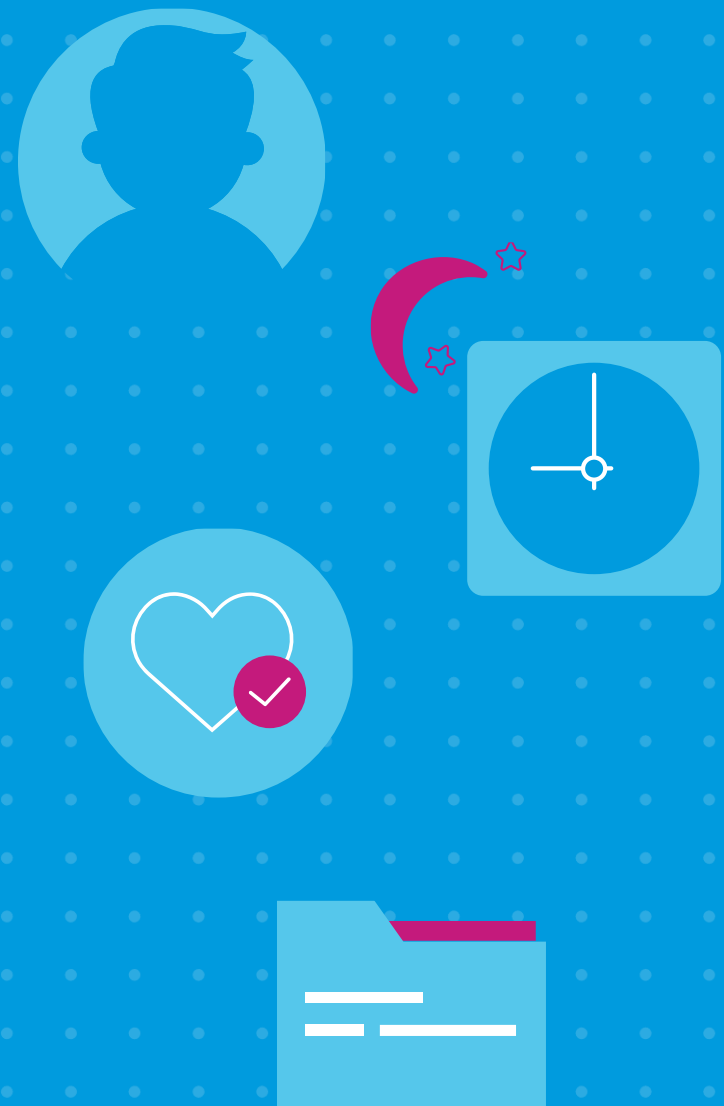
- 1** Transforming ResMed to a **data-first organization** and actively building next gen **AI/ML driven products** leveraging **ResMed data assets** on our world-class **data platform**
- 2** **Accelerating** pace of innovation by adopting **native cloud technologies** and **patient-centric architecture**
- 3** **Launching** new and **innovative digital products** to **improve end-to-end patient and customer experience**
- 4** Investing in **interoperability and integration** capabilities for the premier **digital health platform** in our industry

Driving Operational Excellence

Rob Douglas, President and Chief Operating Officer



Operational Excellence | Key messages



- 1 Delivering a world-class patient experience** inspires everything we do
- 2 Driving operational excellence** across our businesses with a focus on innovative and digitally-enabled solutions
- 3 Leveraging our scale, technology, and data** to enable integrated care models, optimize global operations, and capitalize on changing healthcare economics

Competitive advantages to accelerate operational excellence

Unique, medically-focused culture with emphasis on quality of treatment

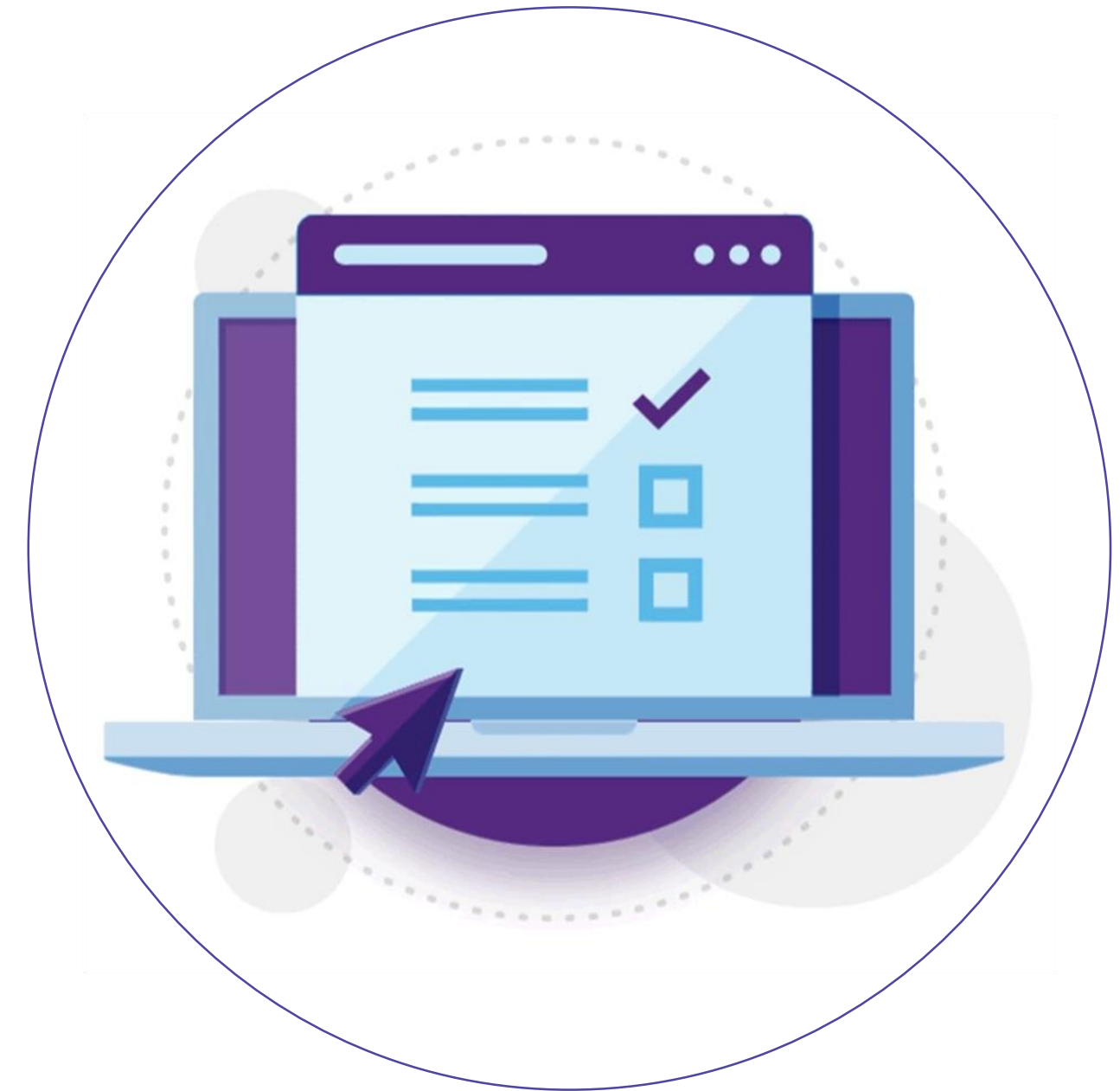
Industry leader with strong reputation for innovation and quality

Recognized, trusted data partner for systems and clients

Expertise in collecting and analyzing complex clinical data

Substantial operational scale drives cost-leadership

Strong supply chain providing high-quality products in volume



Long-term performance driven by ResMedian culture of continuous improvement

Focused on sustainability in our operations

Continuously developing solutions to reduce waste and drive sustainability across our operations

Near to medium-term target of **100% recyclable materials**

- Through life cycle assessment (LCA) model, product development teams consider environmental impact in raw materials, manufacturing logistics, product use, and eventual recycling / disposal
- Focused on improving environmental performance in packaging by reducing material mass, adopting low impact materials, and diverting product waste from landfill

