McPherson's Limited
ABN: 98 004 068 419
Year ended 30 June 2016

Results for Announcement to the Market

				$'000
Revenue	down	10.5%	to	**312,586**
Profit before tax excluding significant items	up	15.4%	to	**18,880**
Profit after tax excluding significant items	up	12.3%	to	**13,438**
Profit before tax	up	30.1%	to	**14,607**
Profit after tax	up	24.4%	to	**11,001**
Profit after tax attributable to members	up	24.4%	to	**11,001**
Net Profit for the period attributable to members	up	24.4%	to	**11,001**

Dividends	Amount per security	Franked amount per security
Final dividend	2.0c	2.0c
Interim dividend	6.0c	6.0c

Payment date for final dividend	**8 November 2016**
Record date for determining entitlements to the dividend	**21 October 2016**

McPHERSON'S LIMITED AND CONTROLLED ENTITIES

A.C.N. 004 068 419

FINANCIAL REPORT

YEAR ENDED 30 JUNE 2016

The Board of Directors present their report on the consolidated entity (referred to hereafter as the Group) consisting of McPherson's Limited and the entities it controlled at the end of, or during, the year ended 30 June 2016.

(a) Directors

The following persons were Directors of McPherson's Limited from the beginning of the financial year to the date of this report:

G.A. Cubbin (and as Chairman of the audit Risk Management Committee until 18 November 2015), P.J. Maguire, A.M. Lacaze and J.M. McKellar.

P.M. Payn (appointed as a non-executive Director on 12 October 2015 and as Chairman of the Audit Risk Management and Compliance Committee on 18 November 2015).

(b) Principal Activities

McPherson's, established in 1860, is a leading supplier of health & beauty, consumer durable and household consumable products in Australasia, with operations in Australia, New Zealand and Asia. The Health & Beauty Division markets and distributes beauty care, hair care, skincare and fragrance product ranges; the Home Appliance Division markets and distributes large appliances such as ovens, cooktops, washing machines and dishwashers; and the Household Consumables Division markets and distributes kitchen essentials such as plastic bags, baking paper, cling wrap and aluminium foil.

The majority of revenue is derived from the Company's diversified portfolio of owned market-leading brands, including Manicare, Lady Jayne, Dr. LeWinn's, A'kin, Swisspers, Moosehead, Maseur, Euromaid, Baumatic and Multix. McPherson's also manages some significant brands for overseas agency partners such as Trilogy, Gucci, Dolce&Gabbana and Hugo Boss Fine Fragrances.

During the year the Group divested its 49% stake in its Housewares Joint Venture with the Fackelmann Group.

(c) Dividends

Details of dividends paid or declared in respect of the current financial year are as follows:

	$'000
Interim ordinary dividend of 6.0 cents per fully paid ordinary share paid on 7 April 2016 (fully franked)	5,860
Final ordinary dividend of 2.0 cents per fully paid ordinary share declared by Directors (fully franked) and payable on 8 November 2016 but not recognised as a liability at year end	2,066
Total dividends in respect of the year	**7,926**

The 2015 final ordinary dividend of $1,947,000 (2.0 cents per fully paid ordinary share) referred to in the Directors' Report dated 10 September 2015 was paid on 10 November 2015.

(d) Consolidated Results

The consolidated profit after tax of the Group for the year ended 30 June 2016 was $11,001,000 (2015: $8,840,000). The current year profit after tax is inclusive of significant items amounting to a net expense after tax of $2,437,000 (2015: net expense after tax $3,122,000). Refer to Note 5(b) significant items for further information.

Excluding significant items, the consolidated profit after tax for the year ended 30 June 2016 was $13,438,000 (2015: $11,962,000).

(e) Review of Operations

Our business

McPherson's Limited is a leading supplier of health & beauty, household & personal care, and home appliance products in Australasia, with operations in Australia, New Zealand and Asia. The health & beauty division markets and distributes beauty care, hair care, skin care and fragrance product ranges; the household & personal care division markets and distributes kitchen essentials such as baking paper, cling wrap and aluminium foil and personal care items such as facial wipes, cotton pads and foot comfort products; the home appliance division markets and distributes large appliances such as ovens, cooktops, washing machines and dishwashers.

McPherson's manages some significant brands for overseas agency partners such as Gucci, Dolce&Gabbana and Hugo Boss prestige fragrances and Trilogy skincare; however, the majority of revenue is derived from the company's diversified portfolio of owned market-leading brands, including Manicare, Lady Jayne, Dr. LeWinn's, A'kin, Swisspers, Moosehead, Maseur, Multix, Euromaid and Baumatic.

Since the demerger of the Group's printing business in FY2012, McPherson's has embarked on a successful transformation. Through strategic acquisitions and divestments, as well as product innovation, the management team has established a portfolio of trusted and profitable brands across a diverse, multi-channel customer base in Australia, New Zealand and Asia.

Manufacturing is outsourced to various suppliers, predominantly in Asia. McPherson's maintains a strong presence in Hong Kong and mainland China focused on sourcing and quality assurance.

Divestment during the year

On 1 July 2015, McPherson's divested 51% of its stake in the Housewares business in New Zealand to the Fackelmann Group for $NZ2.3m. The consideration received was equal to the adjusted carrying value of net assets disposed.

On 31 March 2016, the Fackelmann Group exercised its call options over the McPherson's Limited Group's 49% ownership in the Housewares New Zealand, Hong Kong and Singapore businesses. On the same date, McPherson's Limited Group exercised its put option over its 49% ownership in the Housewares Australia business. The divestment of the remaining shares generated proceeds of $18.2m.

Results for the year

McPherson's sales revenue was $312.6 million net of customer allowances, 10.5% below the previous year's $349.1 million. Sales revenue from continuing businesses on a like-for-like basis (i.e. excluding Housewares business which has now been fully divested) was $4.0 million or 1.3% below FY2015. This decrease in sales revenue is the result of a disciplined program of brand consolidation, with lower margin branded and private label product ranges discontinued.

The EBIT (earnings before interest and tax) excluding significant items, was $25.7 million, 14.2% above FY2015 ($22.5 million). The profit before tax excluding significant items was $18.9 million, 15.4% above FY2015. Significant items before tax in FY2016 included gain recognised from the divestment of Housewares of $2.0m, inventory rationalisation and restructuring costs of $4.4 million, costs associated with exiting the Impulse Merchandising Division of $1.4m, legal and acquisition costs of $0.2 million and bond buyback costs of $0.3m. Significant items before tax in FY2015 included $4.1 million in restructuring costs, $2.0 million interest rate swap termination loss, $2.0 million contingent consideration adjustment benefit, $0.6 million impairment of intangible assets and $0.4 million acquisition costs. The profit after tax excluding significant items was $13.4 million, 12.3% above FY2015.

The Earnings per share excluding the significant items, increased 9.7% from 12.4 cents per share to 13.6 cents per share.

Inclusive of the aforementioned significant items, McPherson's reported a statutory profit after tax of $11.0 million, compared with a statutory profit after tax of $8.8 million in FY2015.

Net debt decreased by 35.4% from $77.2 million at 30 June 2015 to $49.9 million at 30 June 2016. The company's gearing ratio (net debt / total funds employed) decreased from 43.9% at 30 June 2015 to 32.3% at 30 June 2016. The net cash inflow of $5.0 million in FY2016 included payments totalling $8.5 million for the acquisitions made during the year and proceeds from the divestment of business assets of $18.3 million made during the year.

(e) Review of Operations (continued)

Results for the year (continued)

Directors declared a total dividend of 8 cents per share fully franked for the full year. This represented a payout ratio for the year ended 30 June 2016 of 59% of earnings excluding significant items per share.

Double-digit percentage growth in earnings was achieved in FY2016 despite significant AUD/USD devaluation. In a trading environment that continued to present challenges, the strategies to improve business outcomes delivered significantly improved results. The Company grew its profit as a result of organisational re-design, broad based selling price increases and product cost reductions across all divisions, and significant operating expense reductions particularly in Health & Beauty.

The result reflects the success of McPherson's continued 'makeover', with resources now focused on fewer, more significant and more profitable brands with growth potential. This brand consolidation and product rationalisation brought about the deletion of a number of lower margin peripheral brands, resulting in a one-off, inventory rationalisation cost, while also creating significant available capacity at the Sydney distribution centre for the warehousing and distribution of more profitable product lines.

The Company continues to operate a comprehensive foreign exchange hedging program, which mitigates the impact of Australian dollar and US dollar movements. The company's foreign exchange hedging policy was reviewed and amended in 2016, with estimated USD and Euro requirements related to particular customers hedged twelve months forward and other USD and Euro requirements hedged eight months forward on a rolling monthly basis using options, foreign exchange contracts and collars. The company's exposure to the US dollar declined in FY2016 due to the cessation of unprofitable private label supply contracts sourced in US dollars and growth in Australian sourced Health & Beauty product. In FY2017 the company's exposure to the US dollar is expected to continue to reduce as a result of further growth in Australian sourced Health and Beauty product.

The total expenses excluding product costs, borrowing costs and significant items, decreased by $10.4 million or 8.9%, largely due to a reduction in employee costs, cartage, freight, third party warehousing and retail costs resulting from the change in product mix, the divestment of the Housewares business and restructuring initiatives. The percentage of expenses to sales ratio increased marginally from 33.6% of sales in FY2015 to 34.2% of sales in FY2016 in part due to an increased investment in advertising and promotional expenditure with the objective of growing Health & Beauty sales and contribution.

During the past year the company has expanded its Australian IT system into New Zealand and Hong Kong, consequently incurring one-off redundancy costs, but greatly improving operational efficiency.

Australia
McPherson's Australian operation's sales revenue was $288.0 million, a decrease of 6.2% on FY2015 ($306.9 million).

This revenue decline was largely the result of the decision to exit unprofitable private label product categories and the Pet category. The Health & Beauty division achieved 3% growth as new products were introduced, peripheral brands deleted and additional ranging secured.

The Multix brand continued to maintain market leadership in Australia, resulting in FY2016 revenue that was in line with prior year. Margins declined less than 1 percent point despite the material depreciation of the AUD/USD exchange rate due to limited price increases and cost reductions.

The Home Appliances division achieved revenue growth of $8.6 million or 13.3%, largely due to growth in the retail and commercial channels. Margins were adversely impacted by depreciation of the AUD/USD exchange rate.

New Zealand
McPherson's New Zealand operation experienced a 54.1% decrease in sales as a result of the divestment of Housewares impacting sales from 1 July 2015. Additionally revenue has been impacted by a disciplined brand consolidation program that commenced in the fourth quarter of FY2016.

(e) Review of Operations (continued)

Asia
From its Asian headquarters in Singapore, McPherson's markets an extensive range of health & beauty products throughout the Asian region. Brands include the key Company-owned brands of Manicare, Lady Jayne and Swisspers complemented by licensed brands.

Corporate strategy
McPherson's mission is to be a world-class consumer products company.

McPherson's strategy has been to substantially transform through acquisition / divestment, the establishment of new agency partnerships and channel expansions with the objective of diversifying away from margin constrained channels and increasing participation in channels with greater profit potential.

McPherson's 'makeover' has led to channel diversification, brand consolidation, cost rationalisation, a strengthened balance sheet and an emphasis on creating value for shareholders.

Immediate emphasis is being placed on consolidation and optimisation of fewer, bigger, better brands, with particular emphasis on the Group's portfolio of powerful Health & Beauty brands in the areas of 1) Essential Beauty; 2) Advanced Beauty and 3) Natural Beauty.

1. Essential Beauty

The Manicare brand in Beauty Tools and the Lady Jayne brand in Hair Accessories are both market leading, powerful brands with mass distribution. Growth in Beauty Essentials will be achieved through new product innovation and channel expansion, supported by increased advertising investment in FY2017.

2. Advanced Beauty

The Dr. LeWinn's cosmeceutical skincare brand will achieve growth through new formulations and packaging; innovative new products; channel and market expansion; and significant advertising investment in FY2017.

3. Natural Beauty

The A'kin natural skincare and haircare brand will benefit from new packaging; new products; channel and market expansion; and significant advertising investment in the second half of FY2017.

The company is investing substantially in its digital capability. With a focus on priority brands Manicare, Lady Jayne, Dr. LeWinn's and A'kin, the content and ease-of-use of the new digital platform will facilitate more meaningful consumer relationships and stronger retailer partnerships, while also providing a convenient platform for direct consumer purchases.

The Chinese market represents a largely untapped growth opportunity for the company, particularly the Dr. LeWinn's skincare brand and A'kin natural skincare/haircare brand. Management has diligently researched this opportunity and determined a strategy to expand awareness of a select range of products that are well positioned to meet Chinese consumer demand for Australian beauty products. Commencing September 2016, the company will take its first steps to make its key brands available to Chinese consumers through various channels and it is expected that this initiative will gain momentum throughout the medium term.

Successful execution of these strategies will enable us to achieve our corporate vision which is "Making Life Easier" for:

- **Consumers:** through high quality value for money branded products that improve their lives;
- **Customers:** by providing retail solutions through McPherson's products and services;
- **Suppliers:** through McPherson's growth;
- **Employees:** through careers, rewards and recognition; and
- **Shareholders:** through earnings growth.

(e) Review of Operations (continued)

Risk management and compliance
The Board has ultimate responsibility for the oversight of risk management and compliance across the Group.

Risk is an integral part of the Group's decision-making process and all risks and opportunities are adequately and appropriately assessed to ensure that unreasonable risk exposures are minimised. The Group's risk and compliance frameworks ensure that all risks and compliance obligations are properly identified and managed, that insurances are adequate and that processes are in place to ensure compliance with regulatory requirements.

The Managing Director is accountable to the Board for the development and management of the Group's risk and compliance frameworks and is supported by the Chief Financial Officer in terms of adopting appropriate risk management and compliance processes, including regular and transparent reporting to the Audit, Risk Management and Compliance Committee. Each senior manager is responsible for the management of risk and compliance with relevant laws and regulations.

The key risks are identified in a Group risk analysis matrix which is used to:
1. Determine the effectiveness of controls to address risks assessed as extreme or high;
2. Isolate and report indicators of control effectiveness;
3. Isolate and report any recent incidents pertaining to the risk area;
4. Report recent action taken to improve risk management;
5. Isolate any areas for potential improvement;
6. Report how the Group's existing insurance program responds to each area of risk; and
7. Assist in prioritising areas of focus for internal audit.

The material risks that have potential to have an effect on the Group's financial prospects, and how the Group manages these risks, include:

- **Reduction in consumer demand –** Given McPherson's reliance on consumer spending, adverse changes to the general economic landscape in Australasia or consumer sentiment for the Group's products could impact its financial results. This risk is addressed through keeping abreast of economic and consumer data/research, innovative product development and brand building.

- **Workplace health and safety –** Given the physical nature of the Group's operations, workplace health and safety are of paramount importance. Significant effort and attention have been placed on internal policies and processes to ensure that employees are aware of their legal obligations and the productivity benefits that come from working safely. A tone of safety first is set at the top of the organisation and is reinforced through commitment of resources including a dedicated workplace health and safety officer.

- **Foreign currency fluctuation –** The Group sources the majority of its inventory in currencies other than Australian dollars, with the US dollar the predominant sourcing currency. Consequently, significant fluctuations in the AUD / USD currency cross can materially impact the Group's result. The Board has established, and regularly reviews, the Group's foreign currency hedging policy with the objective of mitigating short to medium term foreign currency risk.

- **Raw material price fluctuation –** A material proportion of the Group's inventory prices is influenced by movements in commodities such as resin and aluminium. Such commodity prices are denominated in US dollars and historically are correlated with movements in the AUD / USD cross. This correlation provides a degree of natural hedge against the profit impact of movements in the AUD / USD cross; consequently separate risk mitigation measures are not utilised to manage this risk.

- **Loss of a major customer or deranging of a major product range –** A significant proportion of the Group's sales is to two customers in the grocery channel. The delisting of a material product range by one of these customers could materially reduce McPherson's profitability. In order to mitigate this risk, the Group strives to provide superior customer service, product innovation and competitive pricing. It is also pursuing a strategy of channel diversification, as demonstrated by the recent acquisitions in Health & Beauty and Home Appliances.

(e) Review of Operations (continued)

Risk management and compliance (continued)

- **Deficiency in product quality –** As a supplier of branded consumer products to retailers, the Group has an exposure to product faults leading to liability claims and product recalls. To control this risk, the Group adopts stringent quality control and supplier verification procedures. In addition, it holds adequate product and public liability insurance and product recall insurance.

- **Compliance with debt facility undertakings –** A significant portion of the Group's capital requirement is in the form of debt facilities supplied by Financial Institutions that require the Group to comply with various undertakings, including specific financial ratios or covenants, in order for the Group to continue to access facilities. The Group seeks to adopt a debt structure that in both quantum and terms, has sufficient capacity for it to withstand a short term decline in earnings or assets, that may impact its ability to meet its various debt facility undertakings.

- **Cyber Security –** The Group places significant reliance on its Information Technology (IT) systems to transact with customers and connect with consumers. The inability to utilise or access our IT systems through a successful denial of service, ransom ware or other form of attack could materially impact the Group's ability to transact and its results. The Group uses firewall monitoring software and anti-virus software to attempt to block potential cyber threats. Additionally it has a network monitoring and alert tool that is designed to detect and signal unusual network behaviour. Ongoing external review and input are implemented to ensure the effectiveness of 'cyber' controls to meet ever evolving threats of this nature.

(f) Significant Changes in the State of Affairs

Significant changes in the state of affairs of the Group during the financial year were as follows:

On 1 July 2015, the Group sold 51% of its New Zealand Housewares business to the Fackelmann Group for NZ$2,279,000. The consideration received was equal to the adjusted carrying value of the net assets disposed. The Group's New Zealand Housewares business was disclosed as held for sale at 30 June 2015.

On 31 March 2016, the Group divested its remaining 49% share in the Housewares business to the Fackelmann Group. Refer to Note 14(a) for further details. Of the net proceeds from the divestment, $10.0m (inclusive of accrued interest) has been applied to reduce debt, $5.0m against unsecured variable rate corporate bonds and $5.0m against unsecured fixed rate corporate bonds.

During the current year, the Group has settled the terms of the financial consideration payable for the Dr. Lewinn's and Revitanail acquisition. As such, $1,907,000 (including related stamp duty) has been capitalised to the carrying amount of the brandnames. Refer to Note 16.

During the financial year, the Group has undertaken a brand product rationalisation in the Health & Beauty division. This review has resulted in a significant increase in the provision for stock obsolescence. In addition, a further provision was raised as part of the Impulse Merchandising division exit in July 2016.

(g) Events Subsequent to Balance Date

Mr Paul Maguire, the Group's Managing Director, announced his retirement on 22 August 2016 with effect from the conclusion of the Annual General Meeting on 21 November 2016. Mr Maguire's successor has been appointed and will commence with the Group on 1 November, and after a transition period will be appointed Managing Director on 21 November 2016.

No other matter or circumstance, other than has been noted above, has arisen since 30 June 2016 that has significantly affected the Group's operations, results or state of affairs, or may do so in future financial years.

(h) Likely Developments and Expected Results of Operations

In the opinion of the Directors, it would prejudice the interests of the Group to include additional information, except as noted above, and as reported elsewhere in the Directors' Report and the financial statements, which relates to likely developments in the operations of the Group and the expected results of these operations in financial periods subsequent to 30 June 2016.

(i) Information on Directors

The following information is up to date at the date of this report.

GRAHAM A. CUBBIN, B.Econ. (Hons) – Independent Non-Executive Director and Chairman of the Board

Expertise and experience

Mr Cubbin was appointed an Independent Non-Executive Director of McPherson's Limited on 28 September 2010 and was appointed Chairman of McPherson's Limited on 1 July 2015.

Mr Cubbin was a senior executive with Consolidated Press Holdings Limited (CPH) from 1990 until September 2005, including Chief Financial Officer for 13 years. Prior to joining CPH, Mr Cubbin held senior finance positions with a number of major companies, including Capita Financial Group and Ford Motor Company. Mr Cubbin has over 20 years experience as a Director and audit committee member of public companies in Australia and the United States.

Special responsibilities

Chairman of the Board
Member and Chairman of the Audit Risk Management and Compliance Committee Chairman until 18 November 2015 and member of the Nomination and Remuneration Committee.

Other current Directorships

Mr Cubbin is a Director of the ASX listed companies Challenger Limited, STW Communications Group Limited, Bell Financial Group Limited and White Energy Company Limited.

Former Directorships in last three years

None

Interests in shares and performance rights

110,000 ordinary shares in McPherson's Limited. No performance rights held.

P MARGARET PAYN BA - (Hons) – Independent Non-Executive Director

Expertise and experience

Ms Payn was appointed an Independent Non-Executive Director of McPherson's Limited on 12 October 2015.

Ms Payn is an experienced senior executive with extensive experience in strategy, finance and operations in global financial institutions. Beginning her career with KPMG in London, she subsequently held senior finance, strategy, risk and operations roles in major financial institutions including ANZ, Schroders, Citigroup, State Street and Westpac – in Australia, the UK and Asia. She is currently the Chief Financial Officer and Chief Operating Officer at AMP Capital.

Ms Payn has a Bachelor of Arts with Honours from University College London; she is a Fellow of the Institute of Chartered Accountants in England and Wales.

Special responsibilities

Member and Chairman (from 21 November 2015) of the Audit Risk Management and Compliance Committee

Other current Directorships

Non-Executive Director of Evergen Pty Ltd

Former Directorships in last three years

None

Interests in shares and performance rights

None

(i) Information on Directors (continued)

PAUL J. MAGUIRE, B.Sc (Hons), M.Bus (Marketing) - Managing Director

Experience and expertise
Mr Maguire was appointed Managing Director of McPherson's Limited on 1 November 2009.

