MCPHERSON'S
ESTD. 1860

ASX Announcement

Investor Webinar Presentation and Transcript

11 December 2025

Further to its announcement on 20 November 2025, McPherson's Limited (**ASX:MCP**) will host an investor webinar today **Thursday, 11 December 2025 at 10:00am (AEDT)**.

Attached are the materials that will be presented at today's webinar by McPherson's Chief Executive Officer, Brett Charton and our Chief Financial Officer, Mark Sherwin.

Investors or analysts who wish to attend today's webinar are required to register using the link below:

Date: Thursday, 11 December 2025
Time: 10:00am (AEDT)
Link to register (from today): https://meetings.lumiconnect.com/300-595-021-371

Authorisation

This ASX announcement has been authorised by the McPherson's Limited Board of Directors.

For further information please contact

Mark Sherwin (Chief Financial Officer) at msherwin@mcpher.com.au
Craig Durham (General Counsel & Company Secretary) at cdurham@mcpher.com.au

About McPherson's Limited

McPherson's Limited is a supplier of some of Australia's well-known essential health and beauty products. The Company's portfolio is anchored by five iconic core household brands: 'Manicare', 'Lady Jayne', 'Dr. LeWinn's', 'Swisspers', and 'Fusion Health'. McPherson's strategy is to invest in and grow these brands through the pharmacy, grocery and e-commerce channels. In addition, the Company supplies a supporting portfolio of other popular brands in attractive segments of the market including footwear, haircare, vitamins and supplements, fragrance and nutrition. McPherson's is headquartered in Sydney and is listed on the Australian Securities Exchange.

For further information, please visit **www.mcphersons.com.au**

McPHERSON'S
ESTD. 1860

Investor Webinar

11 December 2025

Disclaimer

The following provisions apply to this presentation. Please consider its contents carefully.

Currency of information

The information contained in this presentation is current as at the date of this presentation or such earlier date as specified in this presentation.

Summary information

The information in this presentation is of a general nature only. It does not purport to be complete.

Not investment advice

The information contained in this presentation is not investment or financial product advice or any recommendation to acquire or sell securities in McPherson's Limited (ASX: MCP). This presentation has been prepared without taking into account your investment objectives, financial situation or particular needs.

Company information

MCP's historical information in this presentation is, or is based on, information that has been released to ASX. This presentation should be read in conjunction with MCP's other periodic and continuous disclosure information lodged with ASX, which are available at www.asz.com.au.

Third party information

Certain market and industry data used in connection with this presentation may have been obtained from research, surveys or studies conducted by third parties, including industry or general publications. Neither MCP nor any of its related bodies corporate, directors, employees, agents or advisers have independently verified such market or industry data and no representation or warranty is made as to the accuracy, completeness or reliability of the information.

Multix

Throughout this presentation, Multix refers to the Multix trademark owned by International Consolidated Business Group Pty Ltd as trustee for ICBG Unit Trust(ABN 73 804 885 700).

Non-IFRS measures: CAAP and EBITDA

Contribution after Advertising and Promotions (CAAP) and earnings before interest, tax, depreciation and amortisation (EBITDA) are non-IFRS measures that do not have a standardised meaning prescribed by IFRS. However, the Company believes that, in combination with IFRS measures, they assist in providing users with a comprehensive understanding of the operational performance of the business

CAAP comprises sales less materials and consumables, cartage and freight, third party warehousing, and advertising and promotions (A&P). Underlying CAAP and EBITDA exclude material items.

Prior Corresponding Period

Prior Corresponding Period (PCP) refers to the equivalent comparative period 12-months prior, which is typically the previous financial year.

Historical information

Past performance information in this presentation is given for illustrative purposes only and should not be relied upon as, and is not, an indication of future performance.

Forward looking information

This presentation contains certain forward-looking statements that involve risks and uncertainties many of which are beyond MCP's control, and which may cause actual results to differ materially from those expressed in the statements contained in this presentation. MCP can give no assurance that these expectations will prove to be correct. You are cautioned not to place undue reliance on any forward-looking statements. Actual results may differ materially from those anticipated in these forward-looking statements due to many important factors, risks and uncertainties including, without limitation, risks associated with future capital needs, general economic uncertainty and other risks detailed from time to time in MCP's announcements to ASX. MCP does not undertake any obligation to release publicly any revisions to any "forward-looking statement" to reflect new information events or circumstances after the date of this presentation, except as may be required under applicable laws.

Hypothetical Scenarios

This presentation includes hypothetical scenarios and illustrative cost base analyses prepared for discussion purposes only. These scenarios are based on assumptions that may not occur and should not be regarded as forecasts, projections, or guarantees of future performance. No reliance should be placed on hypothetical analyses when making investment decisions.

Rounding

A number of figures, amounts, percentages, estimates and calculations of value in this presentation are subject to the effect of rounding. Accordingly, the actual calculation of these figures may differ from the figures set out in this presentation.

Disclaimer

No representation or warranty, whether express or implied, is made by any person as to the fairness, accuracy, completeness or correctness of the information, opinions and conclusions contained in this presentation. You should carry out your own investigations and analysis of MCP and verify the accuracy, reliability and completeness of the information contained in this presentation.

Neither MCP nor any of its related bodies corporate, directors, employees, agents and advisers accept any responsibility for any loss arising from anyone acting or refraining from acting in reliance on the contents of this presentation.

Agenda

01

Reflect on McPherson's comprehensive transformation over the last 2 years

02

Understand the opportunities for the new McPherson's and our strategy

03

Explore the benefits of our new financial model

01

Two Years of Transformation

Brett Charlton

Our starting point two years ago

Good brands, structural underperformance, major reset needed

The starting point

- Great, but forgotten brands
- Strong macro tailwinds
- 165 years of history

Facing reality

- High fixed cost base
- Performance behind market
- Unstable declining results

We had to go back to basics

Right brands, right channels, right distribution model

We had to:

01. Reduce and reshape the cost base

02. Re-set brand portfolio and route to market

03. Lean into the right categories and channels

04. Modernise the systems, culture and process

... to build a new McPherson's

Starting with our leadership team

Wholly new executive team in the last two years

Bringing specific expertise

- Turnaround and transformation
- Supply chain and route to market
- Innovation and technology
- Reshaping talent and people strategies

MCP ESTD. 1860

Brett Charlton
Chief Executive Officer & Managing Director

Mark Sherwin
Chief Financial Officer

Tanya Pitchforth
Chief Commercial Officer

Melissa Sherry
Chief Marketing Officer

Nikki Burke
Insights & Growth Director

Hanli Pretorius
Chief People Officer

Nathan Alexander
Chief Information Officer

Stuart MacAulay
Supply Chain & Logistics Director

Craig Durham
General Counsel & Company Secretary

We needed to streamline the portfolio

Shifting to a pure-play health and beauty company

CORE BRANDS

NON-FORMULATED

manicare®
LADY Jayne®
swisspers®

FORMULATED

Dr.LeWinn's®
FUSION® health
ancient wisdom modern medicine®

SUPPORTING PORTFOLIO

maseur®
Revitanail®
[A'kin]
Oriental Botanicals® ancient wisdom modern medicine®

EDA BRANDS (& BONDI)

INC.
FOSTER GRANT
WAGNER
BONDI PERFUME CO.

EXITED/DIVESTED

MULTIX
HAPPY FLORA
MOOSEHEAD
SUGARBABY
EYLURE
PRIVATE LABEL

We overhauled the operating model

New route to market and cost structure

Exited
Kingsgrove warehouse

Shifted to
specialist 3PL and wholesalers

Becoming a
sales and marketing company

We have been reshaping our workforce

Driving a major cultural shift to digital, commercial and brand building experts

55%

Reduction in headcount[1]; refocused from scale to capability

61%

of employees joined in the last 2 years[2]

87%

of workforce enrolled in AI training[3]

Purpose, Vision, Values.