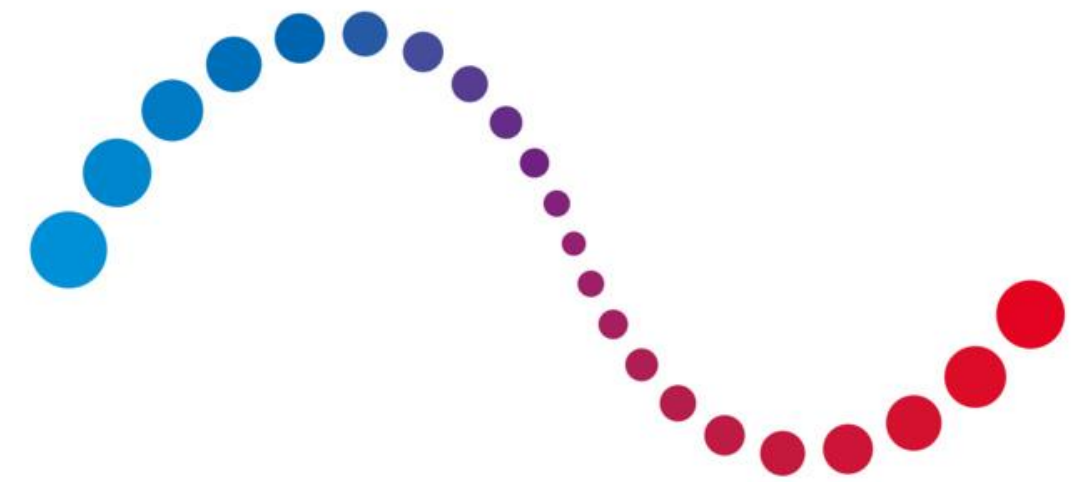
Using Sydney as a model for waste and energy reduction

- Sydney Innovation and Manufacturing center operates an Environmental Management System (EMS) certified to ISO 14001 with objectives to reduce CO2 emissions, waste consumption, and waste
- EMS will be progressively extended across ResMed's global network over the coming years

Elevating sustainability across our global manufacturing operations

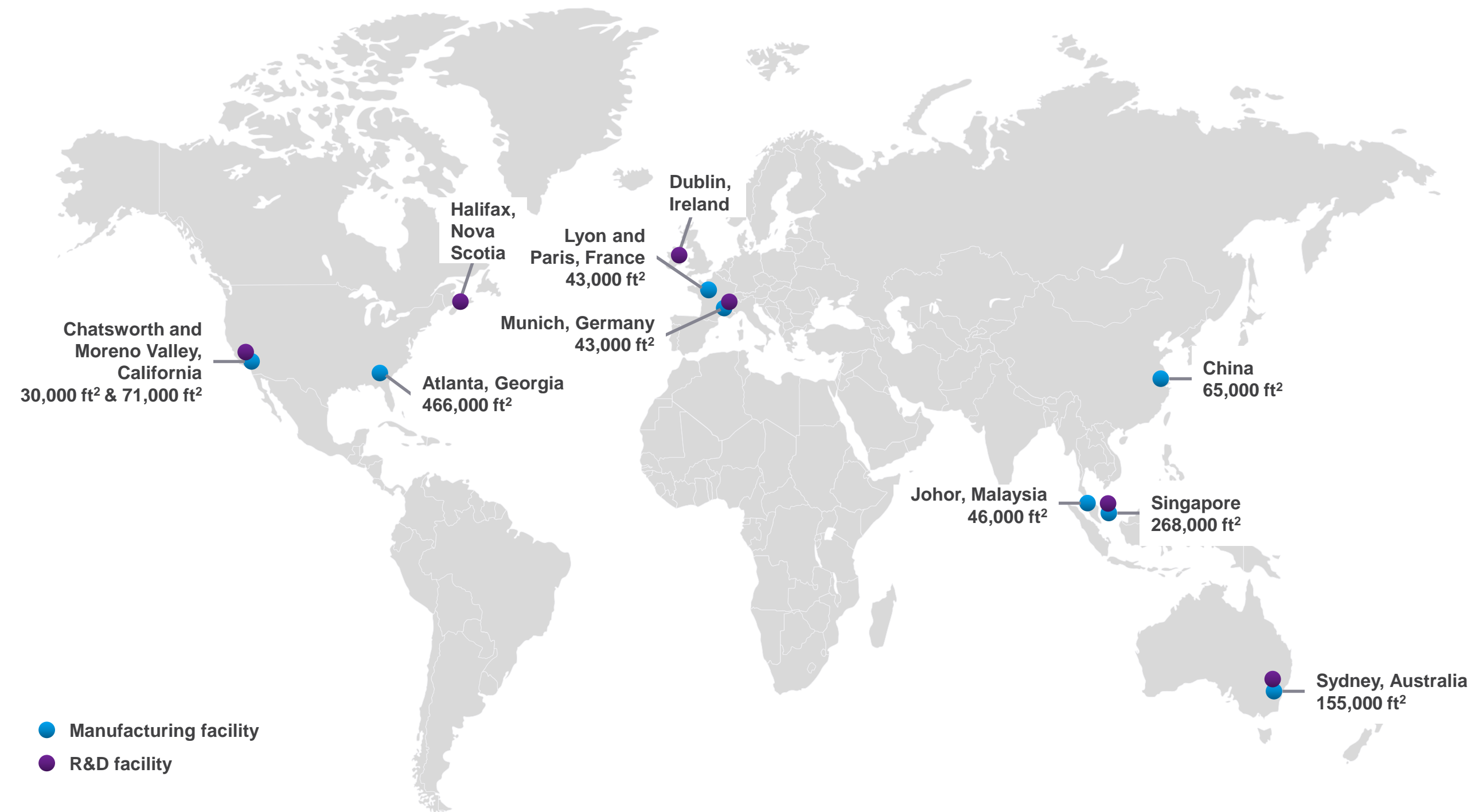
- Our Global Business Excellence Program includes sustainability as a dimension along with quality and financial performance to engage global team members to contribute to overall environmental performance





ResMed

Leveraging our scale to enhance supply chain management



Highlights

Focused on supply chain risk management process

Asia-based (ex-China)

Diversified manufacturing locations, including U.S.

Size and scale to navigate geopolitical hurdles and disruptions

Unparalleled ability to serve global markets

Ability to navigate evolving market situations with resilient and flexible global supply network

Growing our global footprint with new factory in Singapore



Highlights

Signed **10-year lease** with
2 10-year extensions

~258,000 ft² total floor area |
Four floors with rooftop truck parking

Large **capacity capabilities**

Ability to **optimize**
Singapore processes

Successfully **designed, implemented,**
and transferred to new factory

Factory investment increases capacity capabilities and ability to optimize processes

Increasing efficiency through automation in mask manufacturing



Driving safety and efficiency in our world-leading mask operations

Case Study | Ability to rapidly increase production capacity

Background / Need

- Needed to significantly increase Astral and Stellar production in response to critical global need for ventilators during COVID-19
- To maintain production team, needed to minimize safety and infection risks