Mr Maguire was Chief Executive of Multix Proprietary Limited from 2002, and following the combining of McPherson's two consumer products businesses, McPherson's Consumer Products and Multix, into a single entity in July 2009, Mr Maguire took the position of Chief Executive of the enlarged business.

Before joining Multix (which was acquired by McPherson's in 2004), Mr Maguire worked in a number of management roles for SCA Hygiene Products Australasia. Mr Maguire has a Master of Business (Marketing) from Monash University and an Honours Science Degree from La Trobe University.

Special responsibilities
Managing Director

Other current Directorships
None

Former Directorships in last three years
None

Interests in shares and performance rights
2,433,143 ordinary shares in McPherson's Limited; and 767,000 performance rights over ordinary shares of McPherson's Limited.

AMANDA M. LACAZE, B.A – Independent Non-Executive Director

Expertise and experience
Ms Lacaze was appointed an Independent Non-Executive Director of McPherson's Limited on 22 September 2011.

Ms Lacaze has an extensive executive career as a chief executive and as a marketing executive. She is currently CEO and MD of Lynas Corporation Ltd. Previously she has been CEO and MD of Commander Communications, Executive Chairman of Orion Telecommunications, and CEO of AOL|7. Prior to these roles Ms Lacaze was Managing Director of Marketing at Telstra, and held various business management roles at ICI (now Orica). Ms Lacaze's early experience was in consumer goods with Nestlé.

Special responsibilities
Member of the Audit Risk Management and Compliance Committee

Other current Directorships
Non-Executive Director of ING Bank Australia Limited
Executive Director of Lynas Corporation
Director and member of Morgan Lacaze Consulting

Former Directorships in last three years
None

Interests in shares and performance rights
18,642 ordinary shares in McPherson's Limited

(i) Information on Directors (continued)

JANE M. McKELLAR MA - (Hons) – Independent Non-Executive Director

Expertise and experience
Ms McKellar was appointed an Independent Non-Executive Director of McPherson's Limited on 23 February 2015.

Ms McKellar is an experienced international senior executive with extensive customer-focused, brand, marketing and digital experience across a number of high-profile, global brands.

Ms McKellar commenced her career at Unilever in London and her subsequent roles have included global CEO of Stila Corporation, USA; Managing Director of Elizabeth Arden Australia; Founding CEO of Excite.com Asia Pacific; Director of Sales and Marketing for Microsoft (MSN); and Founding Director of Ninemsn.

Ms McKellar has a Bachelor of Arts and a Master of Arts with Honours from the University of Aberdeen and is a MAICD.

Special responsibilities
Member and Chairman of the Nomination and Remuneration Committee

Other current Directorships
Non-Executive Director of Terry White Group
Non-Executive Director of Automotive Holdings Group
Non-Executive Director of Seachange Technologies Pty Ltd

Former Directorships in last three years
Non-Executive Director of Helloworld Limited

Interests in shares and performance rights
None

Meeting of Directors
The number of Board, Audit Risk Management and Compliance, and Nomination and Remuneration Committee meetings held during the year ended 30 June 2016, and the number of meetings attended during that period by each Director, are set out below:

	Board Meetings		**Audit Risk Management and Compliance Committee Meetings**		**Nomination and Remuneration Committee Meetings**	
Director	**Held**	**Attended**	**Held**	**Attended**	**Held**	**Attended**
Graham A. Cubbin	12	12	4	4	2	2
Paul J. Maguire	12	12	n/a	n/a	n/a	n/a
Amanda M. Lacaze	12	12	4	4	n/a	n/a
Jane M. McKellar	12	12	n/a	n/a	2	2
Patricia M.Payn[1]	6	5	3	3	1	1

[1] Ms Payn was appointed a Non-Executive Director on 12 October 2015, a member of the Audit Risk Management and Compliance Committee on 29 October 2015, Remuneration and Nomination Committee on 29 October 2015 and Chairman of the Audit Risk Management and Compliance Committee 18 November 2015.

(j) Company Secretaries

PHILIP R. BENNETT, B.Com, CA - Joint Company Secretary

Expertise and experience
Mr Bennett was appointed Company Secretary of McPherson's Limited on 2 February 2012. Mr Bennett had previously held the position of Chief Financial Officer of McPherson's Limited since 2000, and Company Secretary from 1995; however Mr Bennett stepped down from both these positions in November 2011.

Mr Bennett is a Chartered Accountant and has a Commerce degree from the University of Melbourne.

Before joining McPherson's, Mr Bennett held senior financial and company secretarial positions with another listed company, and prior to that was a senior manager with a major Australian chartered accounting firm.

PAUL WITHERIDGE, B.Com, CA - Chief Financial Officer and Joint Company Secretary

Expertise and experience
Mr Witheridge was appointed Chief Financial Officer and Joint Company Secretary of McPherson's Limited on 1 December 2011. In May 2010 Mr Witheridge was appointed the Chief Financial Officer of McPherson's Consumer Products Pty Ltd.

Mr Witheridge is a Chartered Accountant and has a Commerce degree.

Before joining McPherson's, Mr Witheridge held senior financial and company secretarial positions with a number of listed companies in the retail sector including Angus and Coote Limited and OPSM Limited. Prior to that Mr Witheridge spent six years within KPMG's Audit and Assurance Practice.

(k) Remuneration Report

The McPherson's Limited 2016 remuneration report sets out key aspects of the Company's remuneration policy and framework, and provides details of the remuneration awarded to the Company's non-executive Directors, Managing Director and other key management personnel.

The remuneration report contains the following sections:

- Key management personnel (KMP) covered in this report
- Principles used to determine the nature and amount of remuneration
- Details of remuneration
- Contractual arrangements for executive KMP
- Share-based compensation
- Additional information

The information provided in this remuneration report has been audited as required by section 308(3C) of the *Corporations Act 2001*.

Key management personnel covered in this report

Directors
The following persons were Directors of McPherson's Limited during the financial year:

Chairman (Non-executive)
G.A. Cubbin

Executive Director
P.J. Maguire - Managing Director

Non-executive Directors
A.M. Lacaze
J.M. McKellar
P.M. Payn (appointed 12 October 2015)

(k) Remuneration Report (continued)

Other key management personnel

In addition to the Directors noted above, the following Group executives were also considered to be key management personnel during the financial year:

Name	Position
S.K.S. Chan	Managing Director, McPherson's Hong Kong
P. Witheridge	Chief Financial Officer and Company Secretary
S.R. Rorie	Chief Executive Officer, Home Appliances Pty Ltd

Changes since the end of the reporting period

Refer to note (g) of the Directors' Report for details of changes since the end of the reporting period.

Principles used to determine the nature and amount of remuneration

The objective of the Group's executive reward framework is to ensure reward for performance is competitive and appropriate for the results delivered. The framework aligns executive reward with the achievement of strategic objectives and the creation of value for shareholders, and conforms with market practice for the delivery of rewards. The Board ensures that executive rewards satisfy the following key criteria for good reward governance practices:

- Competitiveness and reasonableness;
- Acceptability to shareholders;
- Performance linkage / alignment of executive compensation;
- Transparency; and
- Capital management.

McPherson's Limited has a remuneration policy and structure that is equitable, competitive and consistent so as to ensure the recruitment and retention of personnel of the capability, competence and experience necessary for the achievement of the Group's strategies and goals.

The remuneration framework provides a mix of fixed and variable pay, and a blend of short and long-term incentives.

The overall level of executive reward takes into account the performance of the Group over a number of years, with greater emphasis given to the current year.

The following table summarises the performance of the Group over the last five years:

	2016	2015	2014[1]	2013	2012
Statutory profit / (loss) after tax for the year ($'000)	11,001	8,840	(67,039)	(33,319)	17,028
Profit after tax - excluding significant items	13,438	11,962	14,252	13,057	18,665
Basic earnings per share (cents)	11.1	9.2	(72.4)	(43.2)	23.5
Basic earnings per share - excluding significant items (cents)	13.6	12.4	15.4	16.9	25.4
Dividends declared for the relevant financial year ($'000)	7,926	7,748	10,412	14,652	12,308
Dividend payout ratio as a percentage of statutory profit (%)	72.1	87.6	n/m[2]	n/m[2]	72.3
Dividend payout ratio as a percentage of profit excluding significant items (%)	59.0	64.8	73.1	112.2	65.9
Increase/(decrease) in share price (%)	54.9	(48.4)	(13.1)	(21.3)	(40.1)
Total KMP incentives as percentage of statutory profit / (loss) for the year (%)	0.8	4.9	(0.2)	(0.3)	2.4
Total KMP incentives as percentage of profit after tax excluding significant items (%)	0.7	3.6	0.8	0.7	2.2

[1] See Note 1(a) of the FY15 financial statements for details regarding restatement as a result of an error.
[2] Ratio not considered meaningful due to statutory loss after tax recognised for the year.

(k) Remuneration Report (continued)

Use of Remuneration Consultants

During the year remuneration consultant Guerdon Associates was engaged to provide advice to the Board's Nomination and Remuneration Committee regarding the Group's short term incentive plans and for external remuneration benchmarking purposes.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee is comprised of independent non-executive Directors. The Committee has been established by the Board of Directors to annually review, evaluate and make recommendations to the Board in relation to remuneration, including:

- Non-executive Director remuneration;
- Staff incentive plans proposed by the Managing Director, including bonus, share, option and performance rights plans, and the basis of their application;
- Salary, benefits and total remuneration packages of the Managing Director and other senior executives; and
- Substantial changes to the principles of the Company's superannuation arrangements.

Non-executive Directors

Fees and payments to non-executive Directors reflect the demands which are made on, and the responsibilities of, the Directors. Remuneration of non-executive Directors is determined by the Board within an aggregate non-executive Directors' fee pool limit which is periodically recommended for approval by the shareholders. The aggregate was last considered by shareholders at the Annual General Meeting in 2010 when a total remuneration of $550,000 inclusive of superannuation was approved. Including superannuation guarantee contributions made on their behalf by the Company, non-executive Director remuneration for the year ended 30 June 2016 totalled $377,805 (2015: $390,597).

Non-executive Directors are not entitled to participate in any incentive scheme, nor are they eligible to receive share options or performance rights.

The current base remuneration of individual non-executive Directors was last reviewed by the Nomination and Remuneration Committee on 21 September 2015, at which time non-executive Director fees remained the same as the prior financial year. The Chairman and other non-executive Directors receive additional fees for their membership of the Board's Audit Risk Management and Compliance Committee. The Chairman of the Nomination and Remuneration Committee also receives an additional fee, however the members of that committee do not. Directors may direct the Company to make superannuation guarantee contributions, or additional superannuation contributions allocated from their Directors' or committee membership fees, to any complying nominated superannuation fund.

At the Annual General Meeting of shareholders held on 7 November 1997, shareholders authorised the Company to enter into agreements with Directors (called "Director's Deeds") which set out certain rights and obligations of the Director. The Directors' Deeds do not reflect a fixed term of appointment as Directors are subject to retirement and re-election by shareholders at least every three years.

The following fees applied for the year ended 30 June 2016 and continue to apply at the date of this report:

	From 1 July 2015
Base fees	
Chairman	$131,130
Other non-executive Directors	$68,845
Additional fees	
Audit Risk Management & Compliance Committee – Chairman	$8,745
Audit Risk Management & Compliance Committee – Member	$5,460
Nomination & Remuneration Committee – Chairman	$8,745

The above amounts exclude company superannuation guarantee contributions payable on behalf of Directors at a rate of 9.50% on the base fees and additional fees.

(k) Remuneration Report (continued)

Executive remuneration

The executive remuneration and reward framework has five components:

- Base pay and benefits;
- Short-term performance incentives;
- Long-term incentives;
- Superannuation; and
- Performance assessment.

Base pay and benefits

Base pay is structured as a package amount which may be delivered as cash, prescribed non-cash financial benefits including motor vehicles and additional superannuation contributions at the executive's discretion. Base pay is reviewed annually to reflect increases in responsibility and to ensure that the executive's pay is competitive in the market for a comparable role. There are no guaranteed base pay increases included in any senior executives' contracts.

Short-term performance incentives (STI)

Short-term incentives in the form of cash bonuses are available to senior executives providing the Company, operating division or business most closely aligned with the executive's area or areas of responsibility achieve or exceed pre-determined profit targets because this ensures that variable reward is only available when value has been created for shareholders and when profit and other targets are consistent with or exceed the business plan. For senior executives the maximum target bonus opportunity is usually 50% of the base package amount.

Each year the Nomination and Remuneration Committee considers the appropriate targets and key performance indicators together with the level of payout if targets are met or exceeded. The 2016 STI targets were primarily based on Group or divisional earnings before interest and tax (EBIT) outcomes for the financial year, excluding significant items adjusted for actual funds employed outcomes compared with budget.

An assessment regarding eligibility for a cash bonus is made by reference to actual performance outcomes when these are known following the conclusion of the financial year. Short-term incentives are normally payable in September following the end of the financial year to which the incentive relates. Based on the Group's profit performance in the current year the Nomination and Remuneration committee has determined that the Managing Director and Chief Financial Officer are both eligible for a cash bonus relating to the profit performance component for the current year.

From time-to-time additional short-term cash bonuses are paid to senior executives in relation to the achievement of specific outcomes associated with certain significant events. Examples of such events may include, among others, achieving a required divestment outcome, completing a significant restructure project or completing a refinancing of the business. The Nomination and Remuneration Committee is responsible for determining when such bonus payments are applicable and the amount to be paid. During the current year the Nomination and Remuneration committee has determined that no senior executive is eligible for an additional short-term cash bonus.

Subject to the discretion of the Nomination and Remuneration Committee, the maximum likely short-term incentive payable to a senior executive in future years is 50% of the executive's base salary package amount. The minimum payable would be zero in cases where the specified performance targets are not achieved.

Long-term incentives (LTI)

Long-term incentives are provided to executives to focus them on delivering long-term shareholder returns. During the current year the Company continued with its performance rights plan (The McPherson's Limited Employee Performance Rights Plan) to provide long-term incentives to executives. Under this plan, participants are granted performance rights which only vest if certain performance conditions (relating to compound annual growth in earnings per share – refer to page 20 for further information) are met and the executive is still employed by the Group at the end of the vesting period. Participation in the plan is at the discretion of the Nomination and Remuneration Committee and no individual has a contractual right to receive any guaranteed benefits. The maximum LTI opportunity for the Managing Director and other selected senior executives is 50% and 20% of the base package amount respectively.

Further information regarding share-based compensation in the form of performance rights is contained later in the Remuneration Report on pages 20.

(k) Remuneration Report (continued)

Superannuation

Retirement benefits are delivered by a number of superannuation funds selected by the Company or the executive. Executives receive superannuation contributions in accordance with Superannuation Guarantee Charge (SGC) rules. However, executives may also direct the Company to make additional superannuation contributions allocated from their base package amount, to any complying nominated superannuation fund. The funds selected provide post-employment benefits to executives and other employees on an accumulation basis.

Performance assessment

The Company has a formal documented process for the performance evaluation of Directors and senior executives, which requires that a review takes place on an annual basis. A performance assessment took place during the year for Directors, including the Managing Director, and other senior executives.

Voting and comments made at the Company's 2015 Annual General Meeting

Of the total votes cast in relation to the adoption of the 2015 remuneration report by shareholders present at the AGM and by proxy, 88.2% voted in favour of the resolution. A number of general questions relating to remuneration and the 2015 remuneration report were asked by shareholders at the 2015 AGM, which were appropriately responded to by the Chairman and other non-executive directors at the meeting.

(k) Remuneration Report (continued)

Details of remuneration

Amounts of remuneration

Details of the remuneration of the Directors of McPherson's Limited and the other key management personnel of McPherson's Limited and the McPherson's Limited Group for the current and previous financial years are set out in the following tables.

2016	**Short-term Benefits**			**Post-employment Benefits**	**Long-term Benefits**	**Share-based Payments**	
Name	**Cash Salary & Fees[1] $**	**Cash Bonus[2] $**	**Non-monetary Benefits[3] $**	**Superannuation $**	**Long-Service Leave $**	**Performance Rights $**	**Total $**
Directors of McPherson's Limited							
G.A. Cubbin (Chairman)	137,848	-	-	13,096	-	-	150,944
P.J. Maguire (Managing Director)	491,073	59,000	30,247	35,000	27,071	5,044	647,435
A.M. Lacaze[5]	74,304	-	-	7,059	-	-	81,363
J.M. McKellar	74,034	-	-	10,927	-	-	84,961
P.M. Payn[4]	55,286	-	-	5,252	-	-	60,538
Total Directors' Remuneration 2016	**832,545**	**59,000**	**30,247**	**71,334**	**27,071**	**5,044**	**1,025,241**
Other Group Key Management Personnel							
S.K.S. Chan	496,218	-	-	45,148	-	-	541,366
P. Witheridge	316,654	35,500	-	37,083	9,944	1,222	400,403
S.R. Rorie[6]	422,122	-	-	30,000	1,578	18,133	471,833
Total Other Key Management Personnel Remuneration 2016	**1,234,994**	**35,500**	**-**	**112,231**	**11,522**	**19,355**	**1,413,602**
Total Remuneration 2016 – Group	**2,067,539**	**94,500**	**30,247**	**183,565**	**38,593**	**24,399**	**2,438,843**

[1] Cash salary and fees includes movements in the annual leave provision relating to the Managing Director and other executive key management personnel.
[2] Excludes, where relevant, any part of the awarded bonus amount that was paid as a superannuation contribution. Refer page 17 for further information on bonuses awarded.
[3] Non-monetary benefits comprise salary sacrificed components of remuneration packages including motor vehicles and related fringe benefits tax and allowances.
[4] P.M. Payn was appointed as a Non-Executive Director on 12 October 2015. Ms Payn was appointed as a member of the Nomination & Remuneration Committee and a member of the Audit Risk Management & Compliance Committee on 29 October 2015, and was appointed Chairman of the Audit Risk Management & Compliance Committee on 18 November 2015.
[5] From 1 June 2016, A.M. Lacaze fees are paid via a related party, Morgan Consulting Pty Ltd. Refer to the Related Party, Note 33 for further details.
[6] S.R Rorie as the Chief Executive Officer of Home Appliances Pty Ltd is deemed a KMP since his appointment on 1 July 2015.

(k) Remuneration Report (continued)

Details of remuneration (continued)

Amounts of remuneration (continued)

2015	Short-term Benefits			Post-employment Benefits	Long-term Benefits	Share-based Payments	
Name	**Cash Salary & Fees[1] $**	**Cash Bonus[2] $**	**Non-monetary Benefits[3] $**	**Superannuation $**	**Long-Service Leave $**	**Performance Rights $**	**Total $**
Directors of McPherson's Limited							
D.J. Allman (Chairman)[4]	125,819	-	-	22,491	-	-	148,310
P.J. Maguire (Managing Director)	593,382	275,000	27,752	25,000	30,645	(11,496)	940,283
G.A. Cubbin[5]	76,937	-	-	7,238	-	-	84,175
A.M. Lacaze	73,681	-	-	7,000	-	-	80,681
J.P. Clifford[6]	45,186	-	-	4,293	-	-	49,479
J.M. McKellar[7]	25,527	-	-	2,425	-	-	27,952
Total Directors' Remuneration 2015	**940,532**	**275,000**	**27,752**	**68,447**	**30,645**	**(11,496)**	**1,330,880**
Other Group Key Management Personnel							
S.K.S. Chan	454,751	-	-	42,588	-	(17,940)	479,399
G.P. Mitchell[8]	259,953	-	31,108	24,083	1,870	-	317,014
C. J. Muir[9]	224,613	25,013	32,216	35,521	2,848	(2,216)	317,995
P. Witheridge	326,350	155,000	-	35,000	6,105	(2,742)	519,713
Total Other Key Management Personnel Remuneration 2015	**1,265,667**	**180,013**	**63,324**	**137,192**	**10,823**	**(22,898)**	**1,634,121**
Total Remuneration 2015 - Group	**2,206,199**	**455,013**	**91,076**	**205,639**	**41,468**	**(34,394)**	**2,965,001**

[1] Cash salary and fees includes movements in the annual leave provision relating to the Managing Director and other executive key management personnel.
[2] Excludes, where relevant, any part of the awarded bonus amount that was paid as a superannuation contribution. Refer page 17 for further information on bonuses awarded.
[3] Non-monetary benefits comprise salary sacrificed components of remuneration packages including motor vehicles and related fringe benefits tax and allowances.
[4] On 1 July 2015 Mr Allman resigned as Chairman and as a Non-Executive Director.
[5] On 1 July 2015 Mr Cubbin was appointed Chairman of McPherson's Limited.
[6] Mr Clifford resigned as a Non-Executive Director on 23 February 2015.
[7] Ms McKellar was appointed as a Non-Executive Director on 23 February 2015.
[8] Mr Mitchell left the Group on 1 July 2015 as a result of the Group's divestment of its New Zealand Housewares business
[9] Mr Muir left the Group on 31 July 2015, not deemed KMP for the month of July.

(k) Remuneration Report (continued)

Details of remuneration (continued)

Amounts of remuneration (continued)

Amounts disclosed as remuneration of Directors and executives exclude premiums paid by the Group in respect of Directors' and Officers' liability insurance contracts. Further information relating to these insurance contracts is set out in paragraph (m) of the Directors' Report.

Relative proportions of remuneration

The relative proportions of remuneration that are linked to performance and those that are fixed are set out in the table below:

Long term incentives relating to performance rights form part of the remuneration amounts as disclosed in this report. There were no other option related amounts included in the current or prior year remuneration.

	Fixed Remuneration		At Risk - STI		At Risk - LTI	
Name	**2016**	**2015**	**2016**	**2015**	**2016**	**2015**
Executive Director of McPherson's						
P.J. Maguire	**90%**	72%	**9%**	29%	**1%**	(1%)
Other key management personnel of the Group						
S.K.S. Chan	**100%**	104%	**-**	-	**-**	(4%)
P. Witheridge	**91%**	69%	**9%**	32%	**-**	(1%)
S.R. Rorie	**96%**	N/A	**-**	N/A	**4%**	N/A

Performance based remuneration granted and forfeited during the year

The following table shows for each KMP how much of their 2016 STI cash bonus was awarded and how much was forfeited. The table also shows the value of performance rights granted during the year.