Embedding the mindsets and behaviours to sustain transformation

Source: Internal HRIS. 1. Based on 331 employees as at June 2023 and 150 employees as at December 2025. 2. Employee Tenure as at 8 December 2025. 3. Section AI enrolments as at December 2025.

Early progress is encouraging

Benefits of the new model are emerging, and the opportunities are clear

McPherson's brands in	On track for upper end of	
4,026	**$4-5m**	**56%**
Independent Pharmacies MAT reach[1]	Incremental RTM benefits released to reinvest in business[2]	Reduction in inventory[3]
(+279 vs PCP)		(since FY23)

1. Source: IQVIA data moving annual total (MAT) to 31 Oct 2025. PCP represents MAT to 31 Oct 2024. Total Independent Pharmacy universe is currently 5,135 stores. 2. Route To Market (RTM) benefits. Refer page 26 of this presentation and McPherson's FY25 Results Announcement, 27 August 2025. 3. Total reported inventories, net of obsolescence provision, down from $45.1m (FY23) to $19.8m (FY25).

We remain focused on the work to be done

Still more progress to be made

We are embedding our new operating model

Driving scale will unlock the full benefits

Positioned for growth in core brands

Brands need sustained investment and category-driving innovation

Our capability journey is well underway

POS execution

Brand building

Streamlining processes

02

Accelerating Our Strategy

Brett Charlton

Simplified and more focused strategy

PURPOSE: Making Confidence Simple

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

VALUES: Choose Courage • Make It Matter • Learn How • Better Together

BRANDS

Create consumer demand

- Build strong and relevant brands
- Innovate to new consumers and occasions
- Continuously improve our marketing impact

CUSTOMERS

Capture value together

- Brilliant execution with customers
- Expand to new customers and channels
- Increase our return on customer investments

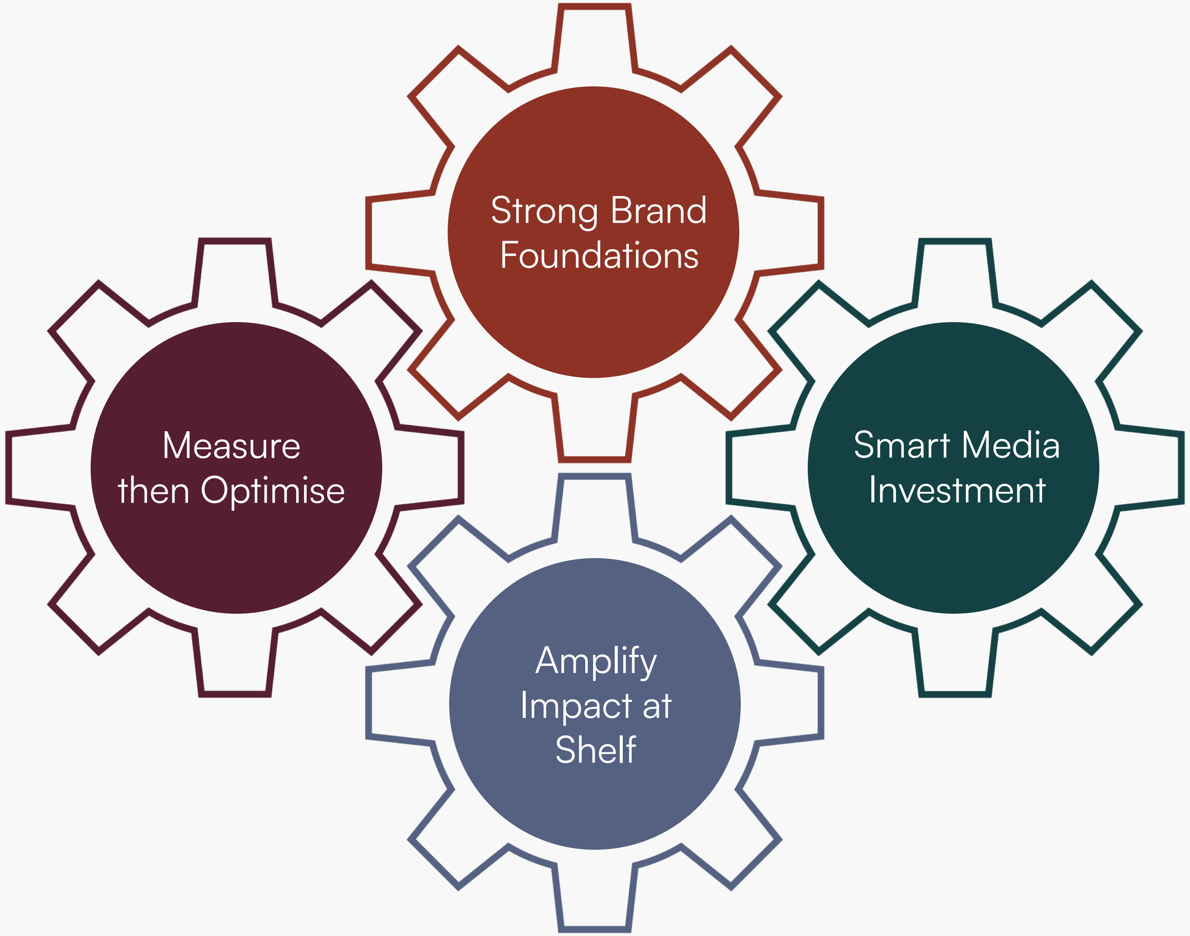
PEOPLE

Release our human potential

- Create a compelling Employee Value Proposition
- Build a high-performance culture
- Increase the impact of our leaders

McPherson's approach to building brands

Methodical and informed approach to maximizing brand potential



MCP ESTD. 1860

Case Study: Fusion Health

Unlocking growth from disciplined early execution

01 PORTFOLIO CHOICE
- Strategic decision to prioritise Fusion Health over Oriental Botanicals

02 CONSUMER UNDERSTANDING
- Consumer research confirmed herbal expertise **and** scientific validation equalled the most compelling offering for premium vitamin shoppers

03 BRAND POSITIONING
- Refined positioning with the benefit of consumer insights
- "Ancient wisdom and modern medicine"

04 RANGE REVIEW
- Rationalised range to a tighter high performing mix of SKUs
- Focus on SKUs most unique to the Fusion Health brand
- Supplier changes made to improve security and efficiency of supply

05 RTM
- **RTM Review:** Right products to right customers, via the right channels; and significantly expanded footprint across pharmacy, health food and independent pharmacies
- CH2 identified for Fusion Health – specifically: Significantly larger universe of health food stores; and continues focus on expanding independent pharmacy distribution

06 INNOVATION
- Refreshed 2-3 year innovation pipeline
- Includes NPDs of 'Magnesium Sleep Calm Mind' in August and 'Calm Clear Focus' in October

07 NEW ADVERTISING
- New brand advertising developed – driving awareness and consideration
- Materials launched in September 2025

08 REFRESH PACKAGING
- Packaging to reflect new brand concept to be rolled out

MCP ESTD. 1860

Case Study: Dr LeWinn's

Research-validated brand refresh

New media campaign

New packaging

MCP ESTD. 1860

Formulated brand opportunity

We have significant headroom for growth and new channels to harvest

Facial Skin Care

Category Size in Pharmacy

$755m

Category growth on PCP

+5.4%

Dr.LeWinn's

3.0% market share

VMS

Category Size in Pharmacy

$1.9Bn

Category growth on PCP

+5.8%

FUSION® health
ancient wisdom **modern medicine**®

0.6% market share

Source: Circana Australian Pharmacy scan data 52 weeks to 30th June 2025.