ResMed solution

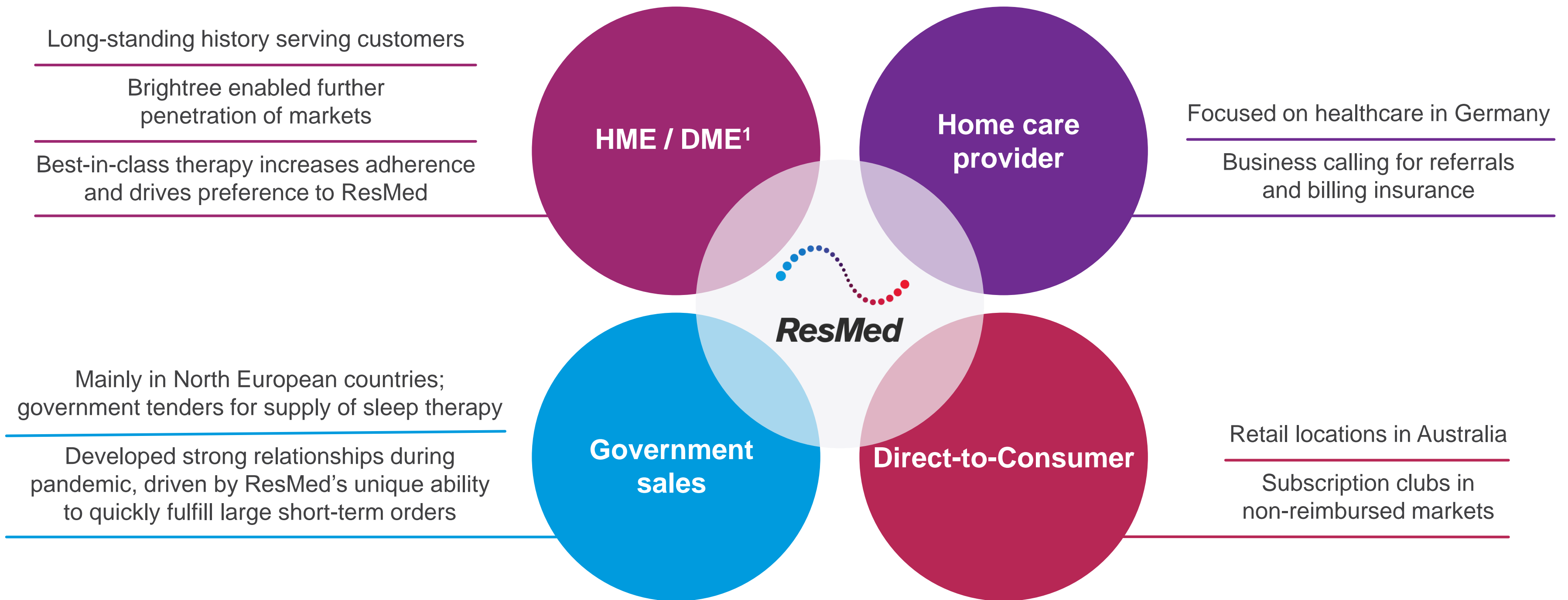
- Rapidly increased our labor capacity by:
 - Implementing afternoon and night shifts
 - Re-skilling team members from other areas of the factory (e.g., LSR)
 - Developing a basic training program to up-skill 10 team members in 10 days
- Implemented rapid process changes
 - Identified and implemented in less than 4 weeks; re-balanced activities across various production stations
 - Reduced Astral and Stellar cycle times by more than 20% and 25%, respectively
- Established procedures to reduce infections (e.g., team segregation, increased cleaning, reduced on-site personnel)

Outcomes

- ✓ **Increased capacity by over 350%** across both platforms
- ✓ **No COVID-19 infections** or transmissions in the manufacturing center
- ✓ **Produced over 20,000 critical care Astral and Stellar ventilators**, contributing to more than **150,000 ResMed ventilators shipped**

Quickly enhanced internal processes to produce more critical products for our patients

Global presence with ability to serve multiple market models



¹HME: Home Medical Equipment; DME: Durable Medical Equipment

Continuing to penetrate different markets, while expanding the channels that we serve

Continuing to build on strong channel relationships



Market situation

Underpenetrated Australian market

Lack of patient awareness for sleep apnea

Higher patient responsibility for device costs vs. other markets

ResMed solution

Focused on new sales channels: distribution, retail stores, pharmacy, and ecommerce

Enhanced market presence with “Awaken your best” campaign

Created spa-like, consumer-driven retail experience

Outcome

Significantly changed the growth trajectory of the Australian sleep business

Increased overall awareness of sleep apnea

Improved market growth across all sales channels

Continuous improvement mindset

Standardized and codified strategic framework: OKR (Objectives and Key Results) process

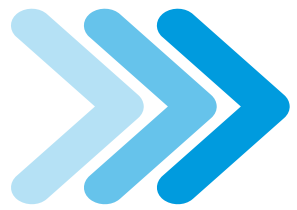


Each team has its own set of **meaningful objectives and stretch goals that align with company-wide priorities**; **>160 teams** using this framework across ResMed



Engage ResMedians to

- **Align priorities** across teams
- **Track our progress**
- **Drive transparency** across the Company

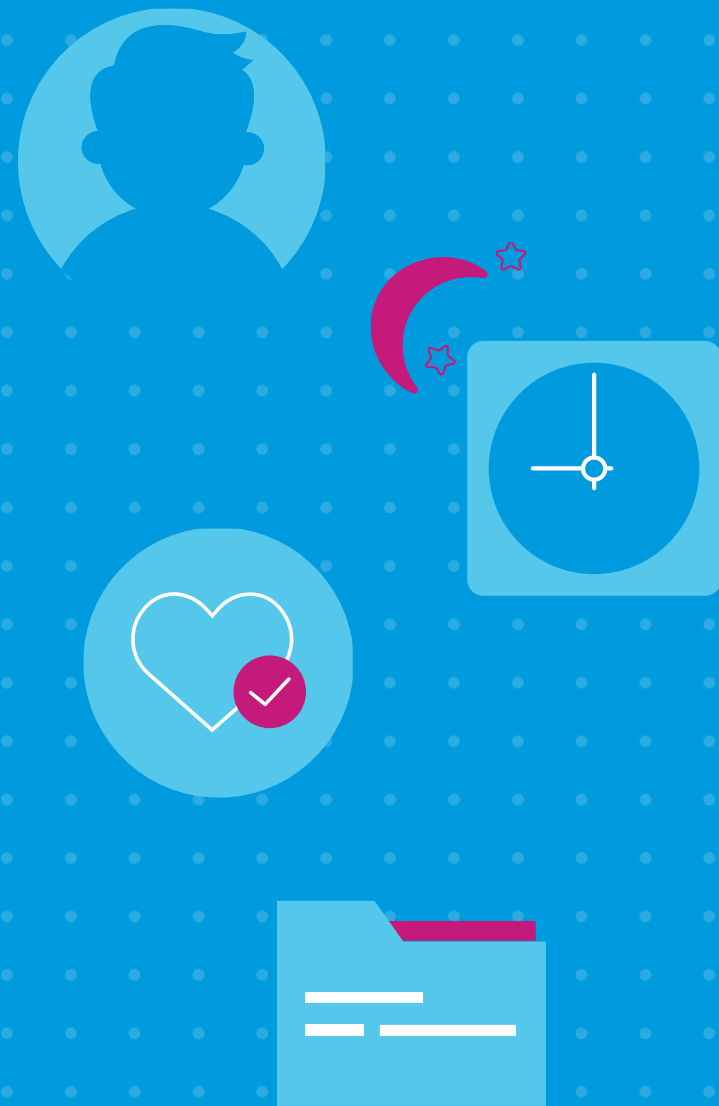


Implement near and long-term execution priorities to **ensure continuous alignment with our ResMed 2025 growth strategy**



Further positioning our organization to execute on our 2025 strategy

Operational Excellence | Key takeaways



1 **Delivering a world-class patient experience** inspires everything we do

2 **Driving operational excellence** across our businesses with a focus on innovative and digitally-enabled solutions

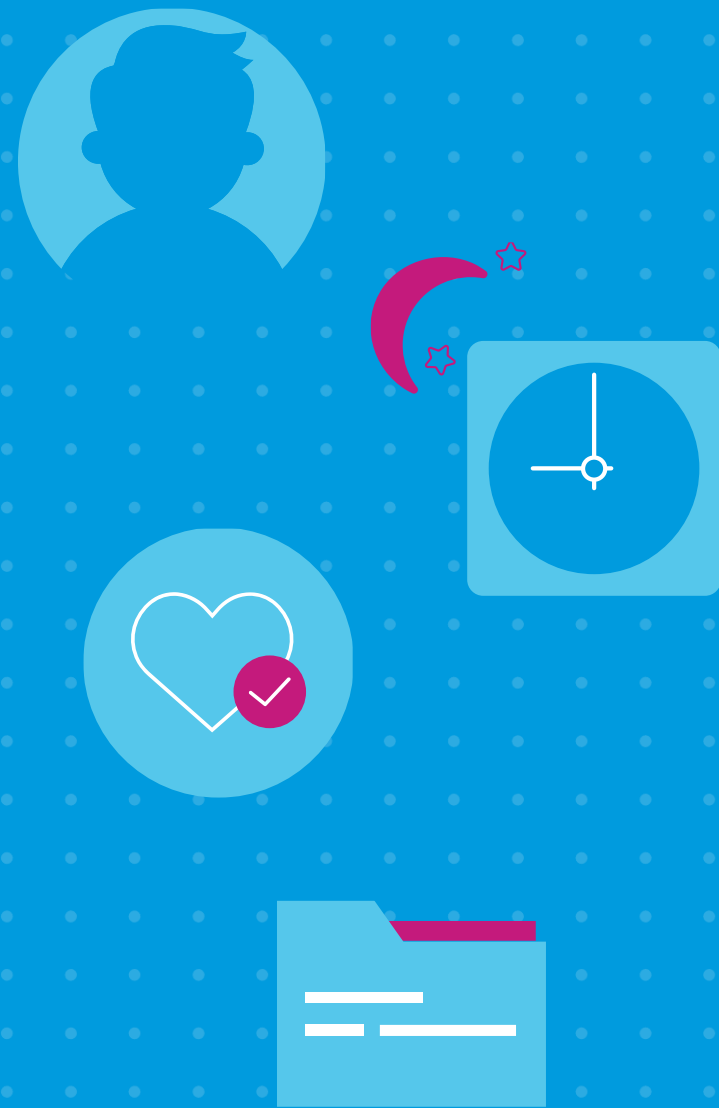
3 **Leveraging our scale, technology, and data** to enable integrated care models, optimize global operations, and capitalize on changing healthcare economics