	STI Cash Bonus[1]			LTI Performance Rights		
Name	**Total Opportunity $**	**Awarded %**	**Forfeited %**	**Value Granted $**	**Value Exercised $**	**Value Forfeited $**
Executive Director of McPherson's						
P.J. Maguire	**295,000**	**59,000**	**80%**	**237,500**	**-**	**56,042**
Other key management personnel of the Group						
S.K.S. Chan	**245,088**	**-**	**100%**	**-**	**-**	**n/a**
P. Witheridge	**177,500**	**35,500**	**80%**	**57,000**	**-**	**13,439**
S.R. Rorie	**219,000**	**-**	**100%**	**70,500**	**-**	**n/a**

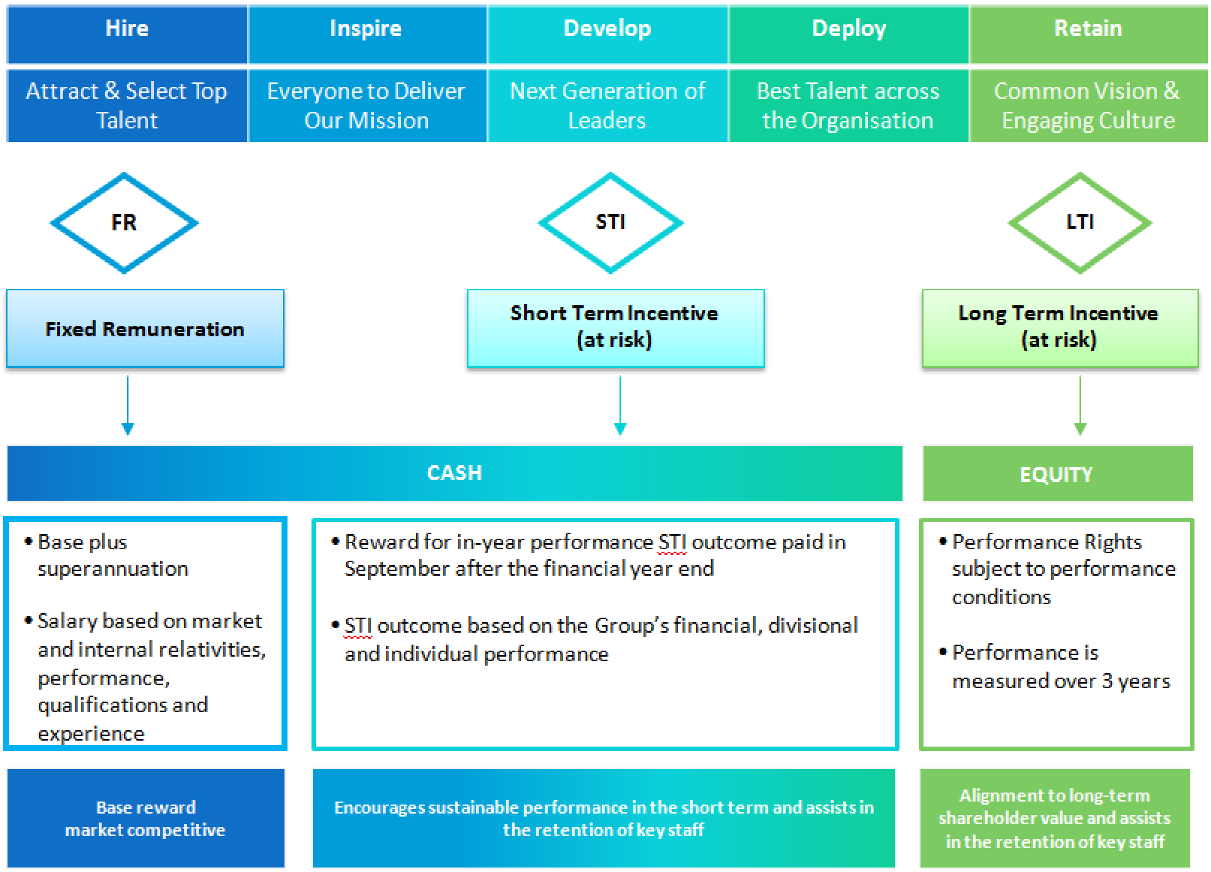
[1] The STI bonus amounts disclosed above relate only to the regular annual STI bonuses plan.

Separate to the above, during the year no bonus payments were made to any KMP other than the Managing Director and Chief Financial Officer.

(k) Remuneration Report (continued)

Remuneration structure of executive key management personnel

Our remuneration structure as follows, is designed to support our remuneration strategy and is consistent for our executive key management personnel.



(k) Remuneration Report (continued)

Contractual arrangements for executive KMP
Remuneration and other terms of employment for the Managing Director and other key management personnel are formalised in employment agreements. Each of these agreements set out details of the base package amount, usually inclusive of superannuation and motor vehicle benefits, and provide for performance related cash bonuses and other benefits. The agreements also provide for participation, when eligible, in the McPherson's Limited Employee Share/Option Purchase Plan and Performance Rights Plan.

The agreements do not normally reflect a fixed term of employment or nominate a specified amount to be paid on termination of employment. The agreements normally provide that the termination notice period may be paid out by the Company.

The major provisions of the employment agreements relating to remuneration for the executives considered to be key management personnel are set out below.

Name	Term of agreement	Base salary including superannuation and motor vehicle benefits*	Termination benefit
P.J. Maguire *Managing Director*	On-going Performance Rights and/or Options over ordinary shares in the Company may be subscribed for on the terms and conditions set out in the contract and subject to shareholder approval.	$590,000	Contract may be terminated on 12 months' notice by the Company and on 6 months' notice by the executive.
S.K.S. Chan *Managing Director McPherson's Consumer Products (HK) Limited*	On-going	HKD 2,770,134 AUD 490,176	Contract may be terminated on 3 months' notice by either the Company or Executive.
P. Witheridge *Chief Financial Officer and Company Secretary*	On-going	$355,000	Contract may be terminated on 6 months' notice by the Company and on 3 months' notice by the executive.
S.R. Rorie *Chief Executive Officer, Home Appliances Pty Ltd*	On-going	$438,000	Contract may be terminated on 6 months' notice by the Company and on 3 months' notice by the executive.

* *Base salaries quoted are for the year ended 30 June 2016; they are reviewed annually by the Nomination and Remuneration Committee.*

(k) Remuneration Report (continued)

Share-based compensation

Performance Rights

The terms and conditions of each grant of performance right affecting remuneration in the current or future reporting periods are set out in the table shown below.

Each performance right is entitled to acquire one share for no consideration subject to the satisfaction of the vesting conditions which are based on performance and time related conditions. The number of rights that will vest will be determined proportionately on a straight line basis based on the compound annual growth rate (CAGR) of the Group's earnings excluding significant items per share ("Underlying EPS") over a two or three year period (depending on the terms of the issue). The base year EPS to be used in determining whether the vesting conditions have been satisfied is the reported underlying EPS for the 30 June financial year immediately prior to when the rights were issued. The underlying EPS is subject to further adjustment at the discretion of the Nomination and Remuneration Committee when considered appropriate.

The rights will vest proportionately from no rights vesting if the Group's EPS CAGR is 3.0% or less to 100% of rights vesting if the Group's EPS CAGR is 8.0% or higher. The performance rights carry no dividend or voting rights.

Name	Year of grant	Years in which rights may vest	Number of rights granted	Value of rights at grant date[1]	Number of rights vested during the year	Vested %	Number of rights forfeited during the year	Value at date of forfeiture	Forfeited %
P. J. Maguire	2014	2016	96,000	$126,720	-	-	96,000	-	100
	2014	2017	96,000	$115,776	-	-	-	n/a	-
	2015	2018	196,000	$217,952	-	-	-	n/a	-
	2016	2019	475,000	$237,423	-	-	-	n/a	-
S.K.S. Chan	2014	2016	25,500	$33,660	-	-	25,500	-	100
	2014	2017	25,500	$30,753	-	-	-	n/a	-
P. Witheridge	2014	2016	23,000	$30,360	-	-	23,000	-	100
	2014	2017	23,000	$27,738	-	-	-	n/a	-
	2015	2018	47,000	$52,264	-	-	-	n/a	-
	2016	2019	114,000	$56,981	-	-	-	n/a	-
S.R. Rorie	2016	2019	141,000	$70,478	-	-	-	n/a	-

[1] The value at grant date is calculated in accordance with AASB 2 *Share-based Payments*

The fair value at grant date was independently valued using the market price of the Company's shares on grant date and the Company's dividend yield (both historic and future yield estimates) as key inputs.

Restriction on removing the at risk aspect of any instruments granted as part of remuneration

The Company's Securities Trading Policy contains a restriction on removing the 'at risk' aspect of any instruments granted to executives as part of their remuneration package. Plan participants may not enter into any transaction designed to remove any 'at risk' aspect before the instruments vest.

Performance rights (units) held by key management personnel

Name	Balance at start of the year	Granted as compensation	Vested rights	Cancelled	Balance at the end of the year	Vested and exercisable	Unvested
P.J. Maguire Performance Rights	388,000	475,000	-	(96,000)	767,000	-	767,000
S.K.S. Chan Performance Rights	51,000	-	-	(25,500)	25,500	-	25,500
P. Witheridge Performance Rights	93,000	114,000	-	(23,000)	184,000	-	184,000
S.R. Rorie Performance Rights	-	141,000	-	-	141,000	-	141,000

(k) Remuneration Report (continued)

Share-based compensation (continued)

Shares held by key management personnel

Name	Balance at the start of the year	Other non-remuneration changes during the year	Balance at the end of the year
Directors of McPherson's Limited			
G.A. Cubbin	110,000	-	110,000
P.J. Maguire	1,433,143	1,000,000	2,433,143
P.M. Payn	-	-	-
A.M. Lacaze	18,642	-	18,642
J.M. McKellar	-	-	-
Other key management personnel			
S.K.S. Chan	-	-	-
P. Witheridge	78,000	7,274	85,274
S.R. Rorie	-	-	-

None of the shares above are held nominally by the Directors or any of the other key management personnel.

Employee share schemes
The Company does not currently operate an employee share scheme.

Additional information

Loans to Directors and Executives
There were no loans made to Directors of McPherson's Limited or to any key management personnel of the Group, including their personally-related entities during the year, nor were there any loans outstanding at the end of the current or prior financial year.

Other transactions with Directors and Executives
During the year the Group sold minor quantities of its products for domestic use to key management personnel on terms and conditions no more favourable than those adopted when dealing with other employees at arm's length in the same circumstances.

There were no transactions between the Group and the Directors of McPherson's Limited or with any other key management personnel of the Group, including their personally-related entities, during the current or previous financial year other than those disclosed above, and relating to remuneration and to transactions concerning options and shares.

(l) Shares under option
There are no unissued ordinary shares of McPherson's Limited under option at the date of this report.

Shares issued on the exercise of options
No ordinary shares of McPherson's Limited were issued during the year ended 30 June 2016 (2015: Nil), or since that date, under the McPherson's Limited Employee Share/Option Purchase Plan as no options were exercised. There are no options outstanding at the date of this report.

(m) Indemnification and insurance of officers

The Company has agreed to indemnify the current Directors and certain current executives of the Group against all liabilities to another person (other than the Group or a related body corporate) that may arise from their position as Directors or officers of the Group, to the extent permitted by law. The agreement stipulates that the Company will meet the full amount of any such liabilities, including costs and expenses.

During the financial year, McPherson's Limited paid a premium to insure Directors and certain officers of the Company and controlled entities. The Directors and officers covered by the insurance policy include the current Directors and Secretaries of McPherson's Limited, Directors or Secretaries of controlled entities who are not or were not also Directors or Secretaries of McPherson's Limited, senior management of the Group and senior management of divisions and controlled entities of McPherson's Limited. As the insurance policy operates on a claims made basis, former Directors and officers of the Group are also covered.

The liabilities insured include costs and expenses that may be incurred in defending civil or criminal proceedings that may be brought against the officers in their capacity as officers of the Company or controlled entities. The insurance policy outlined above does not contain details of premiums paid in respect of individual Directors and officers of the Company. The insurance policy prohibits disclosure of the premium paid.

(n) Environmental regulation

The Group is not subject to significant environmental regulation in respect of its operations. The Group is committed to achieving a high standard of environmental performance and the Group monitors its compliance with environmental regulations. The Board is not aware of any significant breaches of environmental regulation during the period covered by this report.

(o) Proceedings on behalf of the Company

No person has applied to the Court under section 237 of the *Corporations Act 2001* for leave to bring proceedings on behalf of the Company, or to intervene in any proceedings to which the Company is a party, for the purpose of taking responsibility on behalf of the Company for all or part of those proceedings.

No proceedings have been brought or intervened in on behalf of the Company with leave of the Court under section 237 of the *Corporations Act 2001*.

(p) Non-audit services

The Company may decide to employ the auditor on assignments additional to their statutory audit duties where the auditor's expertise and experience with the Company and/or the Group are important.

Details of the amounts paid or payable to the auditor (PricewaterhouseCoopers) for non-audit services provided during the year are set out below.

The Board of Directors has considered the position and, in accordance with the advice received from the Audit Risk Management and Compliance Committee, is satisfied that the provision of the non-audit services is compatible with the general standard of independence for auditors imposed by the *Corporations Act 2001*. The Directors are satisfied that the provision of non-audit services by the auditor, as set out below, did not compromise the auditor independence requirements of the *Corporations Act 2001* for the following reasons:

- all non-audit services have been reviewed by the Audit Risk Management and Compliance Committee to ensure they do not impact the impartiality and objectivity of the auditor; and
- none of the services undermine the general principles relating to auditor independence as set out in APES 110 *Code of Ethics for Professional Accountants.*

(p) Non-audit services (continued)

During the year the following fees were paid or payable for non-audit services provided by the auditor of the parent entity, its related practices and non-related audit firms:

	Consolidated 2016 $	2015 $
Other assurance services		
PricewaterhouseCoopers Australian firm:		
Earnout statement audit	**-**	**15,000**
Total remuneration for other assurance services	**-**	**15,000**
Other services		
PricewaterhouseCoopers Australian firm:		
Tax advice relating to employee performance rights plan	**2,000**	1,500
Consulting services associated with due diligence review	**103,049**	67,032
Dispute support services	**28,013**	205,000
Total remuneration for other services	**133,062**	273,532
Total remuneration for non-audit services	**133,062**	288,532

(q) Rounding

The Company is of a kind referred to in ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191 issued by the Australian Securities and Investments Commission, relating to the 'rounding off' of amounts in the financial report and Directors' Report. Amounts in the Directors' Report and financial report have been rounded off in accordance with that Legislative Instrument to the nearest thousand dollars, or in certain cases, to the nearest dollar.

(r) Audit Risk Management and Compliance Committee

As at the date of this report, McPherson's Limited has an Audit Risk Management and Compliance Committee consisting of the following independent non-executive Directors:

- P.M. Payn (Chairman) appointed 18 November 2015
- G.A. Cubbin (Chairman until 18 November 2015)
- A.M. Lacaze

(s) Auditor's independence declaration

A copy of the auditor's independence as required under section 307C of the *Corporations Act 2001* is set out on page 24.

Signed in accordance with a resolution of the Directors.

Dated at Sydney this 22nd day of August 2016.

G.A. Cubbin
Director

P.J. Maguire
Director

Auditor's Independence Declaration

As lead auditor for the audit of McPherson's Limited for the year ended 30 June 2016, I declare that to the best of my knowledge and belief, there have been:

1. no contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and

2. no contraventions of any applicable code of professional conduct in relation to the audit.

This declaration is in respect of McPherson's Limited and the entities it controlled during the period.

P.J. Carney

Paddy Carney
Partner
PricewaterhouseCoopers

Sydney
22 August 2016

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We, Graham A. Cubbin and Paul J. Maguire, being two of the Directors of McPherson's Limited, declare that in the Directors' opinion:

(a) the financial statements and as set out on pages 28 to 95 and the remuneration report on pages 10 to 21 are in accordance with the *Corporations Act 2001*, including:

(i) complying with Accounting Standards, the *Corporations Regulations 2001* and other mandatory professional reporting requirements; and

(ii) giving a true and fair view of the consolidated entity's financial position as at 30 June 2016 and of its performance, as represented by the results of its operations and its cash flows, for the financial year ended on that date;

(b) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable; and

(c) at the date of this declaration, there are reasonable grounds to believe that the members of the Extended Closed Group identified in Note 34 will be able to meet any obligations or liabilities to which they are, or may become, subject by virtue of the Deed of Cross Guarantee described in Note 34.

Note 1(a) confirms that the financial statements also comply with the International Financial Reporting Standards as issued by the International Accounting Standards Board.

The Directors have been given the declarations by the Managing Director and Chief Financial Officer required by Section 295A of the *Corporations Act 2001.*

This declaration is made in accordance with a resolution of the Directors.

Dated at Sydney this 22nd day of August 2016.

G. A. Cubbin
Director

P.J. Maguire
Director

Independent auditor’s report to the members of McPherson's Limited

Report on the financial report

We have audited the accompanying financial report of McPherson's Limited (the company), which comprises the consolidated balance sheet as at 30 June 2016, the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year ended on that date, a summary of significant accounting policies, other explanatory notes and the directors’ declaration for McPherson's Limited and Controlled Entities (the consolidated entity). The consolidated entity comprises the company and the entities it controlled at year’s end or from time to time during the financial year.

Directors' responsibility for the financial report

The directors of the company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error. In Note 1a), the directors also state, in accordance with Accounting Standard AASB 101 *Presentation of Financial Statements*, that the financial statements comply with International Financial Reporting Standards.

Auditor’s responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the consolidated entity’s preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we have complied with the independence requirements of the *Corporations Act 2001*.

Auditor's opinion

In our opinion:

(a) the financial report of McPherson's Limited is in accordance with the *Corporations Act 2001,* including:

   (i) giving a true and fair view of the consolidated entity's financial position as at 30 June 2016 and of its performance for the year ended on that date; and

   (ii) complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

(b) the financial report and notes also comply with International Financial Reporting Standards as disclosed in Note 1a).

Report on the Remuneration Report

We have audited the remuneration report included in pages 12 to 24 of the directors' report for the year ended 30 June 2016. The directors of the company are responsible for the preparation and presentation of the remuneration report in accordance with section 300A of the *Corporations Act 2001*. Our responsibility is to express an opinion on the remuneration report, based on our audit conducted in accordance with Australian Auditing Standards.

Auditor's opinion

In our opinion, the remuneration report of McPherson's Limited for the year ended 30 June 2016 complies with section 300A of the *Corporations Act 2001*.

PricewaterhouseCoopers

PricewaterhouseCoopers

P.J. Carney

Paddy Carney
Partner

Sydney
22 August 2016

	Note	2016 $'000	2015 $'000
Revenue			
Sales revenue		312,586	349,069
Interest		217	214
Total revenue		**312,803**	**349,283**
Commissions		66	205
Contingent consideration adjustment		-	2,036
Gain on sale of joint venture	14(a)	1,961	-
Other income		364	326
Total revenue and other income		**315,194**	**351,850**
Expenses			
Materials and consumables used		(179,513)	(208,485)
Employee costs		(45,767)	(49,253)
Advertising and promotional		(21,869)	(20,560)
Cartage and freight		(13,235)	(17,571)
Third party warehousing		(5,884)	(6,904)
Rental expenses relating to operating leases		(5,518)	(6,583)
Depreciation	15(a)	(2,204)	(2,256)
Amortisation of other intangibles	16	(599)	(403)
Restructure costs		(5,766)	(4,123)
Other expenses		(14,737)	(16,564)
Borrowing costs		(7,320)	(8,347)
Impairment of intangible assets		-	(637)
Share of net profit of associates accounted for using the equity method		1,825	1,060
Profit before income tax		**14,607**	11,224
Income tax expense	8(b)	**(3,606)**	(2,384)
Profit for the year		**11,001**	8,840

The above statement of comprehensive income should be read in conjunction with the accompanying notes.

	Note	2016 $'000	2015 $'000
Profit for the year		**11,001**	8,840
Other comprehensive income			
Items that may be reclassified to profit or loss			
Changes in fair value of cash flow hedges	25	**(4,802)**	6,125
Exchange differences on translation of foreign operations	25	**1,117**	1,249
Reclassification of reserves to profit and loss on disposal of joint venture	25	**(87)**	-
Income tax benefit / (expense) relating to these items	8(d)	**1,435**	(1,820)
Other comprehensive (loss) / income for the year		**(2,337)**	5,554
Total comprehensive income for the year		**8,664**	14,394
		Cents	**Cents**
Basic earnings per share	30	**11.1**	9.2
Diluted earnings per share	30	**11.1**	9.2

The above statement of comprehensive income should be read in conjunction with the accompanying notes.