Non-formulated brand opportunity

Renewed investment in category-driving activities and innovation

Beauty Tools & Accessories

Total Category
$209m
(1.0%) vs. pcp

manicare
Revitanail
MCP 36% share

Hair Tools & Accessories

Total Category
$101m
(1.3%) vs. pcp

Lady Jayne
MCP 22% share

Cotton

Total Category
$66m
+2.6% vs. pcp

swisspers
MCP 66% share

Foot & Shoe Care

Total Category
$63m
(5.4%) vs. pcp

maseur
MCP 14% share

Source: Source: Circana Australian Grocery + Pharmacy scan data 52 weeks to 30th June 2025. Foot & Shoe care is estimated from Circana Grocery Scan and IQVIA Discover Pharmacy — 52 weeks to 30th June 2025.

We operate in channels that are growing

Australian Pharmacy, Grocery and eCommerce are all performing well

Pharmacy

Total Channel Size

$11.2B

Growth on PCP

+6.1%

Grocery

Total Channel Size

$138.8B

Growth on PCP

+3.8%

Retail Online

Total Channel Size

$50.7B

Growth on PCP

+10.3%

Source: Pharmacy = Circana estimate to 30 June 25. Grocery = Circana Shopper Panel MAT to 17/9/25. Retail Online = ABS to Feb 25 and Circana Shopper Panel MAT to 23 Feb 25.

Global growth propelled by macro tailwinds

People are investing more time and money for better lives

Holistic Health

People are increasingly seeking ways to improve physical, mental and emotional health

GLP-1 Metabolic Shift

Rapid acceleration of weight-loss solutions driving growth across complimentary categories

Ageing Well

Scientific breakthroughs are bringing solutions that prevent aging to people across generations

Living Longer

Ageing population seeking ways to stay healthier for longer, or support living with chronic disease

Beauty as Self Care

Beauty rituals are evolving beyond appearance to ways of nourish and care for oneself

Source: Based on 2024 and 2025 Circana and Mintel global reports and CMA Industry snapshot.

Unlocking our people's full potential

Building a future-ready workforce to fuel growth

01. Elevating our employee value proposition

Creating a compelling experience that attracts, retains and grows the talent we need

02. Building a high-performance culture

Embedding the mindsets and behaviours that instil accountability and fuel brand, commercial and digital excellence

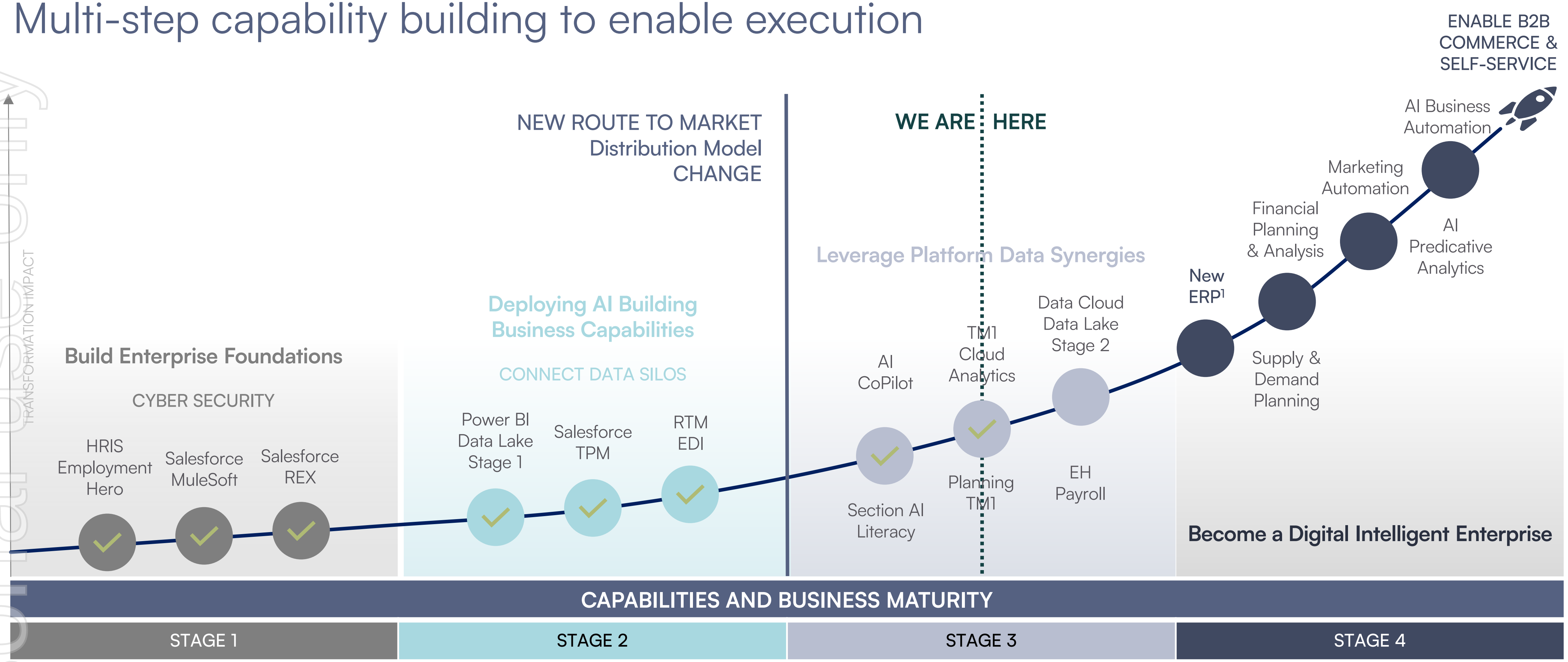
03. Our capability journey is accelerating