Financial Strategy

Brett Sandercock | Chief Financial Officer

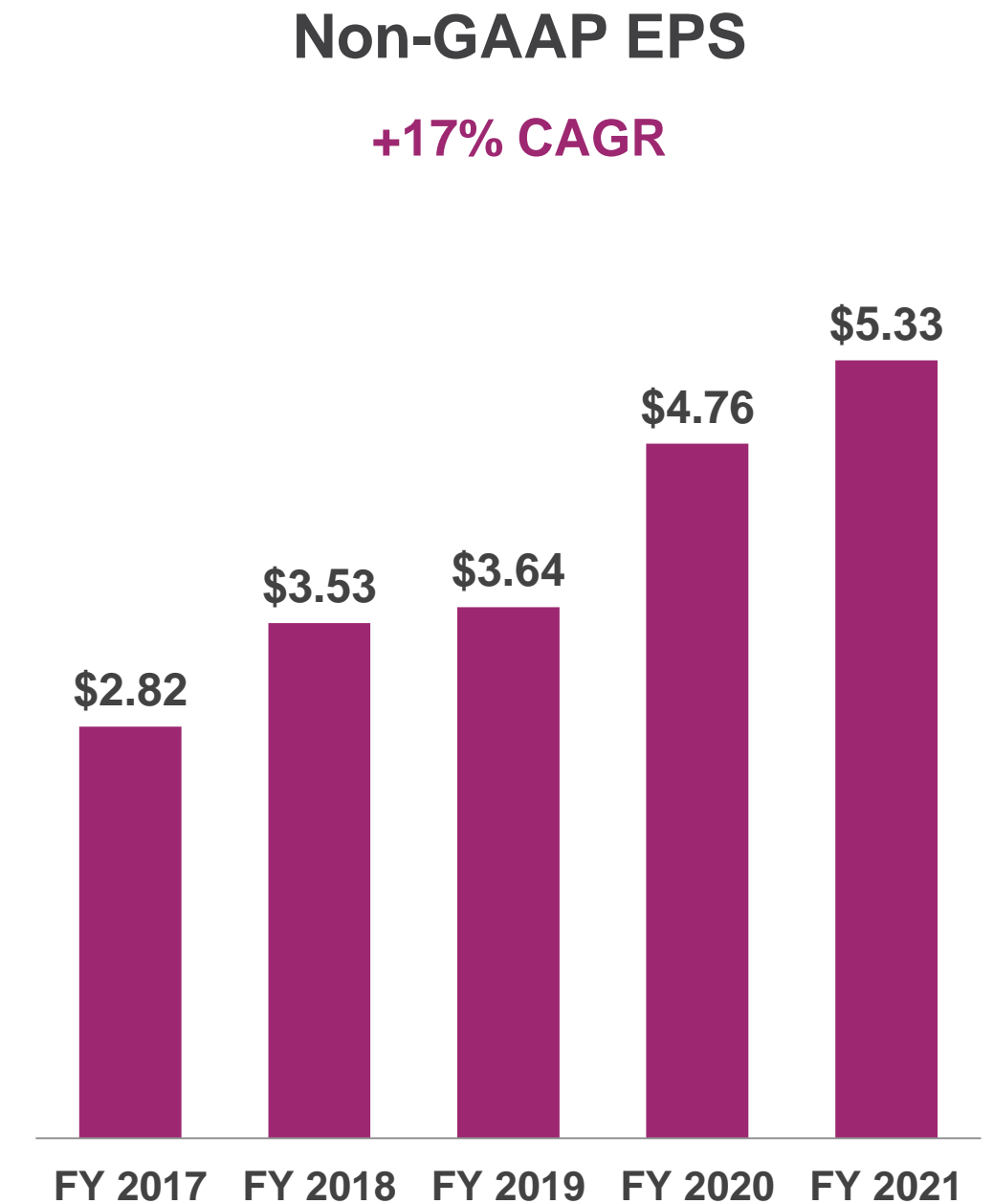
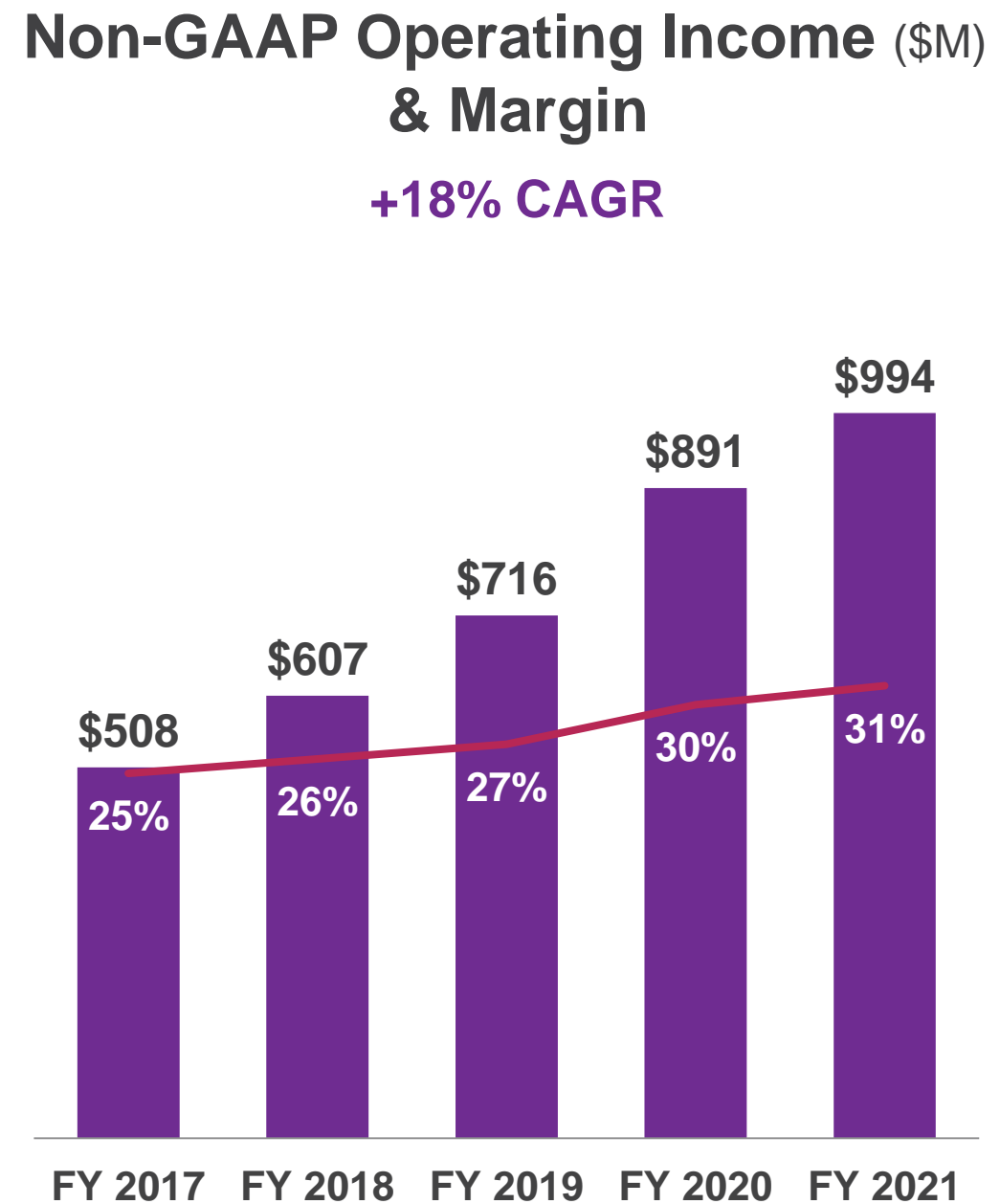
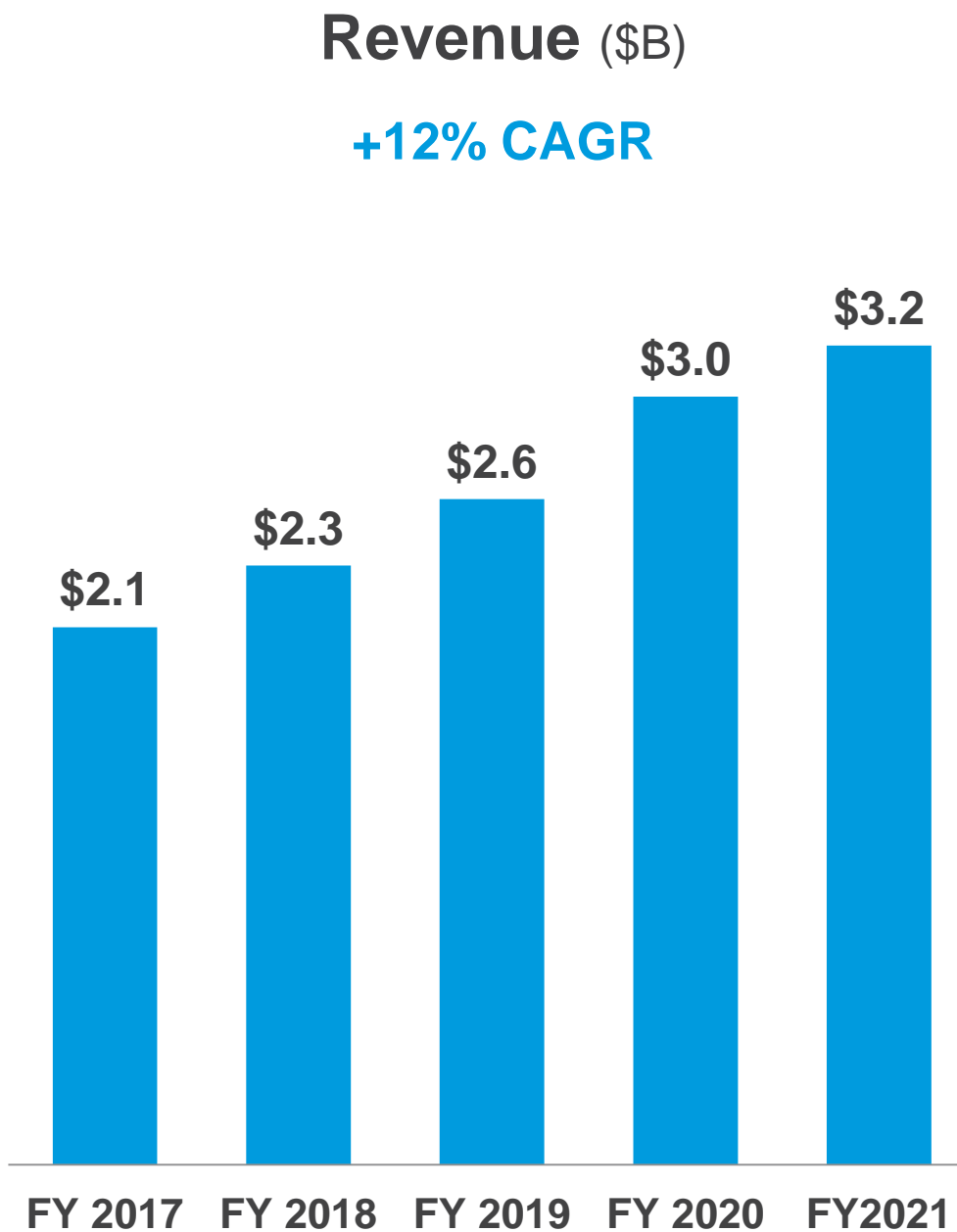