	Note	2016 $'000	2015 $'000
Current assets			
Cash and cash equivalents	10	**16,490**	11,283
Trade and other receivables	11	**44,842**	55,009
Inventories	12	**59,787**	57,785
Derivative financial instruments	13	**-**	1,951
Current tax assets		**731**	1,118
Assets classified as held for sale	14(e)	**-**	43,905
Total current assets		**121,850**	171,051
Non-current assets			
Other receivables	2(e)	**-**	2,587
Investments accounted for using the equity method	14(d)	**-**	8,829
Property, plant and equipment	15	**5,843**	5,501
Intangible assets	16	**115,139**	89,418
Deferred tax assets	17	**6,594**	5,555
Total non-current assets		**127,576**	111,890
Total assets		**249,426**	282,941
Current liabilities			
Trade and other payables	18	**48,810**	60,427
Borrowings	19	**17,503**	406
Derivative financial instruments	13	**3,207**	1,211
Provisions	20	**9,274**	16,564
Current tax liabilities		**463**	-
Liabilities directly associated with assets classified as held for sale	14(e)	**-**	6,447
Total current liabilities		**79,257**	85,055
Non-current liabilities			
Borrowings	21	**48,886**	88,069
Derivative financial instruments	13	**1,905**	1,601
Provisions	22	**1,000**	1,115
Deferred tax liabilities	23	**13,893**	8,363
Total non-current liabilities		**65,684**	99,148
Total liabilities		**144,941**	184,203
Net assets		**104,485**	98,738
Equity			
Contributed equity	24	**154,042**	149,191
Reserves	25(a)	**635**	2,933
Accumulated losses	25(b)	**(50,192)**	(53,386)
Total equity		**104,485**	98,738

The above balance sheet should be read in conjunction with the accompanying notes.

	Note	Contributed equity $'000	Reserves $'000	Accumulated losses $'000	Total equity $'000
Balance at 1 July 2015		**149,191**	**2,933**	**(53,386)**	**98,738**
Profit for the year		**-**	**-**	**11,001**	**11,001**
Other comprehensive income		**-**	**(2,337)**	**-**	**(2,337)**
Total comprehensive income		**-**	**(2,337)**	**11,001**	**8,664**
Transactions with shareholders					
Shares issued, net of transaction costs and tax	24	**4,851**	**-**	**-**	**4,851**
Dividends provided for or paid	6	**-**	**-**	**(7,807)**	**(7,807)**
Share-based payment transactions with employees	25(a)	**-**	**39**	**-**	**39**
Total transactions with shareholders		**4,851**	**39**	**(7,807)**	**(2,917)**
Balance at 30 June 2016		**154,042**	**635**	**(50,192)**	**104,485**

The above statement of changes in equity should be read in conjunction with the accompanying notes.

	Note	Contributed equity $'000	Reserves $'000	Accumulated losses $'000	Total equity $'000
Balance at 1 July 2014[1]		147,003	(2,585)	(51,653)	92,765
Profit for the year		-	-	8,840	8,840
Other comprehensive income		-	5,554	-	5,554
Total comprehensive income		-	5,554	8,840	14,394
Transactions with shareholders					
Shares issued, net of transaction costs and tax	24	2,188	-	-	2,188
Dividends provided for or paid	6	-	-	(10,573)	(10,573)
Share-based payment transactions with employees	25(a)	-	(36)	-	(36)
Total transactions with shareholders		2,188	(36)	(10,573)	(8,421)
Balance at 30 June 2015		149,191	2,933	(53,386)	98,738

[1]As noted in the 30 June 2015 Annual Report, 30 June 2014 numbers were restated as a result of an error. Refer to Note 1(a) of the 30 June 2015 Annual Report for further details. Also, refer to Note 1(a) for details about restatement of prior period comparatives.

The above statement of changes in equity should be read in conjunction with the accompanying notes.

	Note	2016 $'000	2015 $'000
Cash flows from operating activities			
Receipts from customers (inclusive of GST)		**354,735**	382,762
Payments to suppliers and employees (inclusive of GST)		**(320,473)**	(363,309)
Interest received		**217**	214
Interest and borrowing costs paid		**(6,533)**	(8,710)
Income taxes paid		**(3,020)**	(4,007)
Net cash inflows from operating activities	35	**24,926**	6,950
Cash flows from investing activities			
Payments for acquisition of business assets	31	**(8,522)**	(8,061)
Payments for purchase of property, plant and equipment		**(2,953)**	(1,969)
Payments for purchase of other intangible assets		**(989)**	(1,468)
Proceeds from sale of business assets	14(a)	**18,310**	6,571
Proceeds received in advance relating to pending disposal of New Zealand Housewares business	14(b)	**-**	1,914
Proceeds from sale of property, plant and equipment		**78**	39
Net cash inflows / (outflows) from investing activities		**5,924**	(2,974)
Cash flows from financing activities			
Proceeds from issue of shares	24	**4,050**	-
Share issue transaction costs	24	**(62)**	-
Proceeds from borrowings		**42,783**	228,842
Repayment of borrowings		**(55,709)**	(217,013)
Bonds buyback		**(9,977)**	-
Dividends paid		**(6,944)**	(8,379)
Net cash (outflows) / inflows from financing activities		**(25,859)**	3,450
Net increase in cash held		**4,991**	7,426
Cash at beginning of financial year		**11,283**	3,722
Effects of exchange rate changes on cash		**216**	135
Cash held at end of financial year	10	**16,490**	11,283

The above statement of cash flows should be read in conjunction with the accompanying notes.

1. Summary of significant accounting policies

The principal accounting policies adopted in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the periods presented, unless otherwise stated. The financial statements are for the consolidated entity consisting of McPherson's Limited and its subsidiaries.

(a) Basis of preparation

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board and the *Corporations Act 2001*. McPherson's Limited is a for profit entity for the purpose of preparing the financial statements.

Compliance with IFRS

The consolidated financial statements also comply with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB).

Historical cost convention

These financial statements have been prepared under the historical cost convention, except for certain financial assets and liabilities (including derivative instruments) which are carried at fair value.

New and amended standards

None of the new standards and amendments to standards that were mandatory for the first time for the financial year beginning 1 July 2016 affected any of the amounts recognised in the current period or any prior period. New standards that have been issued but are not yet effective for the financial year beginning 1 July 2015 and have not been early adopted have been considered in Note 1(aa).

(b) Principles of consolidation

Subsidiaries

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those return through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The acquisition method of accounting is used to account for business combinations by the Group (refer to Note 1(h)).

Intercompany transactions, balances and unrealised gains on transactions between Group entities are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Investments in controlled entities are accounted for at cost in the individual financial statements of the parent entity.

Changes in ownership interests

When the Group ceases to have control any retained interest in the entity is remeasured to its fair value with the change in carrying amount recognised in profit or loss. This fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

Joint arrangements

Under AASB 11 Joint Arrangements investments in joint arrangements are classified as either joint operations or joint ventures. The classification depends on the contractual rights and obligations of each investor, rather than the legal structure of the joint arrangement.

The Group's 49% investment in McPherson's Housewares was deemed a joint venture due to the contractual rights of the arrangement. This investment was accounted for using the equity method below after initially being recognised at fair value in the consolidated balance sheet.

1. Summary of significant accounting policies (continued)

(b) Principles of consolidation (continued)

Equity method
Under the equity method of accounting, the investment are initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition profits or losses of the investee in profit or loss, and the Group's share of movements in other comprehensive income of the investee in other comprehensive income. Dividends received or receivable from the joint venture are recognised as a reduction in the carrying amount of the investment.

When the Group's share of losses in an equity-accounted investment equals or exceeds its interest in the entity, including any other unsecured long-term receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the other entity.

Unrealised gains on transactions between the Group and its associates and the joint venture are eliminated to the extent of the Group's interest in these entity. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of equity accounted investees have been changed where necessary to ensure consistency with the policies adopted by the Group.

(c) Segment Reporting
Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The chief operating decision maker has been identified as the Managing Director of McPherson's Limited.

(d) Foreign currency translation

Functional and presentation currency
Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which it operates ('the functional currency'). The consolidated financial statements are presented in Australian dollars, which is McPherson's Limited's functional and presentation currency.

Transactions and balances
Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates are generally recognised in profit or loss. They are deferred in equity if they relate to qualifying cash flow hedges and qualifying net investment hedges or are attributable to part of the net investment in a foreign operation.

Group companies
The results and financial position of foreign operations that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- assets and liabilities for each balance sheet presented are translated at the closing rate at the date of the balance sheet;
- income and expenses for each income statement and statement of comprehensive income are translated at average exchange rates (unless this is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the dates of the transactions); and
- all resulting exchange differences are recognised in other comprehensive income.

On consolidation, exchange differences arising from the translation of any net investment in foreign entities, and of borrowings and other financial instruments designated as hedges of such investments, are recognised in other comprehensive income. When a foreign operation is sold or any borrowings forming part of the net investment are repaid, the associated exchange differences are reclassified to profit or loss, as part of the gain or loss on sale.

1. Summary of significant accounting policies (continued)

(d) Foreign currency translation (continued)

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the closing rate.

(e) Revenue recognition

Sales revenue
Sales revenue is measured at the fair value of consideration received or receivable. Amounts disclosed as revenue are net of returns, trade allowances and rebates. The Group recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the entity and the goods are dispatched, or when title passes to the customer. The group bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Other income
Other income is recognised when the income is received or becomes receivable.

(f) Income tax

The income tax expense or revenue for the period is the tax payable on the current period's taxable income based on the applicable income tax rate for each jurisdiction adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to any unused tax losses.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the countries where the company's subsidiaries and associates operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised for deductible temporary differences and unused tax losses only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax liabilities and assets are not recognised for temporary differences between the carrying amount and tax bases of investments in foreign operations where the parent entity is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Current and deferred tax is recognised in profit or loss except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

Investment Allowances
Companies within the Group may be entitled to claim special tax deductions for investments in qualifying assets (investment allowances) or qualifying expenditure (research and development tax inventive regime). The Group accounts for such allowances as tax credits, which means that the allowance reduces income tax payable and current tax expense. A deferred tax asset is recognised for unclaimed tax credits that are carried forward as deferred tax assets.

1. Summary of significant accounting policies (continued)

(f) Income tax (continued)

Tax consolidation legislation

McPherson's Limited and its wholly-owned Australian controlled entities have implemented the tax consolidation legislation. As a consequence, these entities are taxed as a single entity. McPherson's Limited, as the head entity in the tax consolidated group, recognises current tax amounts relating to transactions, events and balances of the wholly-owned Australian controlled entities in this group as if those transactions, events and balances were its own, in addition to the current and deferred tax amounts arising in relation to its own transactions, events and balances. Amounts receivable or payable under an accounting Tax Funding Agreement with the tax consolidated entities are recognised separately as tax-related amounts receivable or payable. Expenses and revenues arising under the Tax Funding Agreement are presented as income tax expense (credit).

(g) Leases

A distinction is made between finance leases, which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of leased non-current assets, and operating leases under which the lessor substantially retains all such risks and benefits. Where a non-current asset is acquired by means of a finance lease, the lower of the fair value of leased property and the present value of the minimum lease payments is established as a non-current asset at the beginning of the lease term and amortised on a straight-line basis over its expected economic life. A corresponding liability is also established and each lease payment is allocated between the principal component and interest expense.

Operating lease payments (net of any incentives received from the lessor) are charged to profit or loss on a straight-line basis over the period of the lease.

(h) Business combinations

The acquisition method of accounting is used to account for all business combinations regardless of whether equity instruments or other assets are acquired. The consideration transferred for the acquisition comprises the fair value of the assets transferred, shares issued and liabilities incurred or assumed at the date of exchange. The consideration transferred also includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Acquisition related costs are expensed as incurred. Where equity instruments are issued in an acquisition, the value of the instruments is their published market price as at the date of exchange unless, in rare circumstances, it can be demonstrated that the published price at the date of exchange is an unreliable indicator of fair value and that other evidence and valuation methods provide a more reliable measure of fair value. Transaction costs arising on the issue of equity instruments are recognised directly in equity.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date. The excess of the consideration transferred over the fair value of the Group's share of the identifiable net assets acquired is recorded as goodwill (refer to Note 1(r)). If the consideration transferred is less than the fair value of the net assets of the business acquired, the difference is recognised directly in profit or loss as a bargain purchase, but only after a reassessment of the identification and measurement of the net assets acquired. Contingent consideration is classified either as equity or a financial liability. Amounts classified as a financial liability are subsequently remeasured to fair value with changes in fair value recognised in profit or loss.

(i) Impairment of assets

Goodwill and intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows (cash generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

1. Summary of significant accounting policies (continued)

(j) Cash and cash equivalents
For the purpose of presentation in the statement of cash flows, cash and cash equivalents includes cash on hand and deposits at call which are readily convertible to cash on hand and which are used in the cash management function on a day-to-day basis net of outstanding bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities in the balance sheet.

(k) Trade receivables
Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Trade receivables are generally due for settlement no more than 60 days from the date of recognition.

Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. A provision for impairment of trade receivables is established when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms of receivables.

(l) Inventories
Inventories (including work in progress) are valued at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on a weighted average basis. Cost includes the reclassification from equity of any gains or losses on qualifying cash flow hedges relating to purchases of inventory. Cost of work in progress and finished manufactured products includes materials, labour and an appropriate proportion of factory overhead expenditure, the latter being allocated on the basis of normal operating capacity. Costs of purchased inventory are determined after deducting rebates and discounts. Unrealised profits on inter-company inventory transfers are eliminated on consolidation. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs necessary to make the sale.

(m) Non-current assets (or disposal groups) held for sale and discontinued operations
Non-current assets (or disposal groups) are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use and a sale is considered highly probable. They are measured at the lower of their carrying amount and fair value less costs to sell, except for assets such as deferred tax assets, assets arising from employee benefits and financial assets.

An impairment loss is recognised for any initial or subsequent write down of the asset (or disposal group) to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset (or disposal group), but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the non-current asset (or disposal group) is recognised at the date of derecognition.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale.

Non-current assets classified as held for sale and the assets of a disposal group classified as held for sale are presented separately from the other assets in the balance sheet. The liabilities of a disposal group classified as held for sale are presented separately from other liabilities in the balance sheet.

A discontinued operation is a component of the entity that has been disposed of or is classified as held for sale and that represents a separate cash-generating unit or a group of cash-generating units and is a separate major line of business or geographical area of operations and is part of a single co-ordinated plan to dispose of such a line of business or area of operations. The results of discontinued operations are presented separately in the statement of comprehensive income.

(n) Investments and other financial assets
The Group classifies its financial assets in the following categories, financial assets at fair value through profit or loss; and loans and receivables. The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition. At initial recognition, the Group measures these financial assets at fair value.

1. Summary of significant accounting policies (continued)

(n) Investments and other financial assets (continued)

Financial assets at fair value through profit or loss
Financial assets at fair value through profit or loss are financial assets held for trading which are acquired principally for the purpose of selling in the short-term with the intention of making a profit. Derivatives are also categorised as held for trading unless they are designated as hedges which qualify for hedge accounting.

Loans and receivables
Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the balance sheet date which are classified as non-current assets. Loans and receivables are included in receivables in the balance sheet.

Impairment
The Group assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

For loans and receivables, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced and the amount of the loss is recognised in profit or loss.

(o) Derivatives and hedging activities
Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at the end of each reporting period. The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. The Group designates its derivatives as hedges of highly probable forecast transactions (cash flow hedges).

The Group documents at the inception of the transaction the relationship between hedging instruments and hedged items, as well as its risk management objective and strategy for undertaking various hedge transactions. The Group also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives that are used in hedging transactions have been and will continue to be highly effective in offsetting changes in cash flows of hedged items.

The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months; it is classified as a current asset or liability when the remaining maturity of the hedged item is less than 12 months. Trading derivatives are classified as a current asset or liability.

Cash flow hedges that qualify for hedge accounting
The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in other comprehensive income and accumulated in reserves in equity. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss.

Amounts accumulated in equity are reclassified to profit or loss in the periods when the hedged item affects profit or loss (for instance when the forecast sale that is hedged takes place). The gain or loss relating to the effective portion of interest rate swaps hedging variable rate borrowings is recognised in profit or loss within 'finance costs'. However, when the forecast transaction that is hedged results in the recognition of a non-financial asset (for example, inventory) the gains and losses previously deferred in equity are reclassified from equity and included in the initial measurement of the cost of the asset. The deferred amounts are ultimately recognised in profit or loss as cost of goods sold in the case of inventory.

1. Summary of significant accounting policies (continued)

(o) Derivatives and hedging activities (continued)

Cash flow hedges that qualify for hedge accounting (continued)
When a hedging instrument expires or is sold or terminated, or when a hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss existing in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in profit or loss. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately transferred to profit or loss.

When foreign currency options are used to hedge forecast future inventory purchases, the Group only designates the intrinsic value of the option as the hedging instrument. The intrinsic value of the option is accounted for in accordance with the previous paragraph. The time value of the option is recognised within other comprehensive income and in the hedging reserve within equity. The time value of the option is subsequently included within the initial cost of the related inventory. The deferred amounts are ultimately recognised in profit or loss as cost of goods sold.

Derivatives that do not qualify for hedge accounting
Changes in the fair value of any derivative instrument that does not qualify for hedge accounting are recognised immediately in profit or loss and are included in other income, other expenses or finance costs.

(p) Fair value estimation

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of interest rate hedge contracts is calculated as the present value of the estimated future cash flows. The fair value of forward exchange contracts and other foreign currency contracts are determined using forward exchange market rates and volatilities at the balance sheet date.

The net nominal value of trade receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Group for similar financial instruments.

(q) Property, plant and equipment

All property, plant and equipment is stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All other repairs and maintenance are charged to profit or loss during the reporting period in which they are incurred.

Depreciation on assets is calculated using the straight-line method to allocate their net cost, over their estimated useful lives, which is usually between 3 to 10 years.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (refer to Note 1(i)).

Gains and losses on disposals are determined by comparing proceeds with carrying amounts and are included in profit or loss.

1. Summary of significant accounting policies (continued)

(r) Intangible assets

(i) Goodwill

Goodwill is measured as described in Note 1(h). Goodwill on acquisitions of subsidiaries is included in intangible assets. Goodwill is not amortised but it is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired, and is carried at cost less accumulated impairment losses. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units that are expected to benefit from the business combination in which the goodwill arose. The units or groups of units are identified at the lowest level at which goodwill is monitored for internal management purposes, being the operating segments.

(ii) Brandnames

The Group recognises brandnames that are acquired as part of a business combination or that are specifically acquired from a vendor. The Group does not recognise internally generated brandnames. Brandnames are initially recognised at fair value, if acquired as part of a business combination, or at cost, if specifically acquired from a vendor. For brandnames specifically acquired from a vendor and held at cost, any subsequent adjustments arising from a contingent consideration arrangement associated with the brand acquisition are reflected in the carrying value of the relevant brandname. Subsequent to initial recognition, brandnames are recognised at cost less accumulated impairment losses.

The major brandnames of the Group, have been, in some cases, in existence for more than 50 years and continue to be in active use. The brandnames are utilised predominately on consumer products which do not suffer from technical obsolescence.

The carrying amount of brandnames are not amortised as the Directors are of the view that the brandnames held have an indefinite useful life.

Brandnames are tested individually for impairment annually, or more frequently if events or changes in circumstances indicate that they might be impaired. The recoverable amount of a brandname is determined based on the higher of value-in-use or fair value less costs to sell.

(iii) IT development and software

Costs incurred in developing products or systems and costs incurred in acquiring software and licenses that will contribute to future period financial benefits through revenue generation and/or cost reduction are capitalised to software and systems. Costs capitalised include external direct costs of materials and service, direct payroll and payroll related costs of employees' time spent on the project. Amortisation is calculated on a straight-line basis generally over three to five years.

IT development costs include only those costs directly attributable to the development phase and are only recognised where the Group has an intention and ability to use the asset.

(iv) Research and development

Research expenditure and development expenditure that do not meet the criteria in (iii) above are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

(s) Trade and other payables

These amounts represent liabilities for goods and services provided to the Group prior to the end of the financial year which remain unpaid. These amounts are unsecured and are normally settled within 60 days of recognition. Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period. They are initially recognised at fair value and are subsequently measured at amortised cost using the effective interest method.

1. Summary of significant accounting policies (continued)

(t) Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated. Provisions are not recognised for future operating losses. Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period.

Cost of products and services provided under warranty is expensed as incurred. The company provides for warranties based on history of claims and management's best estimate of expected claims.

(u) Employee benefits

(i) Short-term obligations

Liabilities for wages and salaries, including annual leave expected to be settled within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

(ii) Other long-term employee benefit obligations

The liability for long service leave and annual leave which is not expected to be settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows. Remeasurements as a result of experience adjustments and changes in actuarial assumptions are recognised in profit or loss.

The obligations are presented as current liabilities in the balance sheet if the entity does not have an unconditional right to defer settlement for at least twelve months after the reporting date, regardless of when the actual settlement is expected to occur.

(iii) Bonus plans

A liability for employee benefits in the form of bonuses is recognised in provisions when there is no realistic alternative but to settle the liability and at least one of the following conditions is met:

- there are formal terms for determining the amount of the benefit;
- the amounts to be paid are determined before the time of completion of the financial report; and
- past practice gives clear evidence of the amount of the obligation.

(iv) Superannuation

Contributions to employee superannuation funds are made by McPherson's Limited and controlled entities. Contributions are recognised as an expense as they become payable.

(v) Termination benefits

Termination benefits are payable when employment is terminated by the group before the normal retirement date, or when an employee accepts voluntary redundancy in exchange for these benefits. The group recognises termination benefits at the earlier of the following dates: (a) when the group can no longer withdraw the offer of those benefits; and (b) when the entity recognises costs for a restructuring that is within the scope of AASB 137 and involves the payment of terminations benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. The liabilities for termination benefits are recognised in other creditors unless timing of the payment is uncertain, in which case they are recognised as provisions.

1. Summary of significant accounting policies (continued)

(u) Employee benefits (continued)

(vi) Employee benefit on-costs
Employee benefit on-costs are recognised and included in employee benefit liabilities when the employee benefits to which they relate are recognised as liabilities.

(vii) Share-based payments
Share-based compensation benefits are provided to employees via the McPherson's Limited Employee Share/Option Purchase Plan or the McPherson's Limited Performance Rights Plan.

The fair value of options or rights granted to employees is recognised as an employee benefit expense with a corresponding increase in equity. The fair value is independently determined at grant date and recognised over the period during which the employees become unconditionally entitled to the options or rights.