Developing critical skills to unlock future performance

MCP ESTD. 1860

Investment in digital is underpinning our strategy

Multi-step capability building to enable execution



1. Enterprise Resource Planning (ERP).

03

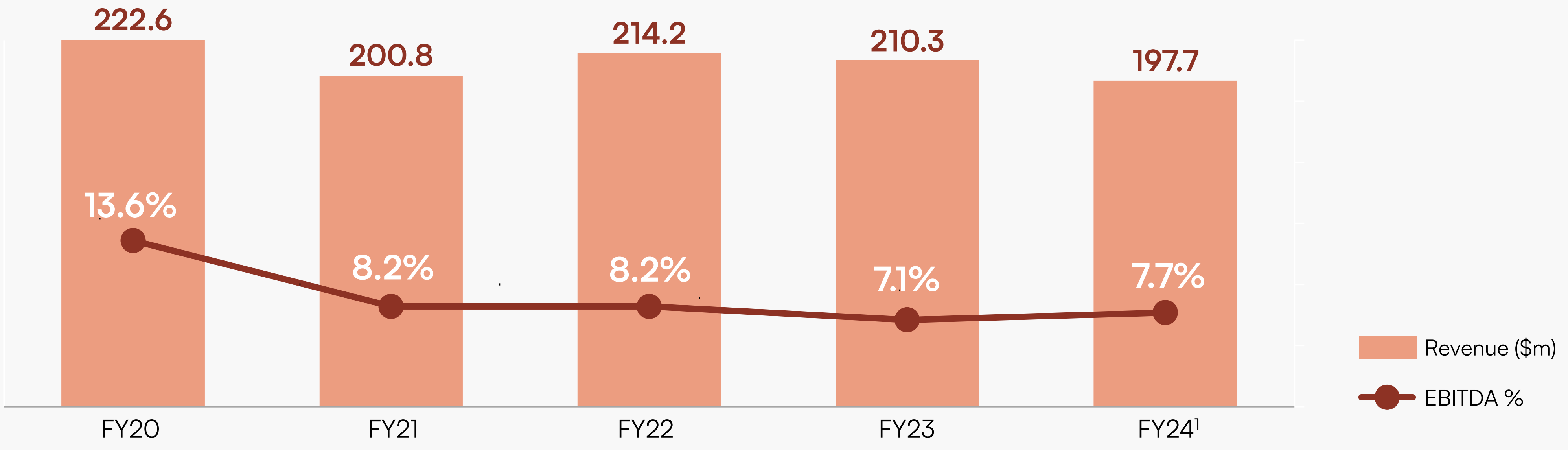
Financial Overview

Mark Sherwin

The case for change

Stagnated revenue and earnings growth; declining statutory results

REVENUE & UNDERLYING EBITDA



Free Cash Flow (FCF)[2]	$13.7m	($4.1m)	$12.4m	$0.9m	$4.2m[3]
Net Debt	$9.2m	$8.4m	$1.7m	$6.5m	$6.8m[3]
Statutory EPS (cps)	5.7 cps	(4.4) cps	0.3 cps	(3.5) cps	(11.1) cps[4]
Dividend (cps)	11.0 cps	5.0 cps	5.0 cps	3.0 cps	2.0 cps

1. Total business result (discontinued and continuing operations). 2. FCF comprises net operating cash flows, less investment in PPE and intangibles, less lease payments. 3. Adjusted for $1.9m GST on Multix divestment. 4. Includes loss on divestment of Multix brand.

Steps in our transformation

What	Timing	Purpose
Brand reset and organisational re-design	November 2023	• Streamline portfolio of brands in health and beauty categories • Adjust cost base to support investment in strategy
Major CRM investment	January 2024	• Enhance sales execution and trade promotions management
Multix divestment	June 2024	• Align to changed strategic focus in health and beauty categories • Capital release to fund transformation and strengthen balance sheet
Route-to-market (RTM) transformation	May to August 2025	• Leverage service capabilities of Australian pharmacy wholesalers • Unlock material warehouse and distribution cost savings to fund growth
Capital allocation model	Ongoing	• Right-size debt facility to reflect new working capital needs • Unlock material savings in borrowing costs • Develop capital allocation framework for new business model

Understanding the anticipated RTM benefits

Significant reduction in fixed operating costs delivers benefits

		DISTRIBUTION CAPABILITY	WHOLESALER COSTS	EXIT IN-HOUSE DISTRIBUTION	NEW 3PL MODEL	ANTICIPATED ANNUAL IMPACT[1]
Revenue/Gross Margin	VARIABLE	**+$2.0m to $2.5m** *Revenue benefit from improved distribution and service*	**($4.0 to $4.5m)** *Warehouse & logistics rebates (variable)*			($2.0m)
Distribution	VARIABLE			**+$1.5m to $2.0m** *Reduced delivery costs*	**($2.5m) to ($3.0m)** *New 3PL services model*	($1.0m)
Employee and Other Expenses	FIXED			**+$6.0m to $6.5m** *Exit of warehouse employees/overheads*		$6.0m to $6.5m
D&A	FIXED			**+$1.5m** *Kingsgrove warehouse exit*		$1.5m

Substantial portion is being re-invested in embedding the new model	**+$4.5m to $5.0m**

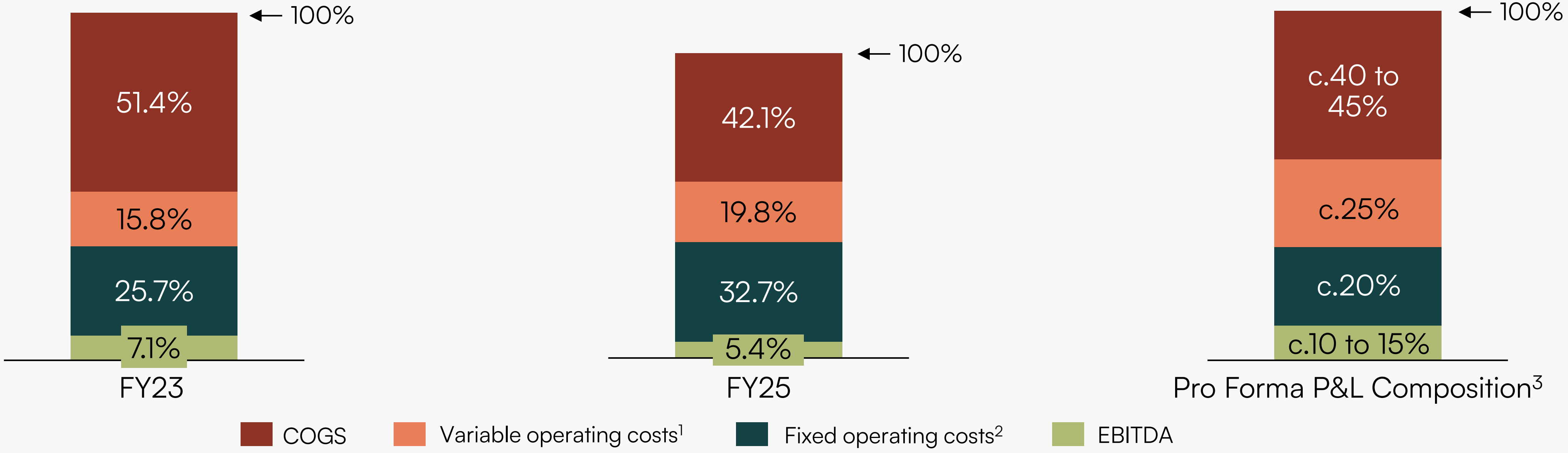
1. Anticipated annual impact, excludes one-off material items to implement new model. Variable benefits and costs dependent on realisation of distribution and service levels.

New model positioned to benefit from scale

PRE-TRANSFORMATION
(Revenue = $210m)

DURING TRANSFORMATION
(Revenue = $139m)

POST / NEW MODEL
(Hypothetical per FY23 Revenue ($210m))



- Gross margin dilution from Multix, and other non-strategic brands
- Under-investment in consumer A&P
- Relatively high fixed-cost base

- Improved GM% reflects focus on strategic brand portfolio
- Inflated operating cost % reflects reduced scale and residual cost base (post Multix)

- Attractive GM% reflects brand mix benefits
- Upweighted A&P investment to support sustained growth
- RTM value unlock and benefit of scale drives lower relative fixed cost base

1. Comprises Advertising & Promotions (A&P) and distribution costs. 2. Comprises `employee costs, and other selling, general and administrative expenses (SG&A). 3. Estimated pro-forma composition based on hypothetical scale aligned to FY23 statutory result, FY25 P&L profile and new operating model changes.

