

ANNUAL PERFORMANCE REPORT 2024-25

Australian Wool Innovation's mission is to enhance the profitability, international competitiveness and sustainability of the Australian wool industry.



WOOLMARK

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OUR PURPOSE



To enhance the profitability, competitiveness and sustainability of the Australian wool industry through research, development, extension and demand creation.

OUR GOAL

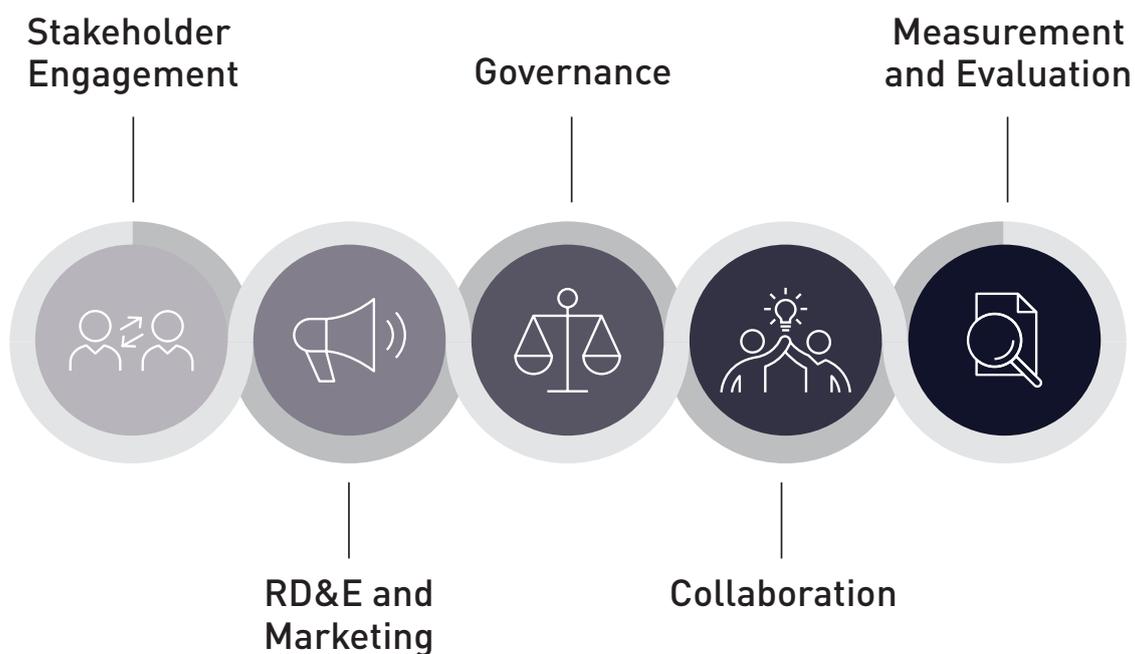


A thriving Australian wool industry.

2022-25 STRATEGIC PLAN PRIORITIES

This document provides a succinct and high-level summary of AWI's investments and is a companion to AWI's 2024-25 Annual Report.

Information provided here is not exhaustive and is meant as an indicative representation of what AWI has done on behalf of Australian woolgrowers during the past year. This document is in line with the AWI's Statutory Funding Agreement with the Commonwealth that requires AWI to act in accordance with and uphold the five Performance Principles.



More information on the above five principles can be found in the 2024-25 Annual Report.

The 2024–25 financial year was the third and final year that AWI operated under its three-year Strategic Plan for 2022–25.

The Strategic Plan was developed after AWI consulted widely with woolgrowers and their representatives to ensure industry views and priorities were incorporated into the plan. The five priorities are highlighted below:

-  Growing the value and international demand for wool
-  Wool harvesting
-  Collaboration, consultation and engagement
-  Sustainability
-  Strengthening the supply chain

2024-25 GLOBAL HIGHLIGHTS





ASIA & OCEANIA

CHINA

- 1 retail partner collaboration: TMALL
- 12 brand partner collaborations: ICICLE, Aigle, JNBY, Lees, GOELIA, MO&Co, Edition, PORTS, Eifini, Ubras, Zhizhi and HAZZYS
- 25 product & process innovation projects
- 1 Woolmark Performance Challenge finalist
- 4 Development Centre activations
- 1 trade show exhibition
- 17 Woolmark licensees onboarded

INDIA

- 2 retail partner collaborations: Ajio Luxe and Athlos Sports
- 1 trade show exhibition
- 3 retail training programs
- 2 product & process innovation projects
- 7 Woolmark licensees onboarded