Non-market vesting conditions are included in assumptions about the number of options or rights that are expected to vest. The total expense is recognised over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. At the end of each period, the entity revises its estimates of the number of options or rights that are expected to vest based on the non-marketing vesting conditions. It recognises the impact of the revision to original estimates, if any, in profit or loss, with a corresponding adjustment to equity.

Upon the exercise of options or rights, the balance of the share-based payments reserve relating to those options or rights is transferred to share capital.

(v) Contributed equity and dividends

(i) Contributed equity
Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

(ii) Dividends
Provision is made for any dividend declared by the Directors, being appropriately authorised and no longer at the discretion of the entity, on or before the end of the financial year but not distributed at balance date.

(w) Earnings per share

(i) Basic earnings per share
Basic earnings per share is determined by dividing the operating profit after income tax attributable to members of McPherson's Limited by the weighted average number of ordinary shares outstanding during the financial year (refer to Note 30).

(ii) Diluted earnings per share
Diluted earnings per share adjusts the figures used in the determination of basic earnings per share by taking into account all dilutive potential ordinary shares arising from the exercise of options outstanding (refer to Note 30).

(x) Borrowings and borrowing costs
Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Borrowings are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as other income or financial costs.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan and are amortised over the period of the facility to which it relates, unless a shorter period is considered more appropriate.

1. Summary of significant accounting policies (continued)

(x) Borrowings and borrowing costs (continued)

Borrowings are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as other income or finance costs.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least twelve months after the reporting period.

Borrowing costs are expensed as incurred.

(y) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the taxation authority, are presented as operating cash flows.

(z) Rounding of amounts

The Company is of a kind referred to in ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191, issued by the Australian Securities and Investments Commission, relating to the 'rounding off' of amounts in the financial statements. Amounts in the financial statements have been rounded off in accordance with that Legislative Instrument to the nearest thousand dollars, or in certain cases, the nearest dollar.

(aa) New accounting standards and interpretations

Certain new accounting standards and interpretations have been published that are not mandatory for the 30 June 2016 reporting period. The following new standards have been issued but are not yet effective for the financial year beginning 1 July 2015 and have not been early adopted:

AASB15 'Revenue from contracts with customers' (effective from 1 January 2018)

The new standard is based on the principle that revenue is recognised when control of a good or service transfers to a customer, so the notion of control replaces the existing notion of risks and rewards. The Group is evaluating the impact of this standard.

AASB16 'Leases' (effective from 1 January 2019)

The new standard now requires lessees to recognise a lease liability reflecting future lease payments and a 'right-of-use asset' for virtually all lease contracts. The standard has an optional exemption for certain short-term leases and leases of low-value assets; however, this exemption can only be applied by lessees. The standard also provides guidance on the definition of a lease (as well as the guidance on the combination and separation of contracts). The Group is evaluating the impact of this standard.

1. Summary of significant accounting policies (continued)

(ab) Parent entity financial information

The financial information for the parent entity, McPherson's Limited, disclosed in Note 37 has been prepared on the same basis as the consolidated financial statements, except as set out below.

Investments in subsidiaries

Investments in subsidiaries are accounted for at cost in the financial statements of McPherson's Limited. Dividends received from subsidiaries are recognised in the parent entity's profit or loss when its right to receive the dividend is established.

(ac) Critical accounting estimates and assumptions

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant are discussed below.

Estimated recoverable amount of goodwill and indefinite lived brandnames

The Group tests goodwill and indefinite lived brandnames annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. In calculating the recoverable amount of these assets the use of assumptions is required. Refer to Note 16 for details of these assumptions.

Estimated carrying value of provision for contingent consideration

A number of the Group's recent business and asset acquisitions have included a contingent consideration arrangement whereby the Group may be required to pay the vendors a variable amount of money depending on the performance of the acquired business or brand over a set period post acquisition. In accordance with Australian Accounting Standards, management is required to estimate how much of the contingent consideration it is expecting to pay in the future. Refer to Note 31 for further details.

Estimated carrying value of put/call option associated with the Housewares disposal

In accordance with Australian Accounting Standards, the final amount received by the Group upon sale of its remaining shares of the Housewares Group in the form of the put/call option was estimated in the prior year. The actual amounts received by the Group differed to what has been estimated. Refer to Note 14(a) for further details.

Provision for stock obsolescence

Inventories are valued at the lower of cost and net realisable value. Estimates are required to be made in relation to the recoverable amount of inventory. These estimates are based on projected sales volumes and sell prices determined using current information and past experience, estimates of net realisable values for the excess volumes are made and provisions recognised where necessary.

2. Financial risk management

The Group's activities expose it to financial risks such as currency risk, interest rate risk, credit risk and liquidity risk. In order to minimise any adverse effects on the financial performance of the Group, derivative financial instruments, such as foreign exchange and interest rate hedge contracts are used to hedge certain risk exposures. Derivatives are used exclusively for hedging purposes and not as trading or other speculative instruments.

Risk management is predominantly controlled by a central treasury department under policies approved by the Board of Directors. The central treasury department identifies, evaluates and hedges financial risks in close co-operation with the Group's operating units.

Whilst the Group's hedging policy only allows for highly effective hedge relationships to be established, at times some hedge ineffectiveness can arise. The key sources of hedge ineffectiveness for the hedged risks are:

Foreign exchange risk
If the timing of the hedged highly probable forecast transaction changes from what was originally estimated; if the amount of the hedged highly probable forecast transaction decreases to an amount below the associated hedging instrument amount; or if differences arise between the credit risk inherent within the hedged item and the hedging instrument.

Interest rate risk
If the underlying interest rate inherent within the Group's borrowing arrangements differs from the underlying interest rate included within the hedging instrument; if the Group's outstanding borrowings reduce to an amount below that included within the hedging instrument; if the time period of the hedging instrument goes beyond the maturity date of the related borrowings and it is unlikely that the Group would refinance its borrowings for a further period; or if differences arise between the credit risk inherent within the hedged item and the hedging instrument.

The Group holds the following financial instruments:

	2016 $'000	**2015 $'000**
Financial assets		
Cash and cash equivalents (Note 10)	**16,490**	11,283
Trade and other receivables (Note 11)	**44,842**	55,009
Derivative financial instruments (Note 13)	**-**	1,951
Put option (Note 2(e))	**-**	2,587
	61,332	70,830
Financial liabilities		
Trade and other payables (Note 18)	**48,810**	60,427
Borrowings (Notes 19 and 21)	**66,389**	88,475
Derivative financial instruments (Note 13)	**5,112**	2,812
Contingent consideration (Note 20)	**-**	6,637
	120,311	158,351

The fair value measurements of the derivative financial instruments, put option and contingent consideration settled during the current financial year from the above table are shown in Note 2(e).

(a) Foreign exchange risk

The Group operates internationally and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the United States dollar given the majority of the Group's foreign currency purchases are in USD. Foreign exchange risk arises from future commercial transactions and recognised assets and liabilities denominated in a currency that is not the entity's functional currency and net investment in foreign operations.

2. Financial risk management (continued)

(a) Foreign exchange risk (continued)

The Board's risk management policy is to hedge 100% of anticipated cash flows (mainly inventory purchases) in United States dollars for periods of eight to twelve months subsequent, subject to a review of the cost of implementing each hedge. At balance date 100% (2015: 100%) of projected USD purchases qualified as "highly probable" forecast transactions for hedge accounting purposes. The Group also hedges material exposures arising in foreign currencies other than USD. The Group uses a mixture of foreign currency options and forward exchange contracts to hedge its exposures to foreign currency. The weighted average hedged rate for the AUD/USD hedges the Group had in place at 30 June 2016 was 0.7069 (2015: 0.7688).

The Group's exposure to foreign currency risk (being unhedged payable and receivable amounts, and outstanding hedges associated with forecast future transactions) at the reporting date was as follows:

					$'000			
	USD	**NZD**	**Euro**	**GBP**	**RMB**	**HKD**	**AUD**	**SNG**
30 June 2016 – Group								
Trade receivables	203	-	-	22	157	-	1,793	-
Trade payables	3,121	26	210	492	20	19	725	-
Forward foreign exchange contracts - buy foreign currency	56,014	-	8,368	-	-	-	634	685
Foreign currency options - buy foreign currency	45,275	-	-	-	-	-	-	-
30 June 2015 – Group								
Trade receivables	310	-	-	47	276	-	1,366	-
Trade payables	1,237	49	357	552	116	866	1,439	-
Forward foreign exchange contracts - buy foreign currency	64,692	-	847	-	-	-	-	951
Foreign currency options - buy foreign currency	56,745	-	-	-	-	-	-	-

Group Sensitivity

Based on the financial instruments held at 30 June 2016, had the Australian dollar weakened/strengthened by 5% against other foreign currencies at that date, with all other variables held constant, it is estimated that equity would have been $2,373,985 higher / $2,186,560 lower (2015: $3,027,580 higher / $2,964,486 lower), arising from forward foreign exchange contracts and foreign currency options designated as cash flow hedges. The Group's exposure to unhedged amounts is not material.

(b) Interest rate risk

The Group's main interest rate risk arises from long-term borrowings with variable interest rates, which expose the Group to cash flow interest rate risk. The Group's fixed rate borrowings and receivables are carried at amortised cost. They are therefore not subject to interest rate risk as defined in AASB 7, since neither the carrying amount nor the future cash flows will fluctuate because of a change in market interest rates.

The Group manages its cash flow interest rate risk by using floating-to-fixed interest rate swaps. Under these swaps the Group agrees with relevant counterparties to exchange, at specified intervals (mainly quarterly), the difference between fixed contract rates and floating rate interest amounts calculated by reference to the agreed notional principal amounts.

At 30 June 2016, $55,503,000 of the Group's debt is at fixed rates. This is comprised of $25,000,000 of fixed rate bonds, $30,000,000 of floating-to-fixed interest rate swaps and $503,000 of other fixed rate borrowings. The remainder of the Group's debt is at variable rates.

At 30 June 2016, the Group holds two separate $15,000,000 floating-to-fixed interest rate swaps for a combined value of $30,000,000. The swaps mature in May 2020. The contracts restrict the Group's interest rate exposure to 4.1% (excluding the Group's credit margin) for $30,000,000 of the Group's variable rate debt over this period. Both contracts are settled on a quarterly basis and compare with the 90 day Bank Bill Swap Reference Rate (BBSW).

2. Financial risk management (continued)

(b) Interest rate risk (continued)

	Weighted average interest rate[1]	Balance $'000	% of total loans
2016			
Bank loans – variable rate	1.9%	17,000	25
Bonds – variable rate	2.0%	25,000	37
Interest rate swaps (notional principal amount)	4.1%	(30,000)	
Net exposure to cash flow interest rate risk		**12,000**	
2015			
Bank loans – variable rate	2.2%	30,000	33
Bonds – variable rate	2.2%	30,000	33
Interest rate swaps (notional principal amount)	4.1%	(30,000)	
Net exposure to cash flow interest rate risk		30,000	33

[1] Weighted average interest rates exclude the Group's credit margin

Group Sensitivity
At 30 June 2016, if interest rates had changed by +/- 50 basis points from the year end rates with all other variables held constant, equity is estimated to have been $202,000 higher / $312,000 lower (2015: $254,000 higher / $475,000 lower) as a result of an increase / decrease in the fair value of the interest rate cash flow hedges.

The Group's profit is estimated to have been $23,000 lower / $23,000 higher (2015: $101,000 lower / $101,000 higher) as a result of a change in interest rates of +/- 50 basis points applied to the average unhedged portion of debt throughout the year.

(c) Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Credit risk arises from cash and cash equivalents, derivative financial instruments and receivables due from customers.

The maximum exposure to credit risk at balance date is the carrying amount of the financial assets as summarised in Note 2. For derivative instruments, counterparties are limited to approved institutions with secure long-term credit ratings.

Credit limits are set and monitored by management with respect to individual customers and in some instances debtor insurance is taken out against specific customers in order to minimise the credit risk. Credit limits are based on the customers' financial position and prior payment history.

For derivative financial instruments, the Board determines the coverage required by the Group and this is reviewed on a regular basis. The Group uses the major Australian banks as counterparties for most of the Group's derivative instruments. Derivatives entered into by foreign subsidiaries also use the major banks from within that country. Refer to Notes 11 and 13 for additional information regarding receivables and credit risk exposure.

2. Financial risk management (continued)

(d) Liquidity risk

Liquidity risk is the risk that an entity will not be able to meet its financial obligations as they fall due. The Group manages liquidity risk by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities.

	2016 $'000	2015 $'000
Financing Arrangements		
The Group has access to the following undrawn borrowing facilities at the end of the reporting period:		
Unused at balance date – floating rate		
Expiry within one year (bank overdraft and loans)	**31,250**	-
Expiring beyond one year (bank loans)	**-**	33,000
	31,250	33,000

Refer to Note 19 and 21 for further information regarding the financing facilities available to the Group.

Maturity profile of the Group's borrowings

The table below analyses the Group's financial liabilities into relevant maturity groupings based on the remaining period at balance date to the contractual maturity date. The amounts disclosed are the contractual undiscounted cash flows.

	Less than 1 Year $'000	Between 1 & 2 Years $'000	Between 2 & 3 years $'000	Between 4&6 years $'000	Total Contractual Cash Flows $'000	Carrying Amount $'000
30 June 2016						
Non-derivatives						
Payables	**48,810**	**-**	**-**	**-**	**48,810**	**48,810**
Borrowings	**21,096**	**3,340**	**31,289**	**28,106**	**83,831**	**66,389**
Total non-derivative financial liabilities	**69,906**	**3,340**	**31,289**	**28,106**	**132,641**	**115,199**
Derivatives						
Forward foreign exchange contracts - inflow	**(65,701)**	**-**	**-**	**-**	**(65,701)**	**-**
Forward foreign exchange contracts - outflow	**67,298**	**-**	**-**	**-**	**67,298**	**1,597**
	1,597	**-**	**-**	**-**	**1,597**	**1,597**
Interest rate contracts	**654**	**654**	**654**	**597**	**2,559**	**2,559**
Foreign currency options	**956**	**-**	**-**	**-**	**956**	**956**
Total derivative financial instrument liabilities	**3,207**	**654**	**654**	**597**	**5,112**	**5,112**

2. Financial risk management (continued)

(d) Liquidity risk (continued)

	Less than 1 Year $'000	Between 1 & 2 Years $'000	Between 2 & 3 years $'000	Between 4&6 years $'000	Total Contractual Cash Flows $'000	Carrying Amount $'000
30 June 2015						
Non-derivatives						
Payables	60,427	-	-	-	60,427	60,427
Contingent consideration[1]	6,637	-	-	-	6,637	6,637
Borrowings	5,527	34,850	37,646	33,728	111,751	88,475
Total non-derivative financial liabilities	72,591	34,850	37,646	33,728	178,815	155,539
Derivatives						
Interest rate contracts	409	410	410	781	2,010	2,010
Foreign currency options	802	-	-	-	802	802
Total derivative financial instrument liabilities	1,211	410	410	781	2,812	2,812

[1] The amounts disclosed above in relation to contingent consideration are based on management's best estimates of the likely future payments based on the facts and circumstances in existence at 30 June 2015. Refer to Note 31 for further information.

(e) Fair value measurement of financial instruments

The following financial instruments held by the Group were measured and recognised at fair value at 30 June 2016 and 30 June 2015 on a recurring basis:

Recurring fair value measurements	30 June 2016 Level 1 $'000	30 June 2016 Level 2 $'000	30 June 2016 Level 3 $'000	30 June 2016 Total $'000	30 June 2015 Level 1 $'000	30 June 2015 Level 2 $'000	30 June 2015 Level 3 $'000	30 June 2015 Total $'000
Financial assets at fair value								
Derivative financial instruments	**-**	**-**	**-**	**-**	-	1,951	-	1,951
Put Option	**-**	**-**	**-**	**-**	-	-	2,587	2,587
Total financial assets at fair value	**-**	**-**	**-**	**-**	-	1,951	2,587	4,538
Financial liabilities at fair value								
Derivative financial instruments	**-**	**5,112**	**-**	**5,112**	-	2,812	-	2,812
Contingent consideration	**-**	**-**	**-**	**-**	-	-	6,637	6,637
Total financial liabilities at fair value	**-**	**5,112**	**-**	**5,112**	-	2,812	6,637	9,449

2. Financial risk management (continued)

(e) Fair value measurement of financial instruments (continued)

AASB 13 *Fair Value Measurement* requires disclosure of fair value measurements by level using the following fair value measurement hierarchy:

Level 1: The fair value of financial instruments traded in active markets is based on quoted market prices at the end of the reporting period.

Level 2: The fair value of financial instruments that are not traded in an active market is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2.

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

The fair value of the derivative financial instruments is determined using valuation techniques. The Group uses a variety of methods and makes assumptions that are based on market conditions existing at the end of each reporting period. The fair value of interest rate swaps is calculated as the present value of the estimated cash flows and the fair value of forward exchange and option contracts is determined using forward exchange market rates and volatilities at the end of the reporting period.

The following table presents the changes in level 3 instruments for the years ended 30 June 2016 and 30 June 2015:

	Financial Asset	**Financial Liability**
	Put option receivable $'000	**Contingent consideration payable $'000**
Opening balance at 1 July 2014	**-**	**12,885**
Option value recognised on disposal of business (refer Note 14)	**1,347**	**-**
Adjustments arising from reassessment of the option / provision (refer Note 14 and Note 31 respectively)	**1,240**	**(6,248)**
Closing balance at 30 June 2015	**2,587**	**6,637**
Part acquisition of a business (refer to Note 31)	**-**	**(6,637)**
Option value recognised on disposal of business (refer to Note 14(b))	**541**	**-**
Adjustments arising from reassessment of the option / provision (refer Note 14(a))	**1,558**	**-**
Exercise of put/call option on disposal of joint venture (refer to Note 14(a))	**(4,686)**	**-**
Closing balance at 30 June 2016	**-**	**-**

The fair values of the Group's put option receivable and provision for contingent consideration payable was determined using internal calculations which use relevant current and projected performance, the shareholder agreements, and contingent consideration agreements as inputs. Refer Notes 14 and 31 for further information.

3. Revenue

	2016 $'000	2015 $'000
Revenue from operating activities:		
Sales revenue	**312,586**	349,069
Other revenue:		
Interest	**217**	214
Total revenue	**312,803**	349,283

4. Other Income

	2016 $'000	2015 $'000
Commissions	**66**	205
Contingent consideration adjustment	**-**	2,036
Gain on disposal of joint venture	**1,961**	-
Other income	**364**	326
Total other income	**2,391**	2,567

5. Operating Profit

(a) Profit before income tax expense includes the following net expenses and gains:

	2016 $'000	2015 $'000
Expenses:		
Total rental expenses relating to operating leases	**5,518**	6,583
Bad and doubtful debts - trade debtors	**(112)**	412
Provision for stock obsolescence	**7,600**	1,797
Other provisions:		
Employee entitlements	**2,425**	3,570
Employee incentives	**1,333**	958
Claims, returns and warranty	**3,331**	2,662
Restructure	**333**	1,409
Contingent consideration	**-**	(2,036)
Other	**160**	413
Total other provisions	**7,582**	6,976
Other expenses:		
Cost of goods sold	**179,513**	208,485
(Gain) / loss on disposal of plant and equipment	**(20)**	100
Net foreign exchange (gains)	**(5,696)**	(3,490)
Finance costs:		
Amortisation of refinancing costs	**720**	-
Borrowing costs	**6,343**	6,378
Termination of interest rate swap associated with refinancing	**-**	1,969
Cost associated with bonds buy back	**257**	-
	7,320	8,347

5. Operating profit (continued)

(b) Significant items

The Group's profit after income tax includes the following items that are significant because of their nature or size:

		2016 $'000	2015 $'000
(i)	Restructure costs	**(5,766)**	(4,123)
	Less: Applicable income tax benefit	**1,695**	1,212
		(4,071)	(2,911)
(ii)	Gain on sale of joint venture (Note 14(a))	**1,961**	-
	Less: Applicable income tax expense	**-**	-
		1,961	-
(iii)	Gain on revaluation of put option associated with joint venture (Note 14(c))	**-**	1,240
	Net loss on reclassifying New Zealand business to held for sale (Note 14(e))	**-**	(1,240)
	Less: Applicable income tax expense	**-**	-
		-	-
(iv)	Cost associated with bonds buy back	**(257)**	-
	Less: Applicable income tax benefit	**77**	-
		(180)	-
(v)	Acquisition and one off legal costs	**(211)**	(445)
	Less: Applicable income tax benefit	**64**	133
		(147)	(312)
(vi)	Impairment of goodwill and brandnames within the Australian business segment (Note 16)	**-**	(637)
	Less: Applicable income tax benefit	**-**	80
		-	(557)
(vii)	Business combination contingent consideration adjustment (Note 31)	**-**	2,036
	Less: Applicable income tax benefit	**-**	-
		-	2,036
(viii)	Termination of interest rate swap associated with refinancing	**-**	(1,969)
	Less: Applicable income tax expense	**-**	591
		-	(1,378)
	Total significant items	**(4,273)**	(5,138)
	Less: Applicable income tax benefits	**1,836**	2,016
		(2,437)	(3,122)

The significant items set out in the table above are detailed on the following page.

5. Operating profit (continued)

(b) Significant items (continued)

(i) Restructure costs
The restructure costs recognised in the current and prior periods primarily relate to redundancy, inventory clearance and other restructuring activities undertaken by the Group.

(ii) & (iii) Disposal of Housewares business
During the current year, the Group recognised a gain on sale of the Housewares joint venture of $1,961,000. This includes the recognition of $1,558,000 reassessment of fair value of the put/call option during the current year and the gain on exercising the put/call option of $403,000. Refer to Note 14(a) for further details.