New 3-year debt facility in place

Refinancing completed; undrawn new facility

- New 3-year facility signed with HSBC in November 2025
- Replaces previous facility, expiring March 2026
- Facility capacity of $16.2m, reflecting new working capital needs of business
- Borrowing costs reduced by $1.1m from $1.8m in FY24, to $0.7m in FY25
  - Further modest savings anticipated

Recapping our financials

	Before transformation (FY23)	After transformation (FY26 onwards)
Revenue	• Broad portfolio across multiple categories • Growth constrained by underinvestment in A&P	• Concentrated portfolio in health and beauty • Prioritising A&P investment to support future growth
Gross margin	• Margin dilution from non-strategic brands	• Improved product mix from premium brand focus
Operating costs	• Fixed-cost direct-to-store model (+11k deliveries per month) • High headcount to support distribution and sales model	• Variable-cost model via 3PL and pharmacy wholesalers • Right-sized organisational structure
Depreciation and amortisation	• Kingsgrove warehouse and equipment costs • Major investment in point-of-sale assets (FY19/20)	• Exit and sub-lease of Kingsgrove warehouse • Salesforce CRM[1] supporting commercial effectiveness
Working Capital	• Elevated inventory for direct-to-store fulfilment • Unfavourable supplier terms constraining cash flow	• Inventory cover shared with wholesaler partners • Improved terms through supplier rationalisation
Capex	• “Lumpy” expenditure on point-of-sale assets • Major warehouse management system investment required	• Disciplined investment in point-of-sale assets • Anticipated strategic ERP[2] implementation (FY27)

1. Customer Relationship Management (CRM). 2. Enterprise Resource Planning (ERP).

04

Concluding Remarks

Brett Charlton

To conclude

01

We are a new McPherson's focused on sales and marketing

02

Our future is customers, brands, people and digital always

03

Our new model is asset light and scalable with clear strategic benefits

04

We are focused on sustainable growth and shareholder returns

McPHERSON'S
ESTD. 1860

Q&A

MCPHERSON'S
ESTD. 1860

Thank you

Investor Webinar Transcript

11 December 2025

SLIDE ONE

Good morning, everyone and welcome to McPherson's investor webinar. Thank you for joining us today.

I'm Brett Charlton, Managing Director and CEO, and I'm joined today by Mark Sherwin, our CFO.

We're looking forward to spending some time this morning talking more about our strategy and the opportunities for our business. We will then be taking questions.

We will also record this webinar and will be making that recording available on our website at www.mcphersons.com.au following the presentation.

SLIDE TWO

Some housekeeping first: please note our disclaimer.

SLIDE THREE

Over the last two years, we have been engaged in a comprehensive transformation of McPherson's and during this session we want to cover three key topics.

Firstly, we'd like to spend some time recapping on the transformation and explaining how and why we have been through this process to build a new McPherson's.

Secondly, with our business model re-set, we now face a different set of opportunities for our business. We have a refreshed strategy, and we are executing on this to capitalise on the opportunities ahead.

Thirdly, one of the major drivers for our transformation was addressing McPherson's financial underperformance. To tackle this: we have shifted our business model to a new, more scalable model. The result is that our financial statements before and after our transformation now look very different. We'll be spending some time today on the financial implications of our new model.

Section One

SLIDE FOUR

Onto section 1.

SLIDE FIVE

McPherson's, as you may know, is one of the oldest companies in Australia. It was started in 1860, making it 165 years old.

There have been many different eras of McPherson's in that time: pig iron, steel rivets (including the 5 million that were used in the construction of the Sydney Harbour Bridge), printing, pumps, kitchen knives... and, when I joined, health and beauty, and bags, wraps and foils.

In this varied past, there's a common theme that runs right through McPherson's entire history: the ability to pivot and to reinvent the business.

When I arrived, we needed to embrace the opportunity to identify and create a McPherson's for the future.

We had businesses in two separate categories.

We had the Multix brand — a well-known brand in bags, wraps and foils segment and on the shelves of supermarkets and grocery stores throughout Australia.

In health and beauty, we had a range of brands that included some of Australia's most loved brands such as Manicare.

The opportunities for our brands were plentiful, driven by compelling global trends.

However, we had to confront some uncomfortable truths about the state of the business.

Put simply, McPherson's had become too exposed to factors it couldn't control — such as currency, commodity and freight costs. When these factors moved against us, investment would be withheld from core brands to compensate for the earnings impact.

The compounding impact of this underinvestment in our brands was impacting their performance, and this was creating a cycle of underinvestment and underperformance.

There were other realities we had to face: technology and infrastructure across the business, such as the systems underpinning our warehousing and distribution model, needed comprehensive and costly updates.

And finally, this led to our earnings being unstable and in decline — well below shareholder expectations.

SLIDE SIX

Starting in November 2023, we embarked on a strategic re-set focused on getting the basics of a consumer goods business right.

We also knew that this was going to be a major transformation and that it would require logical and methodical steps and a meticulous approach to execution.

The first thing we did was start to streamline the portfolio and address reducing our cost base. We eliminated approximately 40 positions across the business, representing approximately 15% of McPherson's corporate workforce, as an initial step in reconfiguring our cost structure and capabilities to focus on our core brands.

We determined that we would focus on five key brands in the health and beauty sector: beauty tools and accessories brand Manicare, hair accessories brand Lady Jayne, skincare brand Dr LeWinn's, cotton wool brands Swisspers and supplements brand Fusion Health. These were our best-known brands with some of the greatest opportunities, both in terms of growth and margin.

Certain other brands — including Revitanail and Maseur — we designated as supporting brands, lower in investment, but contributing valuable margin.

We also announced we would cease private label offerings and exit non-strategic agency brand relationships in an orderly manner, to focus on our core and portfolio brands.

The brands we identified as core — and the right categories for the business to be in — were in the health and beauty categories: large and growing categories with the potential for higher margins.

However, our route-to-market — the way we were getting our products to our customers and how we worked with those customers — wasn't fit for purpose and was a constraint on our ability to capitalise on the opportunities for these brands. We knew that — as part of our overall transformation - we would need to change our route-to-market so that we could improve the service levels to our customers and reach more distribution points in a more efficient manner.

We also announced a strategic review of the Multix bags, wraps and foils brand. We concluded that, while Multix was a well-known brand, it was overly exposed to factors outside McPherson's control such as international freight, resin costs and FOREX. Bags, wraps and foils were also lower margin, lower growth categories with challenging headwinds and intense competitor activity.

Put simply: Multix and the categories in which it operated were not a natural strategic fit for our health and beauty brands. Moreover, owning Multix was limiting our capacity to invest in, and grow, our core health and beauty brands as we slowed investment.

Essentially it came down to a decision to either renew and update our current direct to store distribution system, including an upgrade of the warehouse management system near which would have cost at least $6m, or partner with pharmacy wholesalers on what they will always do better than we could.

We also needed funds to invest in basics like Salesforce™, HR software, an ERP and our systems, processes and culture more broadly — all areas where the business was significantly behind the market.

Given the scale of the transformation, we didn't consider it feasible to fund this transformation with debt. And so, selling Multix made strategic sense and released funds for the transformation. The divestment was completed, and cash proceeds received, in June 2024.

SLIDE SEVEN

The first step, and most important in many ways, was to recruit a new Executive Leadership Team for the business, bringing in the capabilities and experience we would need to deliver on our strategy.

Our entire Executive Leadership Team — which you can see on this page — has joined the business within the past 2 years. These individuals have an average of over 20 years in their respective fields.

They've worked in major FMCG companies, and with global brands. And they've brought to McPherson's the specific expertise that we needed for a complex transformation.

The Executive Leadership Team now comprises group leaders with deep, relevant experience and significant ambitions for McPherson's in each of their functional areas.

SLIDE EIGHT

As I said earlier, one of the first things we had to do was streamline our brands. The initial step in doing that was to identify which brands we would focus on, and which brands it made sense to exit or cease distribution.

We started with 16 brands when I joined, and we have reduced that to nine plus those covered by our Exclusive Distribution Brands agreement with Chemist Warehouse. Of these, there are five we have identified as core brands for priority investment on the basis of their position within their categories, and the growth opportunity they present.

The streamlining process also encompassed our SKUs and our suppliers.

In 2023, McPhersons had approximately 1,500 SKUs — and for many brands this included a long tail of unprofitable products. We have now reduced this by approximately 50% and maintain a clear posture for reducing SKU proliferation.

We also had 23 suppliers for our formulated products, creating increased working capital needs and significant complexity in the Supply Chain. We have now reduced this to four premium, Australian-based manufacturers that we have long term partnership aspirations on both supply and innovation development services.

