

ASX ANNOUNCEMENT

16th September 2026

Merino & Co. appoints botanical print specialist to lead plant-dyed product development

KEY HIGHLIGHTS

- Fiona Su has been appointed to lead development of the Company's botanical dyeing capability
- Nearly 40 years in apparel, textile and accessories product development; more than 15 years in botanical eco-transfer printing
- Focus on native Australian eucalyptus leaf and bark, including material otherwise treated as waste
- Supports a differentiated plant-dyed product line for retail, gifting and tourism channels

Merino & Co. Limited (ASX: MNC) advises the appointment of Fiona Su.

Ms Su is a qualified Textile Engineer since 1983. She has nearly 40 years of experience across apparel, textile fabrics and luxury accessories, specialising in product development and innovation, and more than 15 years of research and practice in botanical eco-transfer printing.

Her work uses native Australian plant material, with expertise in eucalyptus leaves and bark, including repurposing material that would otherwise be treated as waste.

In this role Ms Su will lead the direction for the Company's plant-dye development, establish quality standards and control processes for botanical dyeing, and continue research into dyes, techniques and applications. She will also develop the Company's internal training capability in botanical dyeing, and contribute to brand presentation at flagship retail, exhibition and event settings.

The appointment is on an ongoing basis, for a period of three years.

Commenting on the appointment, Merino & Co. Managing Director Ms Fiona Yue said:

"Our products are made in Australia from Australian merino wool. Colouring them with abundantly available Australian plants is the natural next step, and Fiona Su has spent fifteen years learning how to do it well."

Ends

This announcement has been approved for release to the ASX by the Board of Merino & Co.

FOR MORE INFORMATION, PLEASE CONTACT

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ABOUT MERINO & CO.

Merino & Co. is a vertically integrated Company, involving the design, manufacture, marketing, and sale of wool products. The Company sells its merino wool garments and accessories in Australia through its own online store as well as other offline distribution channels, such as at duty free shops, airports, boutique shops, tourism spots. The Company also conducts its sales operations through wholesalers and agents.

The Company has also been exporting and selling directly to international markets, including China, Japan, and North America, where high-quality wool products are in higher demand owing to colder climates. The Company is a strong advocate of the benefits of wool as a natural fibre and is a strong supporter of the proliferation of more sustainable, renewable, and biodegradable products made from environmentally friendly and raw natural materials such as wool, alpaca wool and possum fur.

FORWARD LOOKING STATEMENTS

This announcement contains certain "forward-looking statements." Forward looking words such as, "expect", "should", "could", "may", "predict", "plan", "will", "believe", "forecast", "estimate", "target", "continue", "anticipate", "guidance", "outlook", "aim" and other similar expressions are intended to identify forward-looking statements. Indications of, and guidance on, future earnings and financial position and performance are also forward-looking statements.

Forward-looking statements, opinions, and estimates provided in this announcement are based on assumptions and contingencies which are subject to change without notice, so as are statements about market and industry trends, which are based on interpretations of current market conditions. You are advised not to place undue reliance on any forward-looking statements regarding our belief, intent, or expectations with respect to Merino & Co.'s businesses, market conditions, and/or results of operations.