In the prior year, the Group recognised a gain of $1,240,000 on remeasurement of its put option associated with its remaining 49% investment in the Australian, Singapore and Hong Kong Housewares business. This revaluation is based on the expected performance of the joint venture. The Group also recognised a loss of $1,240,000 on reclassifying the New Zealand Housewares business to assets classified as held for sale.

(iv) Cost associated with bonds buy back
In April 2016, the Group completed a bonds buy back of $5,000,000 of unsecured variable rates corporate bonds and $5,000,000 of unsecured fixed rate corporate bonds. The associated transaction cost of the bond buy back and the pro-rated transaction costs capitalised at inception amounted to $257,000 was recognised in the profit and loss during the current year.

(v) Acquisition and one off legal costs
Acquisition and transition related costs relate to the transaction and other one-off transition related costs incurred primarily associated with the Group's acquisition of the A'kin and Al'chemy brands in the prior year. During the year the Group has incurred one off legal expenses totalling $153,000.

Refer to Note 31 for further information.

(vi) Impairment of goodwill and brandnames
The prior year impairment writedowns related to goodwill and brandnames associated with the Group's decision to divest a minor single branded part of the New Zealand business and to discontinue one other minor brand within the Australian Business. The $372,000 goodwill impairment was associated with the Group's New Zealand cash generating unit, while the $265,000 brandname impairment was associated with the Group's Australian Cash generating unit (excluding Home Appliances).

Refer to Note 16 for further information.

(vii) Business contingent consideration adjustment
In the prior year, the Group recognised a $2,036,000 gain associated with the reassessment of the provision for contingent consideration relating to the Home Appliances acquisition. Refer to Note 31 for further information.

(viii) Termination of interest rate swap associated with refinancing
In the prior year, the Group completed its refinancing. This resulted in the Group significantly changing its financing arrangements and the counterparties involved. As a result of this change the Group's existing interest rate swap was terminated as it no longer aligned with the Group's new financing structure. Two new interest rate swaps were then subsequently entered into. In accordance with accounting standards the expense associated with terminating the original interest rate swap was recognised in full in the prior year.

6. Dividends

Details of dividends declared during the year ended 30 June 2016 are as follows:

	2016 $'000	2015 $'000
Final 30 June 2015 dividend of 2.0 cents per fully paid share (2014: 5.0 cents per fully paid share) fully franked @ 30%	**1,947**	4,772
Interim 2016 dividend of 6.0 cents per fully paid share (2015: 6.0 cents per fully paid share) fully franked @ 30%	**5,860**	5,801
Total dividends	**7,807**	10,573

Dividends not recognised at year end In addition to the above dividends, since the year end the Directors have declared a fully franked final dividend of 2.0 cents per fully paid share (2015: 2.0 cents per fully paid share). The aggregate amount of the dividend to be paid on 8 November 2016 but not recognised as a liability at year end is:	**2,066**	1,947

Franked Dividends

Franked dividends paid after 30 June 2016 will be franked out of existing franking credits or out of franking credits arising from the payment of income tax in the year ending 30 June 2017.

Franking credits available for subsequent financial years based on a tax rate of 30%	**17,932**	17,948

The above amounts represent the balance of the franking account as at the end of the financial year, adjusted for receipt of the current tax assets.

Dividend reinvestment plan

The Company's dividend reinvestment plan continues to operate without a discount and will apply to the upcoming final dividend. Shareholders on the register at the record date of 21 October 2016 will be eligible for the dividend. Shareholders wishing to participate in the dividend reinvestment plan need to have elected to do so by no later than the trading day immediately following the record date, or by 24 October 2016. Shareholders that have previously elected to participate in the dividend reinvestment plan will continue to do soon the same basis unless a formal election to vary or cease participation is provided by 24 October 2016.

The shares issued under the dividend reinvestment plan are fully paid ordinary shares and rank equally with other fully paid ordinary shares. The issue price under the dividend reinvestment plan is calculated as the volume weighted average price of all shares sold through normal trade on the ASX during the five trading days commencing on the third trading day after the record date.

7. Segment Information

Operating segments are reported in a manner which is consistent with the internal reporting provided to the chief operating decision maker. The chief operating decision maker has been identified as the Managing Director of McPherson's Limited.

The internal reports reviewed by the Managing Director, which are used to make strategic decisions, are separated into geographic segments and are considered on the basis of Australia, New Zealand and the rest of the world.

Segment revenues
Segment revenues are allocated based on the location in which the revenue originated. Sales between segments are eliminated on consolidation.

Revenues of approximately $40,568,000 (2015: $69,029,000) and $49,757,000 (2015: $53,880,000) were derived from two external customers. These revenues were attributable to the Australian segment.

Segment assets
Segment assets are allocated based on where the asset is located. Assets arising from transactions between segments are eliminated on consolidation.

	Australia $'000	New Zealand $'000	Rest of the World $'000	Inter-segment eliminations $'000	Consolidated $'000
2016					
Sales to external customers	**287,957**	**14,074**	**10,555**	**-**	**312,586**
Inter-segment sales	**2,085**	**-**	**79,188**	**(81,273)**	**-**
Total sales revenue	**290,042**	**14,074**	**89,743**	**(81,273)**	**312,586**
Other revenue / income (excluding interest)	**103**	**2**	**325**	**-**	**430**
Total segment revenue and other income	**290,145**	**14,076**	**90,068**	**(81,273)**	**313,016**
EBITDA before significant items	**25,453**	**405**	**2,671**	**-**	**28,529**
Depreciation and amortisation expense	**(2,544)**	**(235)**	**(24)**	**-**	**(2,803)**
Segment result before significant items	**22,909**	**170**	**2,647**	**-**	**25,726**
Significant items (excluding interest refer Note 5(b))	**(2,976)**	**(1,249)**	**209**	**-**	**(4,016)**
Segment result including significant items	**19,933**	**(1,079)**	**2,856**	**-**	**21,710**
Net borrowing costs					**(7,103)**
Profit before income tax					**14,607**
Income tax expense					**(3,606)**
Profit after income tax					**11,001**
Total segment assets	**232,950**	**8,743**	**32,875**	**(25,142)**	**249,426**
Non-current assets (other than financial assets and deferred tax)	**116,133**	**3,247**	**1,602**	**-**	**120,982**
Additions to non-current assets (other than financial assets and deferred tax)	**5,618**	**85**	**149**	**-**	**5,852**

7. Segment Information (continued)

	Australia $'000	New Zealand $'000	Rest of the World $'000	Inter-segment eliminations $'000	Consolidated $'000
2015					
Sales to external customers	306,869	30,605	11,595	-	349,069
Inter-segment sales	1,769	29	118,655	(120,453)	-
Total sales revenue	308,638	30,634	130,250	(120,453)	349,069
Other revenue / income (excluding interest)	2,237	20	310	-	2,567
Total segment revenue and other income	310,875	30,654	130,560	(120,453)	351,636
EBITDA before significant items	20,774	1,661	2,750	-	25,185
Depreciation and amortisation expense	(2,256)	(357)	(46)	-	(2,659)
Segment result before significant items	18,518	1,304	2,704	-	22,526
Significant items (excluding interest refer Note 5(b))	(1,771)	(1,398)	-	-	(3,169)
Segment result including significant items	16,747	(94)	2,704	-	19,357
Net borrowing costs					(8,133)
Profit before income tax					11,224
Income tax expense					(2,384)
Profit after income tax					8,840
Total segment assets	257,518	18,915	40,648	(34,140)	282,941
Investments in joint ventures	8,556	-	273	-	8,829
Share of net profit of joint venture accounted for using the equity method	928	-	132	-	1,060
Non-current assets (other than financial assets and deferred tax)	100,139	1,913	1,696	-	103,748
Additions to non-current assets (other than financial assets and deferred tax)	11,216	266	16	-	11,498

8. Income tax

(a) Income tax expense

	2016 $'000	2015 $'000
Current tax	**3,093**	3,719
Deferred tax	**67**	(1,182)
Over provision in prior years	**446**	(153)
	3,606	2,384
Deferred income tax credit included in income tax expense comprises:		
Decrease / (increase) in deferred tax assets (Note 17)	**(6)**	(1,065)
Increase / (decrease) in deferred tax liabilities (Note 23)	**73**	(117)
	67	(1,182)

(b) Numerical reconciliation of income tax expense to prima facie tax payable

	2016 $'000	2015 $'000
Total operating profit before tax	**14,607**	11,224
Prima facie income tax expense at 30%	**4,382**	3,367
Tax effect of amounts which are not deductible / (taxable) in calculating taxable income:		
Impairment of intangible assets	**-**	111
Non-assessable contingent consideration adjustment	**-**	(611)
Non-assessable gain on disposal of joint venture	**(588)**	-
Tax rate differences in overseas entities	**(363)**	(386)
Share-based payments expense / (income)	**12**	(11)
Non-assessable share of net profit of associates accounted for using the equity method	**(547)**	(318)
Under / (over) provision in prior years	**446**	(153)
Other	**264**	385
Income tax expense	**3,606**	2,384

8. Income tax (continued)

(c) Amounts recognised directly in equity

	2016 $'000	2015 $'000
Aggregate current and deferred tax arising in the reporting period and not recognised in net profit or loss or other comprehensive income but directly credited to equity:		
Deferred tax assets (Note 17)	**(26)**	12

(d) Tax expense relating to items of other comprehensive income

	2016 $'000	2015 $'000
Cash flow hedges (Notes 17, 23)	**(1,435)**	1,820

9. Key management personnel

	2016 $	2015 $
Key management personnel compensation		
Short-term employee benefits	**2,192,286**	2,752,288
Post-employment benefits	**183,565**	205,639
Long-term benefits	**38,593**	41,468
Share-based payments	**24,399**	(34,394)
	2,438,843	2,965,001

Detailed remuneration disclosures are provided in the Remuneration Report contained within the Directors' Report, which is in section (k) of the Directors' Report.

Loans to key management personnel
There were no loans made to Directors of McPherson's Limited, or to any other key management personnel of the Group, including their personally-related entities during the current or previous year, nor were there any loans outstanding at the end of the current or previous financial year.

Other transactions with key management personnel
During the year the Group sold minor quantities of its products for domestic use to key management personnel on terms and conditions no more favourable than those adopted when dealing with other employees at arm's length in the same circumstances.

There were no transactions between the consolidated entity and the Directors of McPherson's Limited or with any other key management personnel of the Group, including their personally-related entities, during the current or previous financial year other than those disclosed above, noted in Note 33, relating to remuneration and to transactions concerning preference shares.

10. Cash and cash equivalents

	2016 $'000	2015 $'000
Cash on hand	**12**	11
Cash at bank and on deposit (at call)	**16,478**	11,272
	16,490	11,283

The above figures are reconciled to cash at the end of the financial year as shown in the statement of cash flows as follows:

	2016 $'000	2015 $'000
Balances as above	**16,490**	11,283
Cash balance per statement of cash flows	**16,490**	11,283

11. Trade and other receivables

	2016 $'000	2015 $'000
Trade receivables	**41,372**	49,149
Provision for impairment	**(214)**	(378)
	41,158	48,771
Other receivables/prepayments	**3,684**	6,238
	44,842	55,009

Movements in the provision for impairment of trade receivables are as follows:

	2016 $'000	2015 $'000
Balance at 1 July	**(378)**	(189)
Provisions for impairment recognised during the year	**-**	(412)
Unused amount received	**112**	-
Written-off during the year as uncollectible	**55**	222
Foreign exchange	**(3)**	1
	(214)	(378)

Other receivables do not contain impaired assets and are not past due. It is expected that these amounts will be received in full when due. Due to the short-term nature of current receivables, their carrying amounts are assumed to be the same as their fair value.

11. Trade and other receivables (continued)

Credit risk

The credit risk relating to trade and other receivables of the Group which have been recognised on the balance sheet, is the carrying amount, net of any provision for impairment. The following provides an overview of the credit risk associated with trade receivables.

	2016 $'000	2015 $'000
Neither past due nor impaired	**26,694**	31,360
Past due, but not impaired:		
- less than 30 days	**11,804**	9,327
- 30 to 59 days	**1,724**	2,754
- 60 to 89 days	**613**	2,449
- 90 to 119 days	**70**	544
- 120 days or more	**467**	2,715
Gross carrying amount	**41,372**	49,149
Provision for impairment	**(214)**	(378)
Net carrying amount	**41,158**	48,771

Credit risk concentration

Two external customers represent $11,795,000 (2015: $16,568,000) and $2,587,000 (2015: $5,573,000) respectively of the closing receivables balance. These debtor balances are in relation to the Australian business.

12. Inventories

	Note	2016 $'000	2015 $'000
Raw materials		**4,478**	5,333
Finished goods		**55,683**	46,840
Stock in transit		**8,060**	8,169
		68,221	60,342
Provision for inventory obsolescence	5(b)	**(8,434)**	**(2,557)**
		59,787	57,785

The basis of inventory valuation adopted is set out in Note 1(l).

Inventory recognised as expenses during the year ended 30 June 2016 amounted to $179,513,000 (2015: $208,485,000).

During the financial year, the Group has undertaken a brand product rationalisation in the Health & Beauty division. This review has resulted in a significant increase in the provision for stock obsolescence. In addition a provision was raised for the Impulse Merchandising division exited in July 2016.

During the current financial year, the Group has transferred back into inventories, inventories that were held for sale in the prior year (2015: $19,676,000). Refer to Note 14(e) for further information.

13. Derivative financial instruments

Derivatives are only used for economic hedging purposes and not as trading or speculative instruments. The Group has the following financial instruments:

	2016 $'000	2015 $'000
Current assets		
Forward foreign exchange contracts – cash flow hedges	**-**	1,109
Foreign currency options – cash flow hedges	**-**	842
Total current derivative financial instrument assets	**-**	1,951
Current liabilities		
Interest rate contracts – cash flow hedges	**654**	409
Forward foreign exchange contracts – cash flow hedges	**1,597**	12
Foreign currency options – cash flow hedges	**956**	790
Total current derivative financial instrument liabilities	**3,207**	1,211
Non-current liabilities		
Interest rate contracts – cash flow hedges	**1,905**	1,601

(a) Instruments used by the Group

The Group is party to derivative financial instruments in the normal course of business in order to hedge exposure to fluctuations in interest and foreign exchange rates in accordance with the Group's financial risk management policies (refer to Note 2). For information about the methods and assumptions used in determining the fair value of derivatives please refer to Note 2(e).

Forward foreign exchange contracts – cash flow hedges
The Group enters into forward foreign exchange contracts to hedge highly probable forecast purchases denominated in foreign currencies. The terms of these commitments are predominately eight months or less.

Foreign currency options – cash flow hedges
The Group has also entered into foreign currency option contracts to partially hedge a portion of anticipated United States dollar purchases. At balance date, the outstanding foreign currency option contracts cover the period from July 2016 to June 2017.

The portion of the gain or loss on the hedging instrument that is determined to be an effective hedge is recognised directly in equity. When the cash flows occur, the Group adjusts the initial measurement of the component recognised in the balance sheet by the related amount deferred in equity.

Interest rate swap contracts - cash flow hedges
The Group has entered into an interest rate swap contract to reduce its exposure to possible increases in interest rates. Refer to Note 2 for further information.

13. Derivative financial instruments (continued)

(b) Credit risk exposure

Credit risk arises from the potential failure of counterparties to meet their obligations under the respective contracts at maturity.

Foreign exchange contracts, foreign currency options and interest rate swaps are subject to credit risk in relation to the relevant counterparties, which are major banks. The maximum credit risk exposure on hedging contracts is the full amount the Group pays when settlement occurs should the counterparty fail to pay the amount which it is committed to pay to the Group.

(c) Interest rate and foreign exchange risk

For an analysis of the sensitivity of derivatives to interest rate and foreign exchange risk refer to Note 2. There are no material sources of ineffectiveness in the Group's hedge relationships.

14. Disposal, assets and liabilities classified as held for sale and interest in joint venture

(a) Housewares disposal

On 31 March 2016, the Fackelmann Group exercised its call options over the McPherson's Limited Group's 49% ownership in the Housewares New Zealand, Hong Kong and Singapore businesses. On the same date, McPherson's Limited Group exercised its put option over its 49% ownership in the Housewares Australia business. The divestment of the remaining shares generated proceeds of $18,185,000.

The details of the disposal are set out below:

	Note	$'000
Cash received[1]		**18,185**
Carrying amount of equity investment in joint venture	14(d)	**(13,038)**
Contingent consideration receivable	2(e)	**(4,686)**
Stock written off		**(58)**
Gain on exercise of put/call options		**403**
Adjustment arising from reassessment of the put/call option		**1,558**
Gain on sale of joint venture		**1,961**

[1]*Cash received during current financial year:*		
Cash received on disposal of 51% of Housewares New Zealand	14(b)	**125**
Cash received on disposal of 49% of Housewares Australia, New Zealand, Hong Kong and Singapore		**18,185**
Cash received per consolidated flow statement		**18,310**

14. Disposal, assets and liabilities classified as held for sale and interest in joint venture (continued)

(b) Housewares NZ Disposals

On 1 July 2015, the Group sold 51% of its New Zealand Housewares business to the Fackelmann Group for NZ$2,279,000 paid in stages. The consideration received was equal to the adjusted carrying value of the net assets disposed. The Group's New Zealand Housewares business was disclosed as held for sale at 30 June 2015.

The details of the disposal are set out below:

	$000's
Cash received	2,039
Fair value of put/call option	541
Total sale consideration	2,580
Fair value of 49% interest retained	2,458
Carrying amount of net assets disposed	(5,038)
Gain on sale	-

The carrying amounts of assets and liabilities disposed of:

	$000's
Inventories	3,984
Property, plant and equipment	78
Intangible assets	1,060
Deferred tax assets	33
Total assets	**5,155**
Employee benefits	117
Total liabilities	**117**
Net assets	**5,038**

The fair value of the net assets sold was determined to be equivalent to their carrying value. As such the Group's 49% retained share was valued at $2,458,000. This amount was recognised as the carrying value of the Group's investment in the joint venture immediately after the disposal. The consideration for the sale was received in two tranches, with $1,914,000 received during June 2015 and $125,000 received in September 2015.

During the period from 1 July 2015 to 31 March 2016 the Group has equity accounted for its share of the joint venture's net profit.

14. Disposal, assets and liabilities classified as held for sale and interest in joint venture (continued)

(c) Prior Period

Housewares Australia, New Zealand, Singapore and Hong Kong disposal

On 31 October 2014 the Group transferred its Australian, Singapore and Hong Kong Housewares business into a new venture and then sold 51% of this venture to the Fackelmann Group. The Fackelmann Group is a global manufacturer and distributor of kitchen, baking, home, leisure and bathroom products. The venture markets and distributes the combined ranges of Housewares products.

As part of the disposal the parties entered into a reciprocal put/call option whereby, the Group has the option to put its remaining shares to the Fackelmann Group, and the Fackelmann Group has the option to call the Group to sell its remaining shares. The put and call options can be exercised by either party at any time after the first anniversary of the sale.

Based on the terms of the contract, the new venture is deemed to represent a joint venture on the basis that both stakeholders need to agree on decisions in several key areas. Consequently, the Group does not consolidate the results of this joint venture, rather it equity accounts for its share of the joint venture's profit or loss and movements in other comprehensive income. Any dividends received from the joint venture in future periods will be recognised as a reduction in the carrying amount of the Group's investment in this entity.

The details of the disposal are set out below:

	$000's
Cash received	6,571
Fair value of put/call option	1,347
Total sale consideration	7,918
Fair value of 49% interest retained	7,607
Carrying amount of net assets disposed	(15,525)
Gain on sale	**-**

14. Disposal, assets and liabilities classified as held for sale and interest in joint venture (continued)

(c) Prior Period (continued)

Housewares Australia, Singapore and Hong Kong disposal (continued)

The carrying amounts of assets and liabilities disposed of:

	$000's
Inventories	12,998
Property, plant and equipment	255
Intangible assets	3,435
Deferred tax assets	144
Total assets	**16,832**
Employee benefits	510
Deferred tax liabilities	797
Total liabilities	**1,307**
Net assets	**15,525**

The fair value of the net assets sold was determined to be equivalent to their carrying value. As such the Group's 49% retained share was valued at $7,607,000. This amount was recognised as the carrying value of the Group's investment in the joint venture immediately after the disposal.

In the prior year, the Group has recognised a gain of $1,240,000 on remeasurement of its put option associated with its remaining 49% investment in the Australian, Singapore and Hong Kong Housewares business. This revaluation is based on the expected performance of the joint venture.

(d) Interest in joint venture

Investment in Housewares Australia, New Zealand, Hong Kong and Singapore joint venture:

	$000's
Movement during the year :	
Balance at 1 July 2015	8,829
Investment in joint venture	2,458
Share of net profit in joint venture	1,825
Shares of other comprehensive income of joint venture	(74)
Sale of remaining shares	(13,038)
Closing balance at 30 June 2016	**-**

14. Disposal, assets and liabilities classified as held for sale and interest in joint venture (continued)

(e) Assets and liabilities classified as held for sale

During the financial year ended 30 June 2015, the Directors decided to pursue a sale of the Group's Housewares New Zealand businesses. As previously disclosed, the sale of the Housewares New Zealand business to the Fackelmann Group took place on 1 July 2015.

Further, the Group previously was pursuing the sale of the household consumables business. The net assets of the business are no longer deemed as held for sale. The net assets have been reclassified to their respective financial statement line items in the Balance Sheet. Note the net asset value of the business at 30 June 2016 was approximately $29,300,000 (excluding any trade debtors or creditors). This amount includes inventory ($12,700,000), brandname ($20,166,000), goodwill ($2,784,000), offset by deferred tax liability ($6,050,000) and employee entitlements ($300,000). No impairment writedowns were required as a result of the reclassification of these items.