Financial Strategy | Key messages



- 1 Building on our strong track record of revenue growth** with compelling future opportunities driven by accelerating adoption of digital health technologies for sleep apnea and COPD
- 2 Growing our portfolio of value-adding businesses** and expanding recurring revenue in large markets
- 3 Driving operating margin expansion** through revenue growth and SG&A leverage, while continuing to invest in R&D
- 4 Leveraging our strong cash flow and balance sheet** for both organic and inorganic investments with a focus on driving long-term stakeholder value

Strong track record of execution and shareholder returns



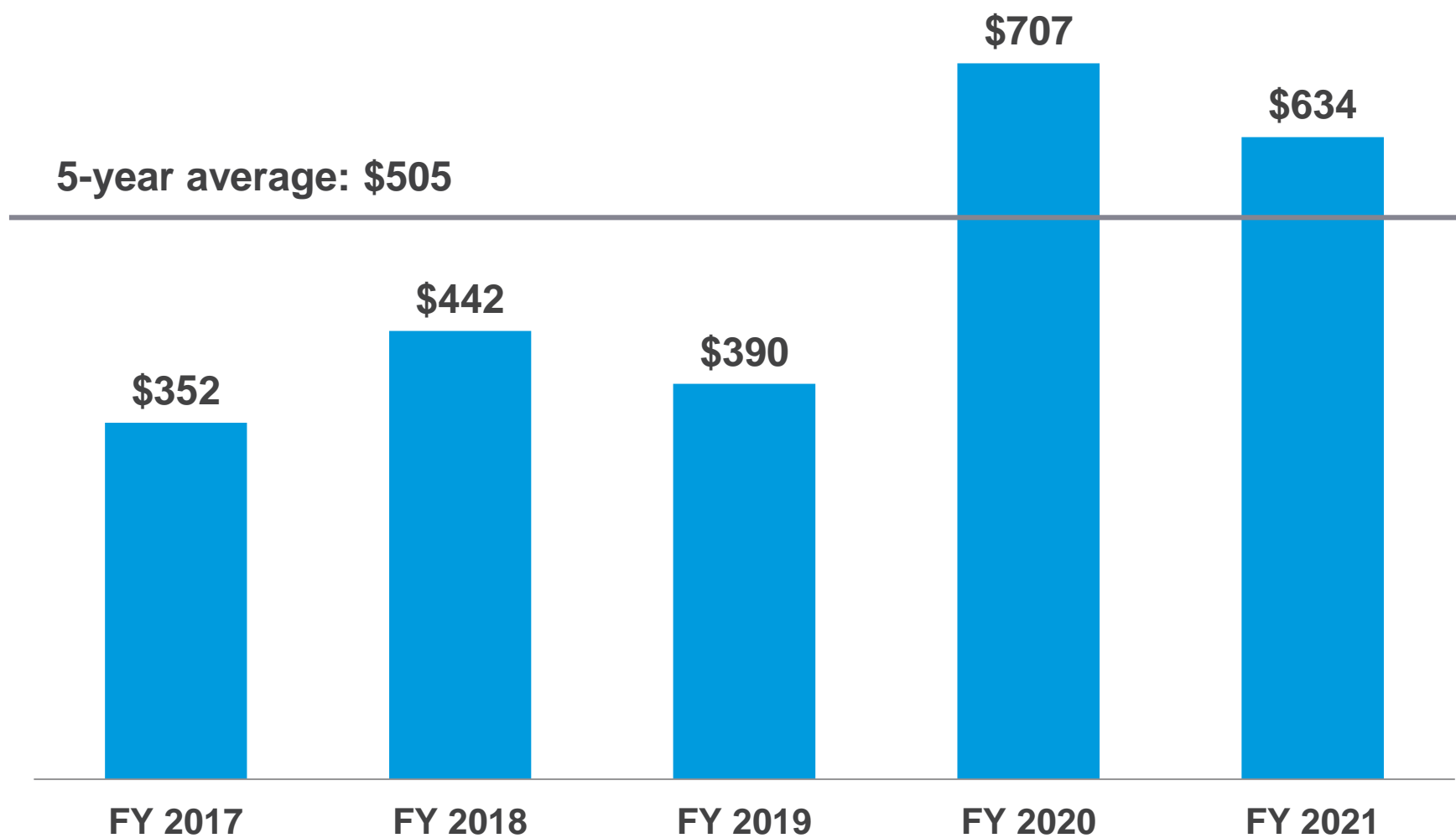
NOTE: see reconciliation to GAAP in Appendix.