SLIDE NINE

One of the most complex aspects of this transformation has been the changes to our operating model.

When we talk about our operating model, there are two major components. Firstly, there is our "route-to-market" i.e. how our products get to our customers. And secondly, there is our cost structure.

There were three main issues we identified with our operating model.

Firstly, following the divestment of Multix in June 2024, we retained a large portion of the previously shared fixed cost base, essentially a largely underutilised warehouse for the remainder of the lease until mid-2027.

Secondly, the costs of our group infrastructure were significant. The warehouse and office size were built for a legacy business model, and the Warehouse Management System had reached end of life status. It would have likely required replacement within 24 months at significant cost in excess of $6 million.

Thirdly, the current direct-to-store model was not at market standard with extended lead times and minimum order quantities creating patchy distribution and extended out of stocks on shelf.

We were maintaining the warehouse and staff to pack and dispatch approximately 11,000 orders a month but lacked the scale to deliver to the pharmacy channel on the next day delivery cycle they were used to from pharmacy wholesalers.

Our core capabilities were — and remain — in the sales and marketing of our brands; not warehousing and logistics.

So, our conclusion was clear: we needed a new route-to-market — one that would be more fit for purpose for our strategy and competitive with the current standards in the Pharmacy and grocery channels. And one that would give both our brands and customers the platform they deserved.

In February 2025, we announced we would shift our business from a direct-to-store model to a third-party warehousing and pharmacy wholesaler route-to-market. We started implementing the new model immediately and entered contracts with specialist wholesalers as well as with Excel Logistics to sublease our Kingsgrove warehouse and provide our third-party warehousing services.

Our new model — based on third-party warehousing and pharmacy wholesalers — offers a range of strategic benefits that the previous model could not provide.

Firstly, the model we have shifted to has a higher proportion of variable costs. This means we no longer need to carry the high fixed costs of a warehouse, staff and logistics capability for around 11,000 deliveries per month. A variable model is more flexible and scalable as we grow.

Secondly, wholesalers have far greater reach into all parts of the pharmacy channel — and at next day delivery timings too. This means a better and broader distribution network, and a greater ability to service it. For our customers that should mean, once we have established normalised trading volumes, less time out of stock of our key products. Our distribution and logistics wholesalers are experts at what they do because they do it every day for multiple customers and it is their core competency. Their ability to deliver distribution and logistics are superior to anything McPherson's could offer as a standalone operator.

Finally, third party warehousing significantly lowers working capital needs as stock is now also held in the pharmacy wholesalers, plus grocery customers require a simpler boxes and pallets only configuration.

By changing our model, we achieved a significant simplification of the business. The approximately 11,000 orders we previously dispatched monthly directly to individual stores shifted to less than 200 orders each month as the pharmacy wholesalers and Excel take on the servicing of individual retailers.

Approximately 65 roles within McPherson's warehouse team were removed following a consultation process with affected employees. We also no longer need to maintain — or upgrade — the Kingsgrove warehouse or the management system for it.

At the time of announcing the change in our operating model, our view was it would unlock incremental annual underlying EBIT in the order of $4.0 million to $5.0 million from FY26, and that this would substantially address the residual fixed cost base post the Multix divestment. Importantly, it would also release funds to embed our new model. We are on track to achieve the upper end of this range and Mark Sherwin, our CFO, will talk more about this shortly.

SLIDE TEN

When we talk about a new McPherson's — we really mean it. When I started at McPherson's, we had approximately 330 employees. There are now about 150.

61% of these employees have joined within the last 2 years. At the same time, in each team, we've kept key talent that has been at McPherson's for a longer period — bringing the benefits of institutional knowledge together with new thinking and experience.

We've refocused our workforce on what matters for the new McPherson's: sales and marketing. Approximately half of our workforce now works in sales and marketing. And we have 87% of our workforce engaged in AI training, part of a major digital upskilling across the whole company.

We've also reconnected with our purpose, vision and values — redefining these for the new McPherson's and giving our people a clearer sense of who we are and what we start for.

SLIDE ELEVEN

We are starting to see some early signs of progress. Most pleasingly, we are starting to see the initial benefits of our new model in terms of greater reach into independent pharmacies across Australia thanks to our logistics and distribution partners. While initial order volumes from this broader range of pharmacies may be small, the opportunity is clear. We now have our products in over 4,000 pharmacies.

We're on track to achieve the upper end of this range of incremental underlying EBIT we identified from changes to our operating model.

We've delivered a 56% reduction in our inventory because, as I mentioned, most stock is held by the pharmacy wholesalers. We've just completed our refinancing on this basis and lower facility requirements mean lower borrowing costs.

SLIDE TWELVE

We have made excellent progress, but I want to be clear: there is more to be done, and there is no room for complacency.

We have delivered on the changes to our operating model and in doing so addressed our cost structure and route-to-market. And we've done this on time and on budget. However, we need now to ensure we deliver the core brand growth that will unlock the benefits of our new model and drive shareholder returns.

Our core brands have suffered from sustained under-investment and we are addressing this. It's going to take time and will need consistent investment in targeted Advertising and Promotion, in Research and Development and in innovation.

We also know we have much to do in continuing to build the capabilities we need for the new McPherson's. As a sales and marketing focused company, we need to keep delivering the cultural change that is required. Our aim is brilliant point of sale execution and enabling this across all systems and processes is critical.

One other point: the international business is something we are still working on. This isn't a topic we'll cover today, and we'll look forward to updating the market on our strategy for the international business separately.

Section Two

SLIDE THIRTEEN

Onto our strategy.

SLIDE FOURTEEN

This is the strategy for the new McPherson's. Simple, clear and focused.

We think of these pillars as brands, customers and people. Our brands are about building brands that connect with consumers. Ones that customers love and buy again and again. And where we can invest in a disciplined cycle of A&P leading to growth.

Having refocused on the right categories and the right channels — and now with a route-to-market that is fit for purpose — our customers pillar is about taking the market share opportunity for our brands as they increase their presentation to consumers through our customers.

As you heard, we have completely reshaped our workforce. Our People pillar is now about the culture, capability, systems and processes that enable our people to thrive. Starting with our employee value proposition — which includes our refreshed purpose, vision and values — and setting our leaders up for success.

SLIDE FIFTEEN

We have developed a McPherson's approach to rebuilding brands that we are working through with all our core brands.

There are four parts.

Firstly: we get the foundations right, informed by our consumer understanding and insights.

We are investing in in-depth insights into the Australian market through our bespoke consumer research and our Usage and Attitude study. We have a unique understanding of what Australian and New Zealand consumers want, and we consider our focus on these customers to be an advantage compared to companies with brands operating in global markets on a global playbook.

A deep understanding of our consumers informs our approach. We know who buys and uses our products and when, where and why. We have tested our positioning and packaging and communications to ensure we are relevant and engaging.

If we can get the foundations right, then it makes sense to build these brands.

So, secondly, we make smart investments in our brands.

We make our investment in working media work as hard as possible by ensuring it is sufficient in scale and targeted in the correct media channel at the right consumer. We are building a culture of disciplined investment in A&P by embedding the right brand building mindsets and enabling better decision making with better data.

Our investment in A&P starts with data-informed choices to reach the right consumers. We're targeting a fair share of voice in the market and using trusted voices such as brand partners, influencers and reviewers to expand our reach. We're focused on digital content so we can make our campaigns shoppable and therefore drive conversion.

Thirdly, we work on marketing through our customers to drive demand further. We align advertising and retail activity — for example seasonal promotions — with the same messages at the same time for a multiplier effect. And we use our retailers' own media channels and our significant co-op budgets.