	30 June 2016 $000's	30 June 2015 $000's
Inventories	-	19,676
Property, plant and equipment	-	102
Intangible assets	-	24,010
Deferred tax assets	-	117
Total assets classified as held for sale	**-**	43,905
Employee benefits	-	397
Deferred tax liabilities	-	6,050
Total liabilities directly associated with assets classified as held for sale	**-**	6,447

In the prior year, the assets classified as held for sale have been measured at the lower of cost and fair value less costs to sell. An impairment charged to goodwill of $1,240,000 was required for the New Zealand Housewares business as a result of the reclassification and measurement of these items.

15. Property, plant and equipment

	2016 $'000	2015 $'000
Leasehold improvements:		
At cost	292	278
Accumulated amortisation	(240)	(230)
Total leasehold improvements	52	48
Plant and equipment:		
At cost	32,887	29,535
Accumulated depreciation	(27,096)	(24,082)
Total plant and equipment	5,791	5,453
Total property, plant and equipment	5,843	5,501

(a) Reconciliations

	Leasehold Improvements $'000	Plant and Equipment $'000	Total $'000
Carrying amount at 1 July 2014	63	5,977	6,040
Additions	-	1,969	1,969
Assets classified as held for sale	-	(78)	(78)
Disposals	(8)	(131)	(139)
Depreciation expense	(4)	(2,252)	(2,256)
Foreign currency exchange differences	(3)	(32)	(35)
Carrying amount at 30 June 2015	**48**	**5,453**	**5,501**
Additions	-	2,953	2,953
Disposals	-	(58)	(58)
Transfers	-	(234)	(234)
Transfer of assets previously held for sale	-	24	24
Impairment		(197)	(197)
Depreciation expense	-	(2,204)	(2,204)
Foreign currency exchange differences	4	54	58
Carrying amount at 30 June 2016	**52**	**5,791**	**5,843**

During the year the Group transferred $234,000 of fixed assets to intangible assets.

(b) Non-current assets pledged as security

Refer to Note 21 for information on non-current assets pledged as security by the parent entity and certain controlled entities.

16. Intangible assets

	2016 $'000	2015 $'000
Goodwill	37,785	34,764
Brandnames	74,226	52,153
Other intangibles	8,292	7,511
Accumulated amortisation	(5,164)	(5,010)
	3,128	2,501
Total intangibles	115,139	89,418

Reconciliations
Reconciliations of the carrying amounts of each class of intangible assets at the beginning and end of the financial year are set out below:

	Note	Goodwill $'000	Brandnames $'000	Other Intangibles $'000	Total $'000
Carrying amount at 30 June 2014		37,464	49,259	1,543	88,266
Additions		-	42	1,426	1,468
Acquisition of brands	31	-	7,257	-	7,257
Transfers/adjustments	14, 31	(2,270)	(4,140)	-	(6,410)
Disposals		-	-	(65)	(65)
Impairment charge		(372)	(265)	-	(637)
Amortisation charge		-	-	(403)	(403)
Foreign currency exchange differences		(58)	-	-	(58)
Carrying amount at 30 June 2015		**34,764**	**52,153**	**2,501**	**89,418**
Additions		-	1,907	992	2,899
Transfers		-	-	234	234
Transfer of assets previously held for sale	14(e)	2,784	20,166	-	22,950
Amortisation charge		-	-	(599)	(599)
Foreign currency exchange differences		237	-	-	237
Carrying amount at 30 June 2016		**37,785**	**74,226**	**3,128**	**115,139**

Acquired brandnames are not amortised under AASB 138 *Intangible Assets*, as the Directors consider these to have an indefinite life. The brandnames are subject to an annual impairment test.

During the current financial year, the Group had settled the terms of the final consideration payable for the Dr. LeWinn's and Revitanail acquisition. As such $1,907,000 (including related stamp duty) has been capitalised to the carrying amount of the brandnames.

The Group previously was pursuing the sale of the household consumables business. The net assets of the business are no longer deemed as held for sale. The net assets have been reclassified to their respective financial statement line items in the Balance Sheet. This included brandname ($20,166,000), goodwill ($2,784,000), offset by deferred tax liability.

16. Intangible assets (continued)

During the prior year, the Group was required to assess its provision for contingent consideration payable at each balance date. Based on this review an amount of $4,140,000 had been adjusted against the associated brandnames. Refer to Note 31 for further information.

Impairment Testing

Goodwill

Goodwill is allocated to the following cash generating units:

	2016 $'000	2015 $'000
Australia (excluding Home Appliances)	15,677	13,042
Home Appliances	19,393	19,393
New Zealand	2,715	2,329
	37,785	34,764

The recoverable amount of a cash generating unit is determined based on a value-in-use calculation. These calculations use cash flow projections based on financial budgets/forecasts covering a one year period. Cash flows beyond the projected period are extrapolated using estimated growth rates. In performing the value-in-use calculations for each cash generating unit, the Group has applied a post-tax discount rate to discount the forecast future attributable post-tax cash flows.

The assumptions used in the value-in-use calculations, for all cash generating units, are set out below:

	30 June 2016				30 June 2015		
	Estimated Growth Rates Year 2 Onwards	Terminal Growth Rate	Post-Tax Discount Rate	Pre-Tax Discount Rate	Estimated Growth Rates Year 2 Onwards	Post–Tax Discount Rate	Pre-Tax Discount Rate
Australia (ex Home Appliances)	2.0%	2.0%	10.0%	13.7%	2.0%	9.8%	13.1%
Home Appliances	3.0%	2.5%	10.3%	13.8%	3.0%	10.0%	13.1%
New Zealand	2.0%	2.0%	10.8%	13.7%	2.0%	10.3%	14.0%

In addition to the above, it is noted that the year one cash flow projection is a key assumption within the value-in-use calculations. The cash flow projections used for the year one cash flows are based on the Board approved financial budgets/forecasts. The budgets reflect the Board's expectation of improved cash flows, for the Australian (excluding Home Appliances) cash-generating unit, arising from profit optimisation initiatives, new product launches and the inventory rationalisation project. At 30 June 2016, the value-in-use calculations for all cash generating units exceeded the carrying value of their net assets. The surplus amount within the Australia (excluding Home Appliances) calculation is $53,648,000 (June 2015: $16,713,000). The surplus amount within the Home Appliances calculation is $2,681,000 (June 2015: $21,144,000). The surplus amount within the New Zealand calculation is NZD$3,015,000 (June 2015: NZD$127,000).

Impairment charge

In the prior year, an impairment charge of $372,000 was recognised against the goodwill allocated to the Group's New Zealand cash generating unit. The recoverable amount used in the goodwill calculations was based on a value-in-use model. The impairment charge was a direct result of the decision to divest a minor single branded part of the business.

The impairment charge was included within the New Zealand reportable segment disclosed within Note 7 Segment Information. The discount rate and other key assumptions used in the value-in-use calculations are disclosed above.

16. Intangible assets (continued)

Impact of possible changes in key assumptions
If the year one earnings before interest and tax (EBIT) used in the value-in-use calculation for the Home Appliances cash generating unit were to be 10.0% below the current estimated EBIT, an impairment loss of $2,290,000 would arise.

If the post-tax discount rate used in the value-in-use calculation for the Home Appliances cash generating unit was to be 1.0 percentage point higher than management's estimate (11.25% instead of 10.25%), an impairment loss of $2,572,000 would arise.

If the terminal year growth rate used in the value-in-use calculation for the Home Appliances cash generating unit was to be 1.0 percentage point lower than management's estimate (1.5% instead of 2.5%), an impairment loss of $1,699,000 would arise.

If the year one earnings before interest and tax (EBIT) used in the value-in-use calculation for the New Zealand cash generating unit were to be $677,000 below the current estimated EBIT, the entire goodwill balance would be impaired.

Brandnames
Brandnames are tested for impairment on an individual basis annually and more frequently if events or changes in circumstances indicate that they might be impaired. The recoverable amount of a brandname is determined based on the higher of value-in-use or fair value less costs to sell calculations.

The value-in-use calculations are prepared using a discounted cash flow analysis of the future net contribution expected to be generated by the brand, which is based on financial budgets/forecasts covering a one year period. Cash flows beyond the projected period are extrapolated using estimated growth rates. In performing the value-in-use calculations the Group has applied a post-tax discount rate to discount the forecast future attributable post-tax cash flows.

16. Intangible assets (continued)

Brandnames (continued)

The assumptions used in the value-in-use calculations, for all brandnames tested using this method, are set out below.

	2016	2015
Estimated growth rates	**1.0% - 5.0%**	1.0% - 3.0%
Post-tax discount rates	**10.0% - 10.3%**	9.8% - 10.0%
Pre-tax discount rate equivalents	**12.9% - 13.9%**	13.0% - 13.1%

At 30 June 2016, the total carrying value of brandnames tested using the value-in-use method was $74,226,000 (2015: $52,153,000). The value-in-use calculations for these brandnames exceeded their carrying values.

In the current year no brands have been tested using the fair value less costs to sell method. In the prior year $20,166,000 of the Group's brandname assets were classified as being held for sale at 30 June 2015 and were therefore tested using the fair value less costs to sell method.

In the prior year an impairment charge of $265,000 was recognised as a result of the Australian business deciding to discontinue a minor brand.

Impact of possible changes in key assumptions

If the year one projected sales by brand were 10.0% below the current estimates used in the value-in-use calculations, an impairment would arise of $2,321,000 (2015: impairment of $557,000).

If the year one contribution margin percentages were 2.0 percentage points below the current estimates used in the value-in-use calculations, no brand impairment charge would arise (2015: Nil impairment).

If the terminal year growth rates used in the value-in-use calculations were to be 1.0 percentage point lower than management's estimates, no brand impairment would arise (2015: Nil impairment).

17. Deferred tax assets

	2016 $'000	2015 $'000
The balance comprises temporary differences attributable to:		
Cash flow hedges	**1,530**	868
Employee benefits	**1,954**	1,969
Depreciation	**1,093**	1,143
Inventory obsolescence	**603**	203
Transaction costs arising on share issues	**79**	110
Trade receivables impairment	**60**	110
Claims and returns	**237**	114
Warranty		546
Other provisions and accruals	**652**	-
Deferred gain	**386**	492
Total temporary differences	**6,594**	5,555

17. Deferred tax assets (continued)

Movements

	Cash Flow Hedges $'000	Employee Benefits $'000	Depreciation $'000	Obsolescence $'000	Transaction Costs Arising on Share Issues $'000	Other $'000	Total $'000
Opening balance at 1 July 2014	1,423	1,686	1,281	364	179	1,077	6,010
Credited/(charged) to profit or loss (Note 8)	682	346	(16)	(169)	-	222	1,065
Credited/(charged) to equity	(1,237)	-	-	-	2	(15)	(1,250)
Amortisation of transaction costs on share issues	-	-	-	-	(71)	-	(71)
Transfers	-	(37)	-	-	-	-	(37)
Over provision in prior years	-	(21)	(122)	-	-	(7)	(150)
Foreign currency exchange differences	-	(5)	-	8	-	(15)	(12)
Closing balance at 30 June 2015	**868**	**1,969**	**1,143**	**203**	**110**	**1,262**	**5,555**
Credited/(charged) to profit or loss (Note 8)	**(185)**	**(55)**	**(46)**	**362**	**-**	**(70)**	**6**
Credited to equity	**843**	**-**	**-**	**-**	**26**	**-**	**869**
Amortisation of transaction costs on share issues	**-**	**-**	**-**	**-**	**(57)**	**-**	**(57)**
Transfers	**-**	**35**	**(14)**	**-**	**-**	**-**	**21**
Under provision in prior years	**4**	**10**	**13**	**19**	**-**	**149**	**195**
Foreign currency exchange differences	**-**	**(5)**	**(3)**	**19**	**-**	**(6)**	**5**
Closing balance at 30 June 2016	**1,530**	**1,954**	**1,093**	**603**	**79**	**1,335**	**6,594**

17. Deferred tax assets (continued)

	2016 $'000	2015 $'000
Deferred tax assets to be recovered within 12 months	**4,593**	3,373
Deferred tax assets to be recovered after more than 12 months	**2,001**	2,182
	6,594	5,555

18. Trade and other payables

Trade payables	**25,400**	37,501
Other payables	**23,410**	22,926
	48,810	60,427

The carrying amounts of trade and other payables are assumed to be the same as their fair values, due to their short-term nature.

19. Borrowings – current

	2016 $'000	2015 $'000
Bank loans – secured	**17,000**	-
Other borrowings	**503**	406
	17,503	406

The fair values of the Group's current borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is at current market rates or the borrowings are short-term in nature.

Of the borrowings, $17,000,000 relates to a secured working capital loan. The Group's facility is denominated in Australian dollars and the facility limit is $48,250,000. This facility provides an additional $9,000,000 seasonal uplift during the period 1 August to 28 February. Drawings under this facility are required to be backed by eligible trade debtor and inventory assets.

The remaining loan balance relates to other financing facility.

The Group has complied with the financial covenants of its borrowing facilities during the current year, see Note 24 for details.

20. Provisions - current

	2016 $'000	2015 $'000
Employee entitlements	**5,598**	5,837
Contingent consideration	**-**	6,637
Claims, returns and warranty	**2,176**	2,042
Restructure	**333**	1,409
Employee incentives	**872**	291
Other	**295**	348
	9,274	16,564

(a) Employee entitlements
Amounts reflect employees' entitlement to take accrued annual leave and long service leave during the next 12 months. Based on past experience, the Group expects that approximately 50% of the current balance will be taken or paid within the next 12 months.

(b) Contingent consideration
A number of the Group's recent acquisitions have included a contingent consideration arrangement whereby the Group may be required to pay the vendors a variable amount of money depending on the performance of the acquired business or asset over a set period post acquisition. In accordance with Australian Accounting Standards, management is required to estimate how much of the contingent consideration it expects to pay in the future and raise a provision for this amount. The estimated amount is required to be reassessed each balance date. Refer to Note 31 for further information.

(c) Claims, returns and warranty
Provision is made for the estimated product related claims and returns by customers.

(d) Restructure
During the 2016 and 2015 financial years, the Group commenced a restructuring program to continue to align the Group's structure with the current strategy and environment. Since the restructuring plans for both years were formally announced to the employees prior to the end of the year, a provision has been raised as at the end of both financial years for the restructuring activities that are still to be completed.

(e) Employee incentives
Amounts reflect incentive payments to employees on the basis that certain criteria were fulfilled during the financial year.

(f) Other
Miscellaneous obligations for which there is a probability of an outflow of resources.

20. Provisions – current (continued)

Movement in provisions

Movements in each class of provision during the financial year, other than employee entitlements, are set out below:

	Contingent consideration $'000	**Claims, returns and warranty $'000**	**Restructure $'000**	**Employee incentives $'000**	**Other $'000**
Carrying amount at 1 July 2015	**6,637**	**2,042**	**1,409**	**291**	**348**
Additional provisions charged to profit or loss	**-**	**3,331**	**333**	**1,346**	**160**
Unused amounts reversed to profit or loss	**-**	**-**	**-**	**(13)**	**-**
Payments	**(6,637)**	**(3,197)**	**(1,409)**	**(755)**	**(213)**
Foreign currency exchange differences	**-**	**-**	**-**	**3**	**-**
Carrying amount at 30 June 2016	**-**	**2,176**	**333**	**872**	**295**

21. Borrowings – non-current

	2016 $'000	**2015 $'000**
Secured liabilities		
Bank loans – secured	**-**	30,000
Unsecured liabilities		
Bonds	**50,000**	60,000
Debt issue Costs	**(1,114)**	(1,931)
	48,886	88,069

In April 2015 the Group completed its refinancing and significantly changed the structure and tenure associated with its funding sources. The Group's new facilities are denominated in Australian dollars and comprise:

- $25,000,000 unsecured variable rate corporate bonds. The bonds mature in March 2019 and pay a coupon rate of 4.3% over the 90 day Bank Bill Swap Rate;
- $25,000,000 unsecured fixed rate corporate bonds. The bonds mature in March 2021 and pay a fixed rate of 7.10%;
- In April 2016, the Group completed a bonds buy back of $5,000,000 unsecured variable rate corporate bonds and $5,000,000 unsecured fixed rate corporate bonds. The bonds buy back consideration was $9,977,000 for face value of $10,000,000.
- The secured bank loans are recorded within current borrowings in Note 19.

The fair value of the Group's non-current borrowings approximates their carrying amount.

Refer to Note 24 for details on the financial covenants associated with the Group's borrowings.

21. Borrowings – non-current (continued)

Security for borrowings

The Group provides security to its bankers to secure the two year revolving working capital facility and bank overdraft. The security provided also secures letters of credit provided by the Group's bankers to overseas banks to support bank overdraft and loan facilities of controlled entities.

The Group facilities are secured by the following:

- Fixed and floating charges over the assets of the parent and certain controlled entities
- Mortgages over shares held in certain controlled entities
- Cross guarantees and indemnities provided by the parent entity and certain controlled entities.

Assets pledged as security

	2016 $'000	2015 $'000
Fixed charge		
Property, plant and equipment	**5,684**	5,576
Intangible assets	**114,117**	112,437
Other financial assets (including investment in joint venture)	**-**	11,250
Total non-current assets pledged as security	**119,801**	129,263
The following current assets are also pledged as security:		
Fixed charge		
Receivables	**41,088**	50,098
Floating charge		
Cash	**14,400**	10,682
Inventories	**57,921**	76,100
Receivables	**1,537**	1,775
Derivative financial instruments	**-**	1,951
Total current assets pledged as security	**114,946**	140,606
Total assets pledged as security	**234,747**	269,869

Where relevant the amounts disclosed above include amounts that are separately disclosed as held for sale in the Group's consolidated balance sheet.

22. Provisions – non-current

	2016 $'000	2015 $'000
Employee entitlements	**1,000**	1,115

The non-current provision for employee entitlements relates to the Group's liability for long service leave.

23. Deferred tax liabilities

The balance comprises temporary differences attributable to:

	2016 $'000	2015 $'000
Brandnames	**13,791**	7,741
Cash flow hedges	**-**	586
Prepayments	**74**	8
Depreciation	**4**	4
Other	**24**	24
Total temporary differences	**13,893**	8,363
Deferred tax liabilities to be settled within 12 months	**33**	607
Deferred tax liabilities to be settled after more than 12 months	**13,860**	7,756
	13,893	8,363

Movements

	Brandnames $'000	Cash Flow Hedges $'000	Other $'000	Total $'000
Consolidated				
Closing balance at 30 June 2014	7,821	-	81	7,902
(Credited) / charged to profit or loss (Note 8)	(80)	9	(46)	(117)
Charged to equity	-	583	-	583
Over provision in prior years	-	-	2	2
Foreign exchange	-	(6)	(1)	(7)
Closing balance at 30 June 2015	**7,741**	**586**	**36**	**8,363**
Charged to profit or loss (Note 8)	**-**	**-**	**73**	**73**
(Credited) / charged to equity	**-**	**(592)**		**(592)**
Transfer of assets previously held for sale	**6,050**	**-**	**-**	**6,050**
Under provision in prior years	**-**	**-**	**(7)**	**(7)**
Foreign exchange	**-**	**6**	**-**	**6**
Closing balance at 30 June 2016	**13,791**	**-**	**102**	**13,893**

24. Contributed equity

	2016 $'000	2015 $'000
Issued and paid up capital:		
103,318,229 (June 2015: 97,338,017) ordinary shares – fully paid	**154,042**	149,191

Movements in ordinary share capital

Date	Details	Number of Shares	Price $	$'000
1 July 2014	Opening balance	95,434,645		147,003
10 November 2014	Shares issued - Dividend reinvestment plan for 30 June 2014 final dividend	1,249,762	1.18	1,475
9 April 2015	Shares issued - Dividend reinvestment plan for 31 December 2014 interim dividend	653,610	1.10	719
	Transaction costs associated with share issues			(9)
	Tax effect of share issue transaction costs recognised directly in equity			3
30 June 2015	**Closing Balance**	**97,338,017**		**149,191**
	Shares issued - Dividend reinvestment plan for 30 June 2015 final dividend	**331,404**	**0.68**	**224**
	Shares issued - Dividend reinvestment plan for 31 December 2015 interim dividend	**769,291**	**0.83**	**639**
	Shares issued – Dividends underwritten	**4,879,517**	**0.83**	**4,050**
	Transaction costs associated with share issues			**(89)**
	Tax effect of share issue transaction costs recognised directly in equity			**27**
30 June 2016	**Closing Balance**	**103,318,229**		**154,042**

Ordinary shares

Ordinary shares entitle the holder to participate in dividends, and to share in the proceeds of winding up the Company in proportion to the number of shares held. On a show of hands every holder of ordinary shares present at a meeting in person or by proxy, is entitled to one vote, and upon a poll each share is entitled to one vote.

Ordinary shares have no par value and the Company does not have a limited amount of authorised capital.

Options and performance rights

Information relating to the Group's employee performance rights and options plans, including details of performance rights issued and outstanding at the end of the year, is set out in the Remuneration Report within the Directors' Report and within Note 26.

24. Contributed equity (continued)

Capital risk management

The Group's objectives when managing capital are to safeguard its ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

The Group monitors capital on the basis of its gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings less cash assets. Total capital is calculated as net debt plus total equity.

	2016 $'000	**2015 $'000**
Total borrowings (Note 19, 21)	**66,389**	88,475
Less: Cash assets (Note 10)	**(16,490)**	(11,283)
Net debt	**49,899**	77,192
Total equity	**104,485**	98,738
Total capital	**154,384**	175,930
Gearing ratio	**32.3%**	43.9%

Under the terms of the borrowing facilities the Group is required to comply with the following key financial covenants:

- The secured leverage ratio must not exceed 2.50 times on the secured bank facility;
- The total leverage ratio must not exceed 4.50 times;
- The EBIT interest cover ratio must not be less than 3.50 times; and
- Total Shareholder funds must not be less than $80,000,000.