Total Shareholder Return (TSR) (NYSE shares as of 6/30/2021): *1-yr 29% | 3-yr 146% | 5-yr 318%*

Robust free cash flow generation

Free cash flow generation (\$M)

+16% CAGR



Highlights

Consistently strong free cash flow generation

Timing of working capital movements impacted FY 2019 and FY 2020 cash flows

Positive cash conversion ratio

Low capital intensity business

Strong track record of generating recurring free cash flow

Strong balance sheet with ample liquidity

Summary balance sheet (\$M, as of 6/30/2021)

Cash and cash equivalents	\$	295
Total current assets	\$	1,575
Total assets	\$	4,728
Total current liabilities	\$	912
Total debt	\$	655
Net debt	\$	360
Total equity	\$	2,886

Liquidity (\$M, as of 6/30/2021)

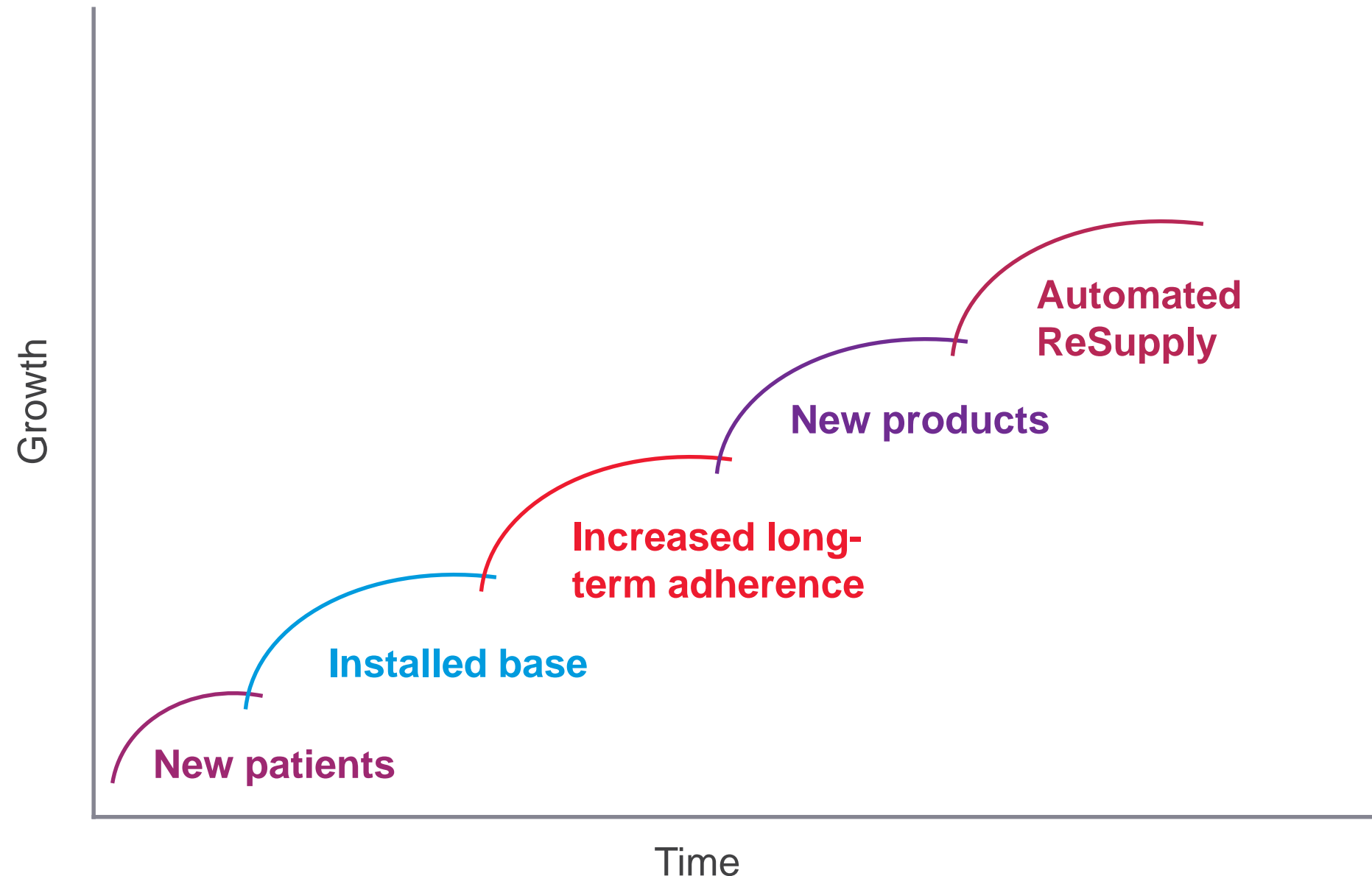
Available credit	\$	1,600
Cash	\$	295
Total available liquidity	\$	1,895

- Recent increase in inventory driven by supply chain risk mitigation, shift of products to new factory, and the launch of AirSense11
- Working capital remains a focus
- Debt levels remain modest; \$1.6B available for drawdown under our existing revolver facility

Low leverage and strong liquidity provide financial flexibility

Compounding impact from patient adherence

Mask growth paradigm



Digital innovation has powered mask growth

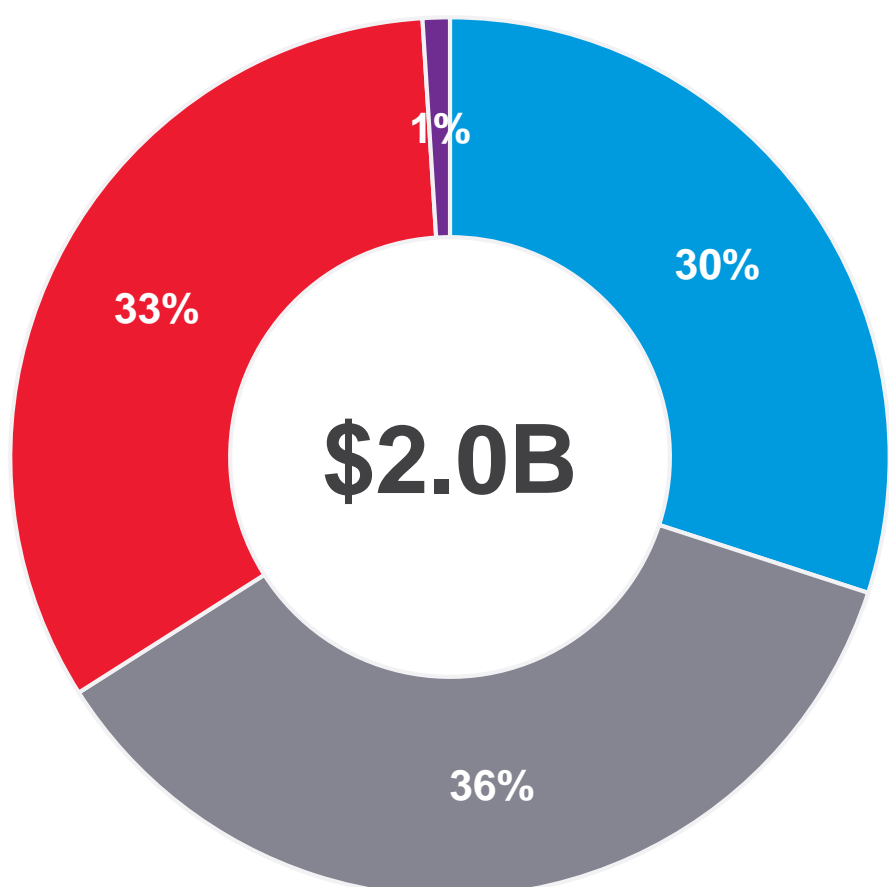
Long-term patient adherence results in increased recurring revenue

Mask growth has improved over time:
FY12–16 **CAGR of 8%**
FY17–21 **CAGR of 10%**

Focused on driving increased mask growth to drive recurring revenue

Strategic capital allocation framework

Capital deployed over last 3 years
(through June 30, 2021)



- Reinvest in R&D
- M&A
- Dividends
- Share repurchase

Higher
priority

Lower
priority

Reinvest for growth

- Reinvest in product development for high-return organic growth
- 7% of FY 2021 revenue invested in R&D

Pursue M&A

- Actively evaluate potential acquisitions
- Pursue targets aligned with long-term strategic goals and financial objectives

Support dividends

- Regular return of cash to shareholders through dividend at a level that is meaningful and sustained

Opportunistically repurchase shares

- Opportunistic repurchase of shares
- Current program suspended following acquisitions of MatrixCare and Propeller

