

28 November 2025

MNC AGM 2025 Chairman's address

Steve Woolley

28 November 2025

1. *FY25 overview*

Before speaking to the future, I want to recognise the work undertaken during the financial year ended 30 June 2025. A year led by the previous Chair, Board, and management team who oversaw a significant period of transformation.

FY25 was shaped by deliberate investment and foundational building. The Company strengthened its balance sheet, increasing net assets to approximately \$5.6 million, up from \$1.8 million the year prior. The cash position on 30 June 2025 was \$2.97 million, providing stability for the next phase of development.

Operational capability expanded during the year. In November 2024, the Company secured a new manufacturing, storage, and distribution facility in Wangara, Western Australia, providing increased capacity and improving logistics proximity to key infrastructure.

The business also advanced several transformation initiatives. These included a brand refresh aligned to the Company's transition to listed status, a deliberate inventory realignment program, and product innovation development which saw strong early acceptance from customers.

Digital capability was strengthened with the relaunch of the Merino & Co. e-commerce platform and the rollout of global marketplace listings across Tmall International, Rakuten, and Amazon during the period, all initiatives completed within FY25.

Collectively, these actions laid the foundation for improved transparency, operational effectiveness, and brand-led growth. They established a platform from which the Company can now move forward with greater clarity and capability. I acknowledge and thank the previous Chair, the Board, and the leadership team who delivered this work during FY25.

2. *Future strategy*

Since the end of FY25, the Company has continued to build momentum. A distribution agreement was secured in September, creating new pathways for export and wholesale demand. Leadership capability was further strengthened with the appointment of a Chief Growth Officer, deepening our expertise across brand and international expansion. These developments, while occurring after year-end, align with the broader direction the Company has been shaping. One centred on disciplined growth, elevated brand positioning and deeper market engagement.

Looking ahead, our strategic focus now shifts to converting this foundation into meaningful, long-term value. This work is grounded in three priorities. First, elevating the Merino & Co.

identity into a unified, premium brand expression that reflects the craftsmanship, provenance and design intelligence at the heart of our business. Second, progressing our material innovation platform, including a globally unique intersection of natural fibre performance and guided bespoke making that strengthens both differentiation and customer engagement.

And third, advancing our international pathway with a measured, partnership-led approach across China, Japan and North America, ensuring any expansion remains aligned to capability, demand and disciplined execution.

Underpinning all of this is a continued commitment to supply-chain transparency, operational efficiency and governance discipline. Our aim is not rapid expansion for its own sake, but the careful strengthening of the business. Turning Australian provenance, material innovation and design-led retail expression into a modern brand built to endure.