Finally, we measure. We need to measure so we can inform and optimise our campaigns and drive a cycle of continuous improvement.

If we can get this model right, then we are creating even more opportunities for our brands to grow:
- Channel expansion opportunities — across pharmacy, grocery and eCommerce.
- Extending into new spaces where the brand can credibly win.
- New categories, formats and adjacencies.
- Innovation weighted to long-term margin accretive plays.

We are applying this model to all our core brands: some are more progressed than others.

SLIDE SIXTEEN

Those of you who joined us for the FY25 results in August will have already seen the case study we presented on Fusion.

However, I wanted to include it here because it's a good example of how we are working through the rebuild of our brands following the model we just discussed. Each of these development stages are deliberate and methodical, culminating with a brand presented to consumers in media and at shelf with differentiation, product superiority and enthusiasm.

SLIDE SEVENTEEN

After Fusion, Dr. LeWinn's is another of the brands that is more progressed in the work required to rebuild the brand. I thought it might be helpful to share some images of the work underway with Dr. LeWinn's.

For those of you who are not familiar with Dr. LeWinn's, it's an Australian skincare brand that has a 35-year heritage but low awareness. Of our core brands, this one was probably the most challenged and in need of the greatest amount of work: packaging was outdated, sales were declining and while those who used the products loved them, the overall perception of the brand was that it was tired.

We started with consumer research. Our first priority was to work on refining brand positioning: how could we unlock the potential of Dr LeWinn's?

Our research revealed that what really resonated with our core market was that the brand was formulated for and proven on real Australians with Australian skin. The skincare industry overall is dominated by major global brands and overseas companies. But research showed us that consumers really connected with the idea that Dr LeWinn's was formulated for our uniquely challenging Australian environment. You can see some of the media designed to differentiate Dr. LeWinn's on the right-hand side.

This positioning research informed our work on packaging. One example, one of our best-selling SKUs was know as R4. Our research has told us clearly that consumer want to know what the benefits of a product is. So, you can now see our refreshed packaging, which clearly states that R4 is now our "Plump and Lift" product — clearly articulating the benefit to the consumer.

SLIDE EIGHTEEN

The opportunities for our brands are exciting.

Broadly, we can think about our core brands in two areas: formulated vs. non formulated.

Our two formulated brands are Fusion and Dr. LeWinn's.

These are both in large categories that have demonstrated sustained, strong growth.

Our brands are relatively small participants in those categories — challenger brands with a major opportunity to grow and capture market share.

The opportunity for these brands is about people — more people using our products, more often. And therefore, winning share from our competitors.

SLIDE NINETEEN

Our non-formulated brands have slightly different opportunities. They are major players in their categories with good market share. Our leadership position in market share and the smaller size of these categories means that our brands set the pace for category growth.

We haven't been in a position to invest in meaningful growth in these brands in recent years and this is reflected in the category growth rates. What we're excited about is this: if we can inject new momentum and growth into our brands, these categories can grow and create a virtuous cycle of growth and investment.

Whether with our formulated or non-formulated brands, the opportunity for growth in our existing brands starts with increasing the scale and the efficacy of our marketing. This is supported by our upweighted A&P spend, funded by a portion of the financial benefits unlocked by our new route-to-market.

Second in our approach to unlocking value from our existing brands is accelerating innovation.

Thirdly, we need to make sure we use our investments in Salesforce™ to optimise our trade promotions management, including through identifying opportunities, and getting our pricing and trading terms right.

Next, there is a real opportunity in e-commerce. I've already mentioned the growth in online retail, and we are seeing exciting early signs with DRL and Fusion in terms of return on advertising spend.

Finally, we continue to review the international business as I mentioned, to ascertain what role that could plan in unlocking growth from our existing brands.

That is our plan for our core brands, and in time we can potentially look to supplement this with strategic and disciplined inorganic growth as appropriate to drive scale.

SLIDE TWENTY

The channels we are in are growing. Discount retailers are increasing their presence in health and beauty. Supermarkets are seeking a greater market share of health and beauty and investing in and launching new brands.

Online retail is performing strongly across all categories, of which health and beauty are only a part.

And the pharmacy segment has delivered many, many years of growth.

SLIDE TWENTY-ONE

McPherson's is at the centre of some highly attractive mega trends across categories and channels.

These are major global trends that are driving and reshaping whole categories.

GLP-1, for example, one of the most transformational developments in health and beauty (as well as in healthcare and wellness more broadly) in the last few decades.

We are exposed to all these trends as they fuel the growth in Pharmacy and other categories, we too will benefit from their impact.

SLIDE TWENTY-TWO

The next pillar of our strategy is people.

Firstly, we'll continuing to elevate our employee value position.

We'll continue to evolve this to reflect a more contemporary, collaborative and compelling employee experience.

Secondly, we're building a high-performance culture.

We are setting clear behavioural expectations anchored in our new Purpose, Vision and Values, giving leaders a consistent standard for how we expect them to show up.

We are strengthening our performance cycle — improving clarity, accountability and coaching — which lifts the discipline and impact of leadership across the organisation.

We are building a more deliberate talent and development practice, with adaptive leadership at the centre, so leaders are better equipped to navigate complexity and lead through change.

These actions will directly increase the impact of our leaders by giving them the frameworks, skills and behaviours to drive performance in a more consistent and scalable way.

Together, this creates a high-performance, growth-ready culture that accelerates our ability to execute our strategy.

Thirdly, we still have so much to do in building the capabilities we need.

We're staying ahead of the curve on AI and digital literacy.

This isn't about replacing work, it's about augmenting roles and redesigning work to create more meaningful, higher-value contribution.

We're building the capabilities our workforce needs to execute our strategy with speed, confidence and commercial impact.

SLIDE TWENTY-THREE

I also wanted to spend some time on the work underway as we work towards being a more digitally enabled business.

Our digital transformation journey began with a clear focus on our customers, deploying Salesforce Consumer Goods Cloud to transform how we engage in the market.

This included the launch of Salesforce™ Retail Execution, empowering our commercial teams to drive better in-store outcomes across our pharmacy channel, alongside the implementation of Trade Promotions Management, which now provides the data-driven insights needed to optimise promotions and ensure we can capture value together with our retail partners.

Internally, we have modernised our HRIS platform with Employment Hero™.

In parallel to this, we have successfully introduced AI across the business, achieving an adoption score approaching 60/100 with over 87% of our workforce actively participating.

This culture of innovation is underpinned by our company-wide Section AI literacy program and a dedicated AI Community of Practice to ensure our people are equipped for a digital future.

And, to support this evolution, we have also significantly hardened our cyber security.

Now, to fully capitalise on these advancements, we are addressing our last foundational technology pillar: modernising our legacy ERP system. This transition is critical to establishing a unified, cloud-based ecosystem with a modern data fabric that can unlock our growth aspirations

Section three

SLIDE TWENTY-FOUR

I'll now hand over to our CFO, Mark Sherwin, to talk about the financial benefits of our new model.

SLIDE TWENTY-FIVE

Thank you, Brett and good morning, everyone.

I joined McPherson's in May 2024, approximately six months after the strategic re-set began.

You've heard from Brett how comprehensively the business has changed during the last two years. In this section I want to spend some time explaining what this means for our financial model.

I'll shortly step through some detail on the anticipated benefit from our new route-to-market model. However, before I do that, I wanted to recap on the reasons for this transformation from a financial perspective.

On this page you can see our financials from FY20 — FY24: a five-year period of results prior to the most significant actions in our transformation journey.