Disciplined focus on ROIC and delivering total return

Disciplined and strategic M&A approach

Strategic intent



Portfolio enhancement



Geographic expansion



Added capabilities and technology



Market development



Strengthen competitive position

Financial criteria

Enhances revenue profile

Attractive operating margin

EPS accretion (typically, within 2 years)

ROIC > WACC (within designated timeframe)

Strong track record of M&A

Our transformative acquisitions have enabled tuck-in opportunities, creating added capabilities



+



+



Added Capabilities



2017
Enhanced HMEs' custom forms and workflow solutions



2017
Provided live call center services for HMEs



2018
Added mobile applications to empower companies to automate and streamline business processes



2018
Software solutions to optimize clinical, financial, and administrative processes



2020
Elevated Brighttree's ReSupply platform, creating the largest CPAP resupply patient base



2021
Enhanced real-time communication technology, specifically real-time response, to inbound communications



Enhanced portfolio

Proven ability to integrate and leverage transformative acquisitions and tuck-ins

Long-term financial goals

Meet or exceed annual market growth ranges

Drive operating margin of 30%+

Increase recurring revenue

Reinforce geographic diversity

Market growth expectations:

Devices	Mid single-digit
Masks & Accessories	High single-digit
SaaS	Mid to high single-digit

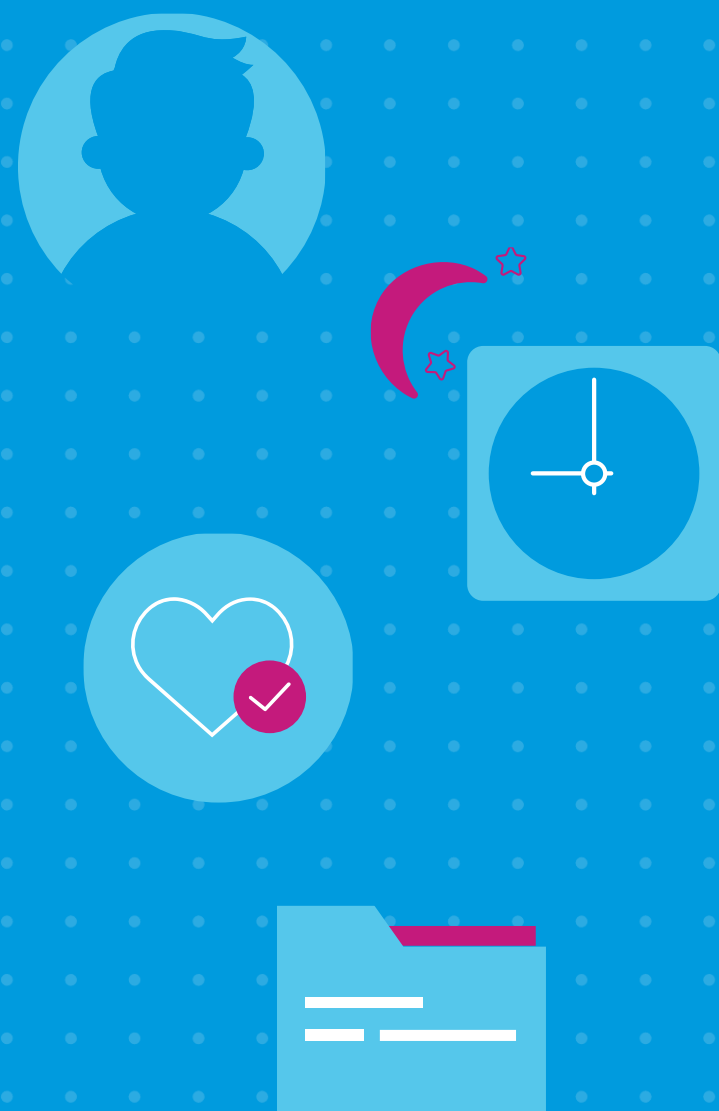
Driven by continued positive operating leverage and disciplined supply chain management

Driven by improved patient adherence due to SaaS solutions and revenue growth from mask and device resupply

Building a best-in-class global workforce and footprint

ResMed plans to meet or beat market growth across all segments

Financial Strategy | Key takeaways



- 1 Building on our strong track record of revenue growth** with compelling future opportunities driven by accelerating adoption of digital health technologies for sleep apnea and COPD
- 2 Growing our portfolio of value-adding businesses** and expanding recurring revenue in large markets
- 3 Driving operating margin expansion** through revenue growth and SG&A leverage, while continuing to invest in R&D
- 4 Leveraging our strong cash flow and balance sheet** for both organic and inorganic investments with a focus on driving long-term stakeholder value

Closing Remarks

Mick Farrell | Chief Executive Officer



Investment summary

30+ years of cutting-edge innovation

Uniquely positioned to win in massive, largely underserved markets with a patient-centric approach, and a strong ResMedian culture

Leading in digital health

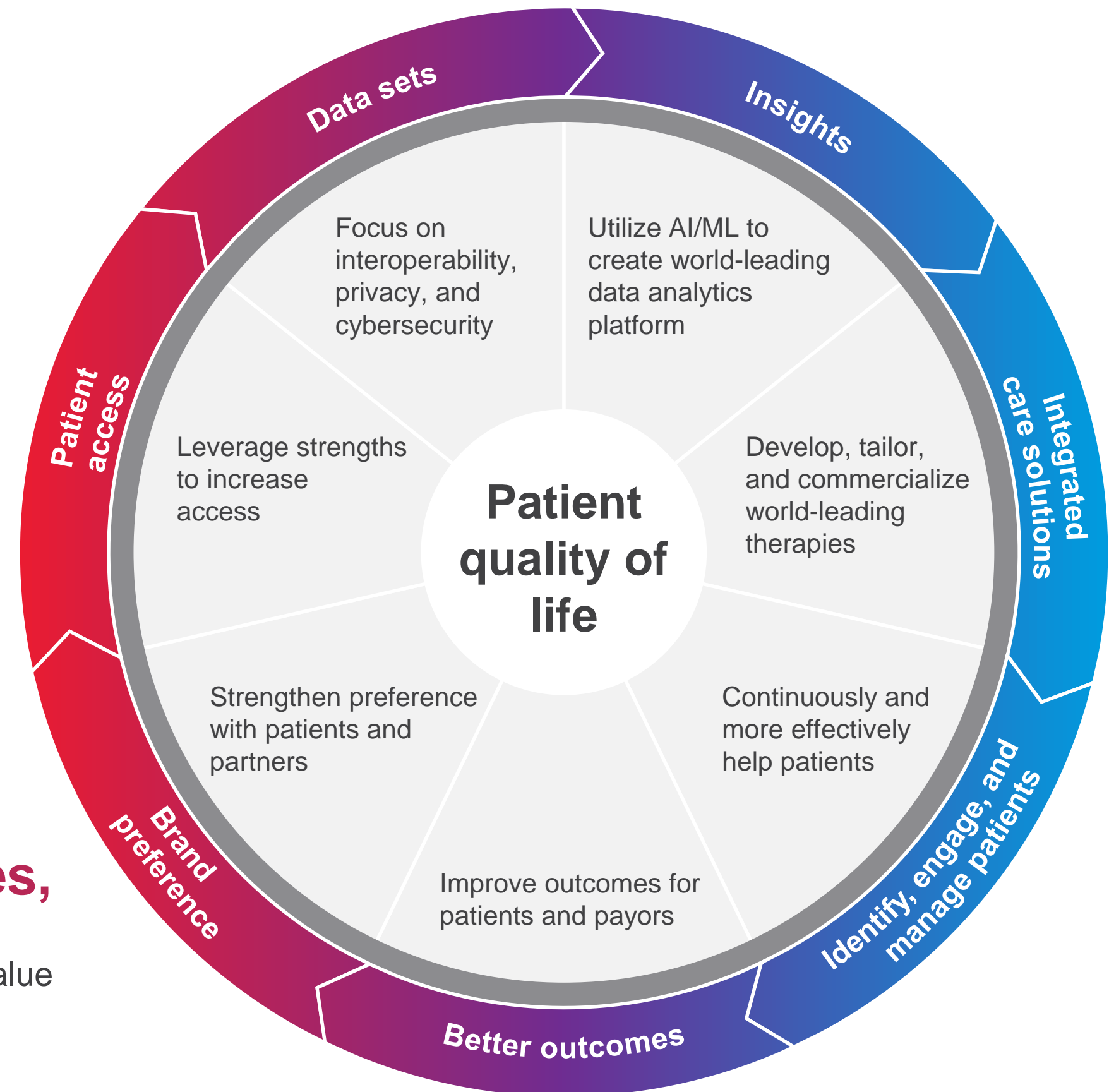
as we continue to reinvent the industry through connected, cognitive solutions

Transforming care

at scale through the lens of integrated healthcare models and strategic partnerships

Executing **ResMed's 2025 strategy** to improve

250M lives,
drive sustainable growth, and
create long-term stakeholder value



Q&A



Appendix



Speaker Biographies



Mick Farrell

Chief Executive Officer

Michael “Mick” Farrell was appointed ResMed’s CEO and has served as a director since March 2013. He joined the company in 2000, serving as president of the Americas region from 2011 to 2013, senior vice president of the global sleep apnea business unit from 2007 to 2011, and various senior roles in marketing and business development.

