



McPherson's Limited Statement of Values

December 2025

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Statement of Values

1. OUR PURPOSE

Making Confidence Simple.

2. OUR VISION

In every household, every day, we're Australia's leader in premium health and beauty products.

3. OUR VALUES

- (a) Together with the key McPherson's policies and statements currently in place, our values set out in this statement represent the fundamental guiding principles and required behavioural norms for the Company and the people within it.
- (b) This Statement of Values also helps to define the Company's culture and the framework through which it will engage with its employees, customers, and other stakeholders. By executing McPherson's strategy in a manner consistent with these values, the Company will achieve its purpose while operating in accordance with the community's and investors' expectations of acting lawfully, ethically, sustainably and responsibly, and with the objective of preserving, protecting and enhancing the environment and the Company's reputation and standing in the community.

4. RESPONSIBILITIES

- (a) It is management's responsibility to achieve the delivery of shareholder value and the efficient, lawful, ethical, sustainable and responsible operation of the Company, through the inculcation of robust codes of conduct, appropriate reporting and considered risk management practices across the organisation.
- (b) The mechanisms to achieve this include a range of specific Board approved Company policies, the Risk and Compliance Policy and Framework, the internal and external audit functions, the operation of the Board's Audit Committee, Risk and Compliance Committee, and People and Culture Committee, and the Board's, ongoing oversight of strategic and business objectives.
- (c) It is the Board's responsibility to oversee management's implementation of our policies.

5. CORE VALUES AND KEY POLICIES

- (a) We will:
 - (i) **Choose Courage** – Courage is what turns our intentions into action. It is the permission we give ourselves even when the path is uncertain.
 - (ii) **Make It Matter** – We focus on the things that create measurable impact for our customers, brands, and each other.
 - (iii) **Learn How** – As the pace of change increases, learning is how we stay capable and ready for what's next.
 - (iv) **Better Together** – We grow stronger and go further when we move forward as one.
- (b) The key McPherson's policies and statements currently in place which further articulate the core values and help instil a culture of acting lawfully, ethically and responsibly include the following:

- (i) Code of Conduct Policy;
- (ii) Ethical and Responsible Business Conduct Policy;
- (iii) Risk & Compliance Policy and Framework;
- (iv) Conflicts of Interest Policy;
- (v) Diversity and Inclusion Policy;
- (vi) Whistleblower Policy;
- (vii) Securities Trading Policy; and
- (viii) Modern Slavery Statement.

6. BOARD APPROVAL

The Board of Directors will review and approve our values annually.

7. DOCUMENT CONTROL

Version	Description	Date
1	Original	May 2020
2	Annual Review	June 2021
3	Annual Review	February 2022
4	Annual Review	November 2022
5	Annual Review	May 2023
6	Annual Review	May 2024
7	Annual Review	May 2025
8	Renewed Values	December 2025