25. Reserves and accumulated loss

(a) Reserves

	2016 $'000	2015 $'000
Hedging reserve – cash flow hedges	**(2,502)**	888
Share-based payments reserve	**1,412**	1,373
Foreign currency translation reserve	**1,725**	672
	635	2,933
Hedging reserve – cash flow hedges:		
Balance 1 July	**888**	(3,417)
Revaluation – gross	**(2,528)**	1,276
Deferred tax (Note 17, 23)	**765**	(369)
Transfer to cost of sales – gross	**(1,332)**	2,913
Deferred tax (Note 17, 23)	**388**	(870)
Transfer to finance costs – gross	**(942)**	1,936
Deferred tax (Note 17, 23)	**282**	(581)
Reclassification of reserves to profit and loss on disposal of joint venture	**(23)**	-
Balance 30 June	**(2,502)**	888
Share-based payments reserve:		
Balance 1 July	**1,373**	1,409
Share-based payments	**39**	(36)
Balance 30 June	**1,412**	1,373
Foreign currency translation reserve:		
Balance 1 July	**672**	(577)
Currency translation differences arising during the year	**1,117**	1,249
Reclassification of reserves to profit and loss on disposal of joint venture	**(64)**	-
Balance 30 June	**1,725**	672

(b) Accumulated losses

	2016 $'000	2015 $'000
Balance 1 July	**(53,386)**	(51,653)
Profit after tax	**11,001**	8,840
Dividends provided for or paid	**(7,807)**	(10,573)
Balance 30 June	**(50,192)**	(53,386)

25. Reserves and retained profits (continued)

(c) Nature and purpose of reserves

Hedging reserve – cash flow hedges
The hedging reserve is used to record gains or losses on hedging instruments in cash flow hedges that are recognised in other comprehensive income as described in Note 1(o). Amounts are recognised in profit or loss when the associated hedged transaction affects profit or loss.

Share-based payments reserve
The share-based payments reserve is used to recognise the fair value of options issued at grant date but not exercised.

Foreign currency translation reserve
Exchange differences arising on translation of foreign controlled entities are taken to the foreign currency translation reserve, as described in Note 1(d). The reserve is recognised in profit or loss when the net investment is disposed of.

26. Share-based payments

(a) Employee Performance Rights Plan

The McPherson's Limited Employee Performance Rights Plan was introduced and approved by shareholders at the 2013 Annual General Meeting. The Performance Rights Plan is designed to provide long-term incentives for senior executives to deliver long-term shareholder returns. Under this plan, participants are granted performance rights which only vest if certain performance conditions (relating to compound annual growth in earnings per share) are met and the executive is still employed by the Group at the end of the vesting period. Participation in the plan is at the discretion of the Nomination and Remuneration Committee and no individual has a contractual right to receive any guaranteed benefits.

Performance rights are issued to the Managing Director and certain other senior executives as part of their remuneration. Each right is entitled to acquire one share for no consideration subject to the satisfaction of the vesting conditions which are based on performance and time related conditions. The number of rights that will vest are determined proportionately on a straight line basis based on the compound annual growth rate (CAGR) of the Group's earnings per share (EPS) over a two to three year period (depending on the terms of issue). The base EPS to be used in determining whether the vesting conditions have been satisfied is the reported underlying EPS for the 30 June financial year immediately prior to when the rights were issued. The underlying EPS is subject to further adjustment at the discretion of the Nomination and Remuneration Committee when considered appropriate. The rights will vest proportionately from no rights vesting if the Group's EPS CAGR is 3.0% or less to 100% of rights vesting if the Group's EPS CAGR is 8.0% or higher. The performance rights carry no dividend or voting rights.

Set out below is a summary of rights granted under the plan:

	2016		**2015**	
	Average fair value at grant date	**Number of rights**	**Average fair value at grant date**	**Number of rights**
As at 1 July	**$1.19**	**736,000**	$1.26	416,000
Granted during the year	**$0.50**	**1,015,000**	$1.11	320,000
Lapse during the year	**-**	**(292,000)**	-	-
As at 30 June	**$0.70**	**1,459,000**	$1.19	736,000
Vested and exercisable	**-**	**-**	-	-

The fair value at grant date was independently valued using the market price of the Company's shares on grant date and the Company's dividend yield (both historic and future yield estimates) as key inputs.

26. Share-based payments (continued)

(a) Employee Performance Rights Plan (continued)

Performance rights outstanding at the end of the year have the following expiry dates:

		Number of rights	
Grant date	**Vesting date**	**30 June 2016**	**30 June 2015**
20 November 2013	16 September 2015	**-**	**208,000**
20 November 2013	16 September 2016	**163,000**	**208,000**
24 November 2014	18 September 2017	**281,000**	**320,000**
27 October 2015	18 September 2018	**1,015,000**	
Total		**1,459,000**	**736,000**

(b) Employee Option Plan

Previously long-term incentives were provided to executives via the McPherson's Limited Employee Option Plan. Under this plan, executives were granted options which would only vest if certain performance conditions (relating to total shareholder return) were met and the employees were still employed by the Group at the end of the vesting period. Participation in the plan is at the discretion of the Nomination and Remuneration Committee and no individual has a contractual right to receive any guaranteed benefits. The options carry no dividend or voting rights. Set out below is a summary of movements in options granted under the plan:

	2016		2015	
	Average exercise price per share option	**Number of options**	**Average exercise price per share option**	**Number of options**
As at 1 July	**-**	**-**	$1.70	750,000
Cancelled during the year	**-**	**-**	$1.70	(750,000)
As at 30 June	**-**	**-**	-	-
Vested and exercisable	**-**	**-**	-	-

Expenses / (income) arising from share-based payment transactions

Total expenses / (income) arising from share-based payment transactions recognised during the period as part of employee benefit expense were as follows:

	2016 $'000	**2015 $'000**
Performance rights issued under the employee performance rights plan	**39**	(36)

27. Contractual commitments for expenditure

(a) Capital commitments

Aggregate capital expenditure contracted for at balance date, but not provided for in the accounts, due:

	2016 $'000	2015 $'000
Not later than one year	**455**	246

The Group primarily leases offices, warehouses, motor vehicles and equipment under non-cancellable leases expiring within one to seven years. The leases have varying terms and renewal rights. On renewal, the terms are renegotiated.

(b) Operating leases

	2016 $'000	2015 $'000
Aggregate amount of non-cancellable operating leases contracted for at balance date, but not provided for in the accounts, due:		
Not later than one year	**6,397**	6,205
Later than one year but not later than five years	**16,675**	17,308
Later than five years	**3,485**	6,888
	26,557	30,401

28. Contingent liabilities

From time to time, and in the ordinary course of business, claims arise against the Group including claims relating to product and general liability. The Directors consider these claims to be minor which will not materially affect the results of the Group.

29. Remuneration of Auditors

	2016 $	2015 $
During the year the following fees were paid or payable for services provided by the auditor of the parent entity, its related practices and non-related audit firms:		
(a) PricewaterhouseCoopers Australia		
(i) Audit and other assurance services		
Audit and review of financial statements	**355,000**	416,639
Other assurance services		
Earnout statement audit	**-**	15,000
Total remuneration for audit and other assurance services	**355,000**	431,639
(ii) Other services		
Tax advice relating to employee performance rights plan	**2,000**	1,500
Due diligence review	**103,049**	67,032
Dispute support services	**28,013**	205,000
Total remuneration for other services	**133,062**	273,532
Total remuneration of PricewaterhouseCoopers Australia	**488,062**	705,171
(b) Network firms of PricewaterhouseCoopers Australia		
(i) Audit and other assurance services		
Audit and review of financial statements	**38,115**	5,300
Total remuneration for audit and other assurance services	**38,115**	5,300
Total remuneration of network firms of PricewaterhouseCoopers Australia	**526,177**	710,471
(c) Non PricewaterhouseCoopers audit firms		
(i) Audit and other assurance services		
Audit and review of financial statements	**35,157**	29,368
Total remuneration of non-PricewaterhouseCoopers audit firms	**35,157**	29,368
Total auditor's remuneration	**561,334**	739,839

30. Earnings per share

	2016 Cents	2015 Cents
Basic earnings per share	**11.1**	9.2
Diluted earnings per share	**11.1**	9.2
Basic earnings per share excluding significant items	**13.6**	12.4

Reconciliation of earnings used in calculating earnings per share

	2016 $'000	2015 $'000
Basic and diluted earnings per share		
Profit for the period (excluding significant items)	**13,438**	11,962
Significant items, net of tax	**(2,437)**	(3,122)
Profit for the period	**11,001**	8,840

Weighted average number of shares used as the denominator

	2016 Number	2015 Number
Weighted average number of ordinary shares used as the denominator in calculating basic earnings per share	**98,849,571**	96,372,429
Potential ordinary shares	-	-
Weighted average number of ordinary shares used as the denominator in calculating diluted earnings per share	**98,849,571**	96,372,429
Performance rights that are not dilutive and are therefore not included in the calculation of diluted earnings per share	**1,459,000**	736,000

Information concerning the classification of securities

Performance rights

Performance rights granted to employees are considered to be potential ordinary shares and are included in the determination of diluted earnings per share to the extent to which they are dilutive. The performance rights have not been included in the determination of basic earnings per share.

The outstanding performance rights are not included in the calculation of diluted earnings per share because they are anti dilutive for the years ended 30 June 2016 and 2015. These performance rights could potentially dilute basic earnings per share in the future.

750,000 options granted to employees were cancelled during the prior year, those options were not dilutive.

31. Acquisitions

(a) Current Period

(i) Acquisition

On 6 July 2015 the Group's Australian business acquired the remaining 17.79% of the Home Appliances business for $6,637,000. The Home Appliances business is now a 100% owned subsidiary of the Group.

(ii) Contingent consideration

During the year, the Group had settled the terms of the final consideration payable for the Dr. LeWinn's and Revitanail acquisition. As such $1,907,000 (including related stamp duty) has been capitalised to the carrying amount of the brandnames. At 30 June 2015 due to the facts and circumstances known at that time, no provision was held by the Group for this settlement.

(b) Prior period

(i) A'kin, Al'chemy and Lapurete

On 1 December 2014, the Group's Australian consumer products business finalised its acquisition of the brandnames and associated assets of natural skincare brands A'kin and Lapurete and natural hair care brand Al'chemy.

Details of the purchase consideration and the assets acquired are as follows:

	$'000
Purchase consideration	
Cash paid	8,061
Total purchase consideration	**8,061**

The assets acquired were as follows:

Inventories	787
Property, plant and equipment	17
Brandnames	7,257
Net assets acquired	**8,061**
Purchase consideration – cash outflow	
Cash consideration paid	8,061
Outflow of cash to acquire business assets – investing activities	**8,061**

31. Acquisitions

(b) Prior period (continued)

(ii) Contingent consideration

At 30 June 2015 the Group was required to reassess the amount of contingent consideration it expects to pay relating to a number of acquisitions undertaken in prior periods. Based on the facts and circumstances that existed at 30 June 2015 the Group determined that the provision required to be held was $6,637,000. As a result of this, the Group adjusted down its contingent consideration provision by $6,176,000, after allowing for costs paid during the year. Of this amount, $4,140,000 has been adjusted against brandname intangible assets, since this amount related to an asset only acquisition. The other $2,036,000 of the adjustment was required to be recognised in profit or loss as a contingent consideration gain since this amount related to a business combination transaction. This amount has been separately disclosed within the revenue and other income section of the Statement of Comprehensive Income and within Note 5(b) Significant Items.

32. Particulars in relation to controlled entities

	Country of Incorporation
McPherson's Limited	Australia
Controlled entities of McPherson's Limited	
Domenica Pty Ltd *	Australia
McPherson's Consumer Products (NZ) Limited	New Zealand
McPherson's Consumer Products Pty Ltd *	Australia
Home Appliances Pty Ltd **	Australia
Electrical Distributors Australia Pty Ltd	Australia
Electrical Distributors Repairs Servicing Pty Ltd	Australia
Euromaid Cooking Appliances NZ Limited	New Zealand
Integrated Appliance Group Pty Ltd	Australia
ARC Appliance Group Pty Ltd	Australia
McPherson's Consumer Products Pte Ltd	Singapore
Multix Pty Ltd *	Australia
McPherson's America Inc.	USA
McPherson's Publishing Inc	USA
Regent-Sheffield Ltd	USA
McPherson's Hong Kong Limited	Hong Kong
McPherson's Consumer Products (HK) Limited	Hong Kong
Cork International Far East Limited	Hong Kong
McPherson's (UK) Limited	United Kingdom
A.C.N. 082 110 101 Pty Ltd	Australia

* These subsidiaries have been granted relief from the necessity to prepare financial reports in accordance with Class Order 98/1418 issued by the Australian Securities and Investments Commission. For further information refer to Note 34.

** On 6 July 2015, the McPherson's Group acquired the remaining 17.79% of Home Appliances Pty Ltd. As such, Home Appliances Pty Limited and its subsidiaries form part of the McPherson's Group and have been granted relief from the necessity to prepare financial reports in accordance with Class Order 98/1418 issued by the Australian Securities and Investments Commission. For further information, refer to Note 34.

All investments represent 100% ownership interest unless otherwise stated.

33. Related parties

Directors
Details relating to the insurance of Directors are included in the Directors' Report. Also, from 1 June 2016, A.M. Lacaze's remuneration fees are paid via a related party, Morgan Consulting Pty. Limited.

Controlled entities
Transactions between McPherson's Limited and its controlled entities in the Group during the year consisted of:

- Amounts advanced to and by McPherson's Limited
- Amounts repaid to McPherson's Limited
- Amounts borrowed by McPherson's Limited
- Payment and receipt of interest on certain advances at prevailing rates
- Payment of dividends to McPherson's Limited
- Purchase and sale of goods
- Receipt and payment of tax, rent, management and license fees

Refer to the Remuneration Report within the Directors' Report for information relating to key management personnel disclosures.

Transactions with other related parties
The following transactions occurred with other related parties:

	2016 $	**2015 $**
Sales of goods to joint venture	**-**	5,156
Recharge of administration services to joint venture	**3,912,003**	1,746,929
Interest charged to joint venture	**100,726**	188,893

In addition to the above the Group also pays for certain charges on behalf of the Housewares joint venture which are then recharged to the joint venture at the same value. These transactions are entered into by the Group on a back-to-back basis with the Housewares joint venture. During the year the Group paid $730,996 (2015: $758,412) that was then recharged to the Housewares joint venture at cost.

Housewares ceased to be a related party upon Groups divestment of the joint venture on 31 March 2016. Refer to Note 14.

Outstanding balances with related parties
The following balance is outstanding at balance date in relation to transactions with the Housewares joint venture:

	2016 $	**2015 $**
Receivable from Housewares joint venture	**-**	**741,304**

33. Related parties (continued)

Loans to related parties

	2016 $	2015 $
Loans to Housewares joint venture		
Beginning of the year	**1,926,779**	-
Loans advanced	**1,214,221**	1,926,779
Loans repaid	**(3,141000)**	-
Interest charged	**100,826**	188,893
Interest received	**(100,826)**	(188,893)
End of year	**-**	1,926,779

Terms and conditions

Sale of goods, administration recharges and interest charges are on an arm's length basis. Other transactions are transacted between the parties at cost. Receivable amounts outstanding, other than loans, are repayable in cash and are due to be settled within two months of balance date. Outstanding loans are unsecured and do not have a specified repayment date.

34. Deed of Cross Guarantee

McPherson's Limited, and the following controlled entities, are parties to a Deed of Cross Guarantee under which each company guarantees the debts of the others.

- McPherson's Consumer Products Pty Ltd
- Multix Pty Ltd
- Domenica Pty Ltd
- Home Appliances Pty Ltd *
- Electrical Distributors Australia Pty Ltd *
- Electrical Distributors Repairs Servicing Pty Ltd *
- Integrated Appliance Group Pty Ltd *
- ARC Appliance Group Pty Ltd *

* On 6 July 2015, the McPherson's Limited Group acquired the remaining 17.79% of Home Appliances Pty Ltd and its subsidiaries. These entities form part of the Group's Deed of Cross Guarantee in financial year 2016.

By entering into the Deed, the wholly-owned entities have been relieved from the requirement to prepare a Financial Report and Directors' Report under Class Order 98/1418 (as amended) issued by the Australian Securities and Investment Commission.

(a) Condensed consolidated income statement and a summary of movements in consolidated retained profits

The above companies represent a 'Closed Group' for the purposes of the Class Order, and as there are no other parties to the Deed of Cross Guarantee that are controlled by McPherson's Limited, they also represent the 'Extended Closed Group'.

Set out below is a consolidated income statement and a summary of movements in consolidated retained profits for the year ended 30 June 2016 of the Closed Group.

	2016 $'000	2015 $'000
Income statement		
Revenue	**290,080**	244,607
Other income	**9,448**	6,309
Expenses	**(270,560)**	(237,271)
Finance costs	**(7,589)**	(7,503)
Share of net profit of associates accounted for using the equity method	**1,604**	928
Profit before income tax	**22,983**	7,070
Income tax expense	**(2,197)**	(209)
Profit for the year	**20,786**	6,861
Summary of movements in consolidated retained profits		
Accumulated losses at beginning of the financial year	**(80,477)**	(76,765)
Acquisition	**4,728**	-
Profit after income tax for the year	**20,786**	6,861
Dividends provided for or paid	**(7,807)**	(10,573)
Accumulated losses at the end of the financial year	**(62,770)**	(80,477)

34. Deed of Cross Guarantee (continued)

(b) Balance sheet

Set out below is a consolidated balance sheet as at 30 June 2016 of the Closed Group.

	2016 $'000	2015 $'000
Current assets		
Cash and cash equivalents	**13,018**	6,215
Trade and other receivables	**41,390**	51,505
Inventories	**56,109**	36,259
Derivative financial instruments	**-**	1,333
Current tax assets	**495**	1,309
Assets classified as held for sale	**-**	37,674
Total current assets	**111,012**	134,295
Non-current assets		
Other financial assets	**20,776**	61,455
Property, plant and equipment	**5,112**	3,816
Intangible assets	**112,424**	52,057
Deferred tax assets	**5,875**	4,724
Total non-current assets	**144,187**	122,052
Total assets	**255,199**	256,347
Current liabilities		
Trade and other payables	**56,539**	50,651
Borrowings	**17,503**	403
Derivative financial instruments	**3,207**	1,122
Provisions	**8,573**	13,545
Liabilities directly associated with assets classified as held for sale	**-**	6,330
Total current liabilities	**85,822**	72,051
Non-current liabilities		
Payables	**13,603**	16,185
Borrowings	**48,886**	88,072
Derivative financial instruments	**1,905**	1,601
Provisions	**860**	615
Deferred tax liabilities	**13,808**	7,354
Total non-current liabilities	**79,062**	113,827
Total liabilities	**164,884**	185,878
Net assets	**90,315**	70,469
Equity		
Contributed equity	**154,042**	149,191
Reserves	**(957)**	1,755
Accumulated losses	**(62,770)**	(80,477)
Total equity	**90,315**	70,469

35. Notes to the statement of cash flows

(a) Reconciliation of net cash provided by operating activities to operating profit after income tax:

	2016 $'000	2015 $'000
Profit after income tax	**11,001**	8,840
Impairment of intangible assets	**-**	637
Depreciation	**2,204**	2,256
Amortisation of other intangibles	**599**	403
(Gain) / Loss on disposal of property, plant and equipment	**(20)**	279
Share-based payments	**39**	(36)
Share of profit of equity accounted for joint venture	**(1,825)**	(1,060)
Gain from disposal of joint venture	**(1,961)**	-
Contingent consideration adjustment	**-**	(2,036)
Interest rate swap termination loss during refinancing	**-**	1,969
Changes in operating assets and liabilities, excluding the effects from purchase or disposal of business assets:		
(Decrease) / increase in payables	**(9,404)**	6,317
(Decrease) / increase in other provisions	**(280)**	1,893
(Decrease) / increase in employee entitlements	**(518)**	943
Increase / (decrease) in net tax liabilities	**448**	(1,095)
Decrease in receivables	**10,382**	5,899
Decrease / (increase) in inventories	**14,261**	(18,259)
Net cash inflows from operating activities	**24,926**	6,950

(b) Non-cash investing and financing activities

	2016 $'000	2015 $'000
Shares issued under Dividend Reinvestment Plan	**863**	2,194

36. Events occurring after balance date

Mr Paul Maguire, the Group's Managing Director, announced his retirement on 22 August 2016 with effect from the conclusion of the Annual General Meeting on 21 November 2016. Mr Maguire's successor has been appointed and will commence with the Group on 1 November, and after a transition period will be appointed Managing Director on 21 November 2016.

No other matter or circumstance, other than has been noted above, has arisen since 30 June 2016 that has significantly affected the Group's operations, results or state of affairs, or may do so in future financial years.

37. Parent entity financial information

(a) Summary financial information

The individual financial statements for the parent entity show the following aggregate amounts:

		2016 $'000	2015 $'000
Balance Sheet			
Current assets		**4,889**	3,474
Total assets		**191,881**	283,400
Current liabilities		**70,962**	12,637
Total liabilities		**134,110**	115,233
Shareholders' equity			
Issued capital		**154,042**	149,191
Reserves	- cash flow hedges	**(2,369)**	317
	- share-based payments	**1,412**	1,373
Retained earnings - 2015 reserve		**9,479**	17,286
Accumulated losses - 2016 reserve		**(104,793)**	-
		57,771	168,167
Loss for the period		**(104,793)**	(138)
Total comprehensive income		**(107,479)**	2,994

As a result of a review of intercompany receivables, an impairment of an intercompany balance of $112.3m has been recognised in the current financial year.

(b) Contingent liabilities and guarantees

The parent entity has guaranteed the repayment of borrowings of certain controlled entities.

The cross guarantee given by those entities listed in Note 34 may give rise to liabilities in the parent entity if the subsidiaries do not meet their obligations under the terms of the overdrafts, loans, leases, or other liabilities subject to the guarantee.