Before joining ResMed, Mick worked in management consulting, biotechnology, chemicals and metals manufacturing at companies including Arthur D. Little, Sanofi Genzyme, DowDuPont, and BHP Billiton.

Mick serves on the board of directors of ResMed, the Advanced Medical Technology Association (AdvaMed) and Zimmer Biomet (NYSE: ZBH), a multibillion-dollar public company that provides implantable musculoskeletal medical devices for patients globally. He is also a member of two committees at Zimmer Biomet: Nominating and Governance as well as Compensation and Management Development. He also volunteers as a trustee for non-profit organizations: UC San Diego Foundation, Rady Children’s Hospital, and Father Joe’s Villages in San Diego, California.

Mick holds a bachelor of engineering with first-class honors from the University of New South Wales, a Master of Science in chemical engineering from the Massachusetts Institute of Technology, and a Master of Business Administration from the MIT Sloan School of Management.

Speaker Biographies



Hemanth Reddy **Chief Strategy Officer**

Hemanth Reddy was appointed ResMed's chief strategy officer in September 2013, responsible for the company's global corporate strategy and corporate development functions.

Prior to joining ResMed, Hemanth was a strategy consultant for 14 years, advising on a range of issues including corporate strategy, business unit strategy, portfolio strategy, and inorganic growth strategy across consumer products, high tech, biotech and other industries. He was most recently a principal with Monitor Deloitte, Deloitte Consulting's Strategy practice, co-leading its San Francisco office. Prior to Deloitte, he was a partner with Monitor Group where he co-led corporate finance activities in North America and shared leadership responsibility for Monitor's Mergers & Acquisitions advisory practice. Before Monitor Group, he was an investment banker with Donaldson, Lufkin & Jenrette (DLJ) in New York, where he advised clients in structuring and executing debt and equity offerings, as well as private equity transactions.

Hemanth holds a Master of Business Administration in Finance, Strategy and Marketing from Northwestern University's Kellogg School of Management and a bachelor's in computer science from Cornell University's College of Engineering.

Speaker Biographies



Jim Hollingshead **President, Sleep and Respiratory Care Business**

Jim Hollingshead was appointed president of ResMed's Sleep and Respiratory Care business in June 2020, an extension of his role as president of Sleep, which he's held since July 2017. He previously served as president of the company's Americas region, beginning in March 2013. He joined the company in 2010 as vice president of Strategy and Business Development. In 2011, his role was expanded to include the leadership of ResMed's Ventures and Initiatives unit, responsible for growing early-stage businesses.

An industry leader in digital health, Jim helped create and execute ResMed's strategy to transform its business – and the sleep therapy industry – by introducing built-in communications on all of its sleep apnea devices, coupled with cloud-based business process automation applications that help customers grow revenues while also cutting costs. Under Jim's leadership in the Americas region, ResMed launched the Air10™ Series of cloud-connected CPAP machines, which led to rapid share gains and unprecedented adoption of its SaaS platforms. As a result, ResMed is the world leader in CPAP machines and masks, with an expanding portfolio of sleep and respiratory care device- and SaaS-based offerings for both patients and healthcare providers.

Before joining ResMed, Jim spent 18 years in strategy consulting, where he worked with senior executives across a wide range of industries, mainly biotech, high tech and telecommunications. From 2008 to 2010, he was a senior partner in the Strategy and Life Sciences practices at Deloitte Consulting, based in San Francisco.

Before that, Jim was West Coast managing partner for Monitor Group, a leading global strategy consulting firm, working in various offices around the world and successfully launching and running three different practices, including a London-based pan-European marketing strategy practice.

Jim currently sits on the boards of Insulet (NASDAQ: PDD), the global leader in digital diabetes health and tubeless insulin pump technology; the Medical Device Innovation Consortium (MDIC), a public-private partnership aiming to improve patient access to medical technologies through regulatory science; and SleepScore Labs, a venture-backed startup that uses ResMed's proprietary sleep sensing technology to help validate and deploy a wide range of solutions that improve sleep. He's also a member of the executive steering committee of ResMed's joint venture with Verily, created to enable healthcare providers to more efficiently identify, diagnose, treat, and manage individuals with sleep apnea.

Jim holds a Bachelor of Arts in history and international relations with Highest Distinction from Stanford University, and a master's and Ph.D in political science from the University of California at Berkeley, where he was awarded a graduate student Fellowship by the National Science Foundation.

Speaker Biographies



Bobby Ghoshal **President, SaaS and Chief Technology Officer**

Bobby Ghoshal was appointed as chief technology officer (CTO) for ResMed in April 2018. He previously served as chief operating officer for Brightree, a ResMed-owned provider of cloud-based software-as-a-service for out-of-hospital care: delivering improved clinical and business performance for homecare customers. Prior to that Bobby led the information technology function for the US, Canada, and Latin America commercial teams, driving adoption of digital platforms and data analytics across the enterprise.

Bobby has more than 25 years' experience in technology across multiple industries including finance, semiconductors and healthcare, working for companies including Freescale Semiconductor, Motorola, Compuware and Wipro Infotech. Bobby has helped build and lead high-performance teams in information technology, semiconductor innovation, digital and business strategy, information security, advanced analytics, operations and customer care.

Bobby holds a Master of Business Administration degree from Arizona State University and a bachelor's degree in electronics engineering and telecommunications from the National Institute of Technology (NIT) in Calicut, India.

Speaker Biographies



Rob Douglas **President and Chief Operating Officer**

Robert Douglas was appointed ResMed's president in March 2013 and chief operating officer in September 2011; together with ResMed chief executive officer, Mick Farrell, he holds full operational responsibility for ResMed and its subsidiaries.

Previously, Rob was ResMed's chief operating officer of Asia Pacific and global supply chain from 2008 through 2011, responsible for the region's commercial distribution, sales operations, and global manufacturing; Sydney chief operating officer from 2005 through 2008, responsible for the company's manufacturing and research and development; vice president of operations from 2003 to 2005, responsible for the company's manufacturing; vice president of ResMed's respiratory and cardiac business from 2002 to 2003; and vice president of corporate marketing when he joined ResMed in 2001.

Rob serves on the board of directors of Globus Medical, Inc. (NYSE: GMED), a leading musculoskeletal solutions company, since December 2019, and is a member of the Audit Committee. He also serves as co-vice chairman on the Board of Directors of the San Diego Regional Economic Development Corporation, as well as vice chairman on the Board of Directors of EvoNexus, a non-profit technology incubator.

Rob has a Master of Business Administration from Macquarie University, a bachelor's in electrical engineering with first-class honors, and a Bachelor of Science in computer sciences from the University of New South Wales, Sydney.

Speaker Biographies



Brett Sandercock **Chief Financial Officer**

Brett Sandercock was appointed chief financial officer in January 2006. Previously, he served as ResMed's vice president of treasury and finance from November 2004 until December 2005, and group accountant and controller from 1998 to 2004.

Before joining ResMed, Mr. Sandercock was manager of financial accounting and group reporting at Norton Abrasives, a division of Saint-Gobain, a French multinational corporation, from 1996 to 1998. He also held finance and accounting roles from 1994 to 1996 at Health Care of Australia, a large private hospital operator. From 1989 to 1994, he worked at Pricewaterhouse Coopers in Sydney, specializing in audits of clients across distribution and manufacturing, financial services, technology, and other industries.

From June 2019 to August 2021, Mr. Sandercock served as non-executive chair of the board of directors of Osteopore Limited (ASX:OSX), an Australian and Singapore based medical technology company, commercializing products used for the regeneration of bone across a range of therapeutic areas.

Mr. Sandercock holds a Bachelor degree in economics from Macquarie University in Sydney, and is a certified chartered accountant.