Prior to the divestment of Multix in FY24, although the business had greater scale, revenue and earnings growth had stagnated, and dividend returns were in decline. Underlying EBITDA was hampered by our large fixed-cost base, and the steady decline of our lower-margin Multix brand, as well as other less profitable brands, SKUs and activities like private label.

The business was managing a relatively material debt position at an annual borrowing cost in the order of ($1.5) to ($2.0) million.

At this time, the business was also facing a major capital allocation decision. To maintain its pick-and-pack and distribution activities at its Kingsgrove Warehouse, a major upgrade to its warehouse management system was required at an estimated cost in excess of $6 million. At the time, the warehouse was operating to a capacity of approximately 60%.

An alternative solution was to exit our distribution activities, and shift to an outsourced 3PL services model. This pathway also required the use of capital in the form of redundancy payments to our warehouse employees. However, it would ensure a move to a more variable operating model moving forward.

SLIDE TWENTY-SIX

With that contextual imperative, as you have heard from Brett, we embarked upon our transformation journey, which included the move to an outsourced 3PL services model.

For the purposes of this section, we have broken down what has been a complex transformation into several steps.

The key step I want to call out here is the divestment of our Multix brand. Proceeds from Multix were used to pay down outstanding debt and provide capital to fund route-to-market transformation activities (including approximately $7 million in warehouse redundancy payments).

We'll spend some time shortly on the anticipated annual impact of the route-to-market transformation.

We've also been working on a capital allocation review, which we initiated in August 2024 when we announced our FY24 results. This review is multi-faceted, but in essence recognises that we are building a fundamentally different business with different working capital and financing requirements.

This review is ongoing. However, we have made meaningful progress in key areas including debt refinancing and working capital management. Our next priority for FY26 is to get a framework in place that will inform the deployment of capital in the business, and importantly, the return of capital to shareholders. We want to ensure we do that with the benefit of 6-12 months trading under the new model.

SLIDE TWENTY-SEVEN

From a financial perspective, the premise of our new operating model is that it achieves a significant reduction in fixed operating costs.

To walk you through this table, across the top we have the key areas of financial changes. On the left-hand side, we have the level of the P&L at which they occur, and an indication as to which items are fixed and which are variable.

Starting with distribution capability, we anticipate revenue benefits from an expanded distribution footprint in retail and enhanced DIFOT service levels. Both of these come from partnering with our new pharmacy wholesalers in Australia.

There is a service cost connected with our pharmacy wholesalers - effectively the fees we pay to our wholesaler partners for warehouse and logistics services in the Australian pharmacy channel.

Sticking with the remaining variable items, our exit from in-house distribution activities means we save on outbound delivery costs, but we incur services costs associated with our new outsourced 3PL model.

However, we then move to the real benefits of the change, and I am focused here on the exit of in-house distribution column.

The new route-to-market, as you know, has facilitated the exit from our fixed-cost warehouse and distribution assets and personnel, shifting from a capital-heavy to capital light model.

This removes approximately $6.0 — 6.5 million of fixed warehouse employee overheads.

Additionally, there are anticipated savings in depreciation and amortisation, primarily reflecting the exit our warehouse right-of-use lease asset.

In the bottom right corner, you can see we anticipate the net benefit to be in the order of $4.5 million to $5.0 million. Consistent with our August release, a substantial portion of this will be prudently deployed into the business, embedding our new model through investment in our customers, brands, and capabilities.

The benefits of the new model also include an anticipated working capital benefit associated with the transition to pharmacy wholesalers.

The model is variable, so that if we don't get the distribution uplift, the cost of wholesalers will flex as well. This is a really important change from our legacy operating model, with its disproportionately high fixed cost base.

SLIDE TWENTY-EIGHT

This changed operating model means the business is positioned to benefit from scale.

The purpose of this slide is ***not*** to provide guidance, but to demonstrate the benefits of relative scale under our new operating model. It shows the cost and EBITDA composition of the business at three distinct points: (1) Pre-transformation (with reference to FY23); (2) During Transformation (with reference to FY25); and (3) Post transformation (with reference back to a hypothetical level of scale pegged to FY23). You will note the significant improvement in earnings profile at that relative level of scale.

Going back to FY23 — pre-transformation — you can see the dilutive gross margin effects of non-strategic brands and Multix (evidenced in the high proportion of COGS). And you can see a relatively high fixed cost base, and smaller proportion of variable operating costs. This is where A&P spending was squeezed.

Revenue in FY23 was returning an underlying EBITDA margin of 7.1%.

In FY25, we reported the first year following the divestment of Multix. However, we were still carrying the high residual fixed cost base from the Multix era, primarily in the form of our warehouse and associated costs. This, coupled with reduced scale, shows a relative increase in fixed costs (as a % of revenue). Notwithstanding this increase in relative percentage, it is worth noting that absolute fixed costs were materially lower in FY25 as a result of restructuring and cost control activities.

Importantly, what you do start to see is the gross margin benefit of a more streamlined, focused brand portfolio — both in terms of the brands themselves and the SKU rationalization work we undertook to remove unprofitable SKUs. This is reflected in a much lower proportion of COGS.

Under our new model, if we take a hypothetical case based on our FY23 revenue, due to the compositional change of our P&L, we see a much stronger quality of earnings — in this example, an EBITDA margin of between 10 to 15%. This is reflective of:

- Continued attractive gross margin percentage reflective of mix benefits from our streamlined brand portfolio
- A higher variable operating cost %, reflective of upweighted A&P investment, and distribution costs associated with that level of scale
- A lower fixed operating cost %, largely reflective of our reduction in fixed costs under the new operating model, coupled with increased scale.

SLIDE TWENTY-NINE

Our capital allocation review has included evaluating the level of debt financing we require.

Previously, the business had access to a $52.5 million syndicated facility that was put in place in March 2023. This was a pre transformation facility when the business still included the working capital demands of the Multix brand.

This facility was clearly too big for the business post Multix. As a result, we reduced the working capital component of this facility from $45 million to $25 million in February 2025.

As announced on 28 November, we have now fully refinanced the facility with a new $16.2 million bilaterial facility with HSBC — reflective of the new working capital needs of the business.

The effect of right-sizing our facilities has been a $1.1 million reduction in borrowing costs in FY25, with further modest savings expected under the new facility moving forward.

SLIDE THIRTY

In summary, I want to recap on how key aspects of our financial statements have changed in light of our transformation journey, Touching on a few key points.

Firstly, our revenue profile now reflects a more concentrated brand portfolio in Health and Beauty. Our revenues for the Australian pharmacy segment also come from major wholesalers — not around 11,000 individual store orders in any one month.

Our gross margin was previously diluted by lower margin Multix products and private label brands which were non-strategic and either less profitable or unprofitable. In addition, our long tail of SKUs for each brand further diluted profitability.

Our operating costs are now more variable, right sized for the business and are focused on sales and marketing. We no longer carry the costs of our warehouse and warehouse employees, or the large field services team that was required to support the direct to store model.

As previously noted, the transition to wholesaler partners in Australia is expected to provide working capital benefit to the business.

Finally, our CAPEX planning is now more disciplined and targeted to support sustained business growth.

SLIDE THIRTY-ONE

I'll now hand back to Brett to conclude before we take questions.

SLIDE THIRTY-TWO

You will have heard enough to know that we are building a new McPherson's.

Our leadership team, our strategy and the majority of our employees are new. Our focus is new and our thinking is fresh.

We are all about customers, brands and our people. These are the pillars we are focused on to achieve sustainable growth.

The financial model has changed materially. In February we will deliver our 1H26 results — the first under the new model.

Finally, I want you to know we are relentlessly focused on driving sustainable growth and shareholder returns.

We know there is still work to do and we are committed to rebuilding our brands and McPherson's for you, our shareholders.

I'll now open up for questions.