AUSTRALIA

- 9 RDC collaborations: MLA, Australian Meat Processor Corporation, Grains Research & Development, AgriFutures, Dairy Australia, MLA Donor Company, Australian Eggs, Australian Pork and Cotton Research & Development Corporation
- 2 Public Sector Institutes collaborations: Animal Health Australia, SARDI
- 5 government institutes collaborations: Department of Agriculture, Fisheries & Forestry, NSW Department of Primary Industries, Australian Research Council, Department of Primary Industries WA, CSIRO
- 10 university collaborations: La Trobe University, Deakin University, The University of Melbourne, The University of Western Australia, Murdoch University, The University of Sydney, The University of Adelaide, University of Technology Sydney, University of Wollongong, The University of New England, University of Tasmania
- 3 brand partner collaborations: Farage, Rakumba, Cable
- 1 Woolmark Performance Challenge finalist
- 4 retail training programs
- 3 Woolmark licensees onboarded

- Sheep Production
- Marketing
- Industry Development
- Consultation
- Market Analytics

SOUTH KOREA

- 3 brand partner collaborations: Shinsegae, Cambridge Members and TaylorMade
- 1 retail partner collaboration: Musinsa
- 1 trade show exhibition
- 6 retail training programs
- 6 product & process innovation projects
- 10 Woolmark licensees onboarded

JAPAN

- 7 brand partner collaborations: Descente Japan, Mizuno, Onward, Sanyo Shokai, World Co, Goldwin and Anuans
- 1 retail partner collaboration: Rakuten Group
- 1 Woolmark Performance Challenge finalist
- 1 trade show exhibition
- 15 retail training programs
- 6 product & process innovation projects
- 1 Woolmark licensee onboarded

TAIWAN

- 1 retail training program

HONG KONG

- 1 trade show exhibition
- 3 product & process innovation projects

VIETNAM

- 1 trade show exhibition
- 1 retail training program

CAMBODIA

- 1 Woolmark licensee onboarded

NEW ZEALAND

- 1 university collaboration: Massey University

EUROPE

LITHUANIA

- 1 Woolmark licensee onboarded

NORWAY

- 1 university collaboration: Oslo Metropolitan University
- 1 brand partner collaboration: Aclima
- 1 Woolmark licensee onboarded

AUSTRIA

- 1 Woolmark licensee onboarded

DENMARK

- 1 Industry workshop

UNITED KINGDOM

- 1 International Woolmark Prize finalist: Standing Ground
- 1 brand partner collaboration: Made with Love by Tom Daley (MWL)
- 5 Development Centre activations
- 1 retail training program
- 2 Woolmark licensees onboarded

BELGIUM

- 2 International Woolmark Prize finalists: Estern Manas and Meryll Rogge

FRANCE

- 1 International Woolmark Prize finalist: LGN Louis Gabriel Nouchi
- 1 brand partner collaboration: Circle Sportswear
- 1 trade show exhibition
- 1 Development Centre activation

SPAIN

- 1 industry/trade association collaboration: Centro Algodonero Nacional (CAN)
- 1 Woolmark licensee onboarded

PORTUGAL

- 1 Woolmark licensee onboarded

GERMANY

- 2 trade show exhibitions
- 2 retail training programs
- 9 product & process innovation projects
- 3 Woolmark licensees onboarded

- Sheep Production
- Marketing
- Industry Development
- Consultation
- Market Analytics

SWEDEN

- 1 retail partner collaboration: Naturokompaniet

THE NETHERLANDS

- 1 International Woolmark Prize finalist/winner: Duran Lantink
- 1 Woolmark Performance Challenge finalist
- 1 Woolmark licensee onboarded

POLAND

- 1 Woolmark licensee onboarded

TURKEY

- 1 industry workshop
- 1 retail training program
- 1 Woolmark licensee onboarded

ITALY

- 1 International Woolmark Prize finalist: ACT No 1
- 4 brand partner collaborations: Tod's, Arena Beachwear, Luna Rossa Prada Pirelli
- 3 Woolmark Performance Challenge finalists
- 4 trade show exhibitions
- 17 retail training programs
- 16 product & process innovation projects
- 2 Woolmark licensees onboarded

AMERICAS

CANADA

- 2 Woolmark licensees onboarded

UNITED STATES OF AMERICA

- 2 industry/trade association collaboration: American Wool Council and National Cotton Council of America
- 1 university collaboration: North Carolina State University
- 2 retail partner collaboration: Saks Fifth Avenue and McMullen
- 1 brand partner collaboration: Lafayette 148 NY
- 2 international Woolmark Prize finalists: Diotima and LUAR
- 5 Woolmark Performance Challenge finalists
- 1 trade show exhibition
- 3 retail training programs
- 11 product & process innovation projects
- 8 Woolmark licensees onboarded

- Sheep Production
- Industry Development
- Consultation
- Marketing
- Market Analytics



BRAZIL

- 2 industry/trade associations: ANEA Brazil and ABRAPA

SOUTH AFRICA

- 1 university collaboration: Stellenbosch University
- 1 government institute collaboration: Western Cape Department of Agriculture
- 1 industry/trade institute collaboration: Mohair RSA and Cape Wool SA
- 1 Woolmark licensee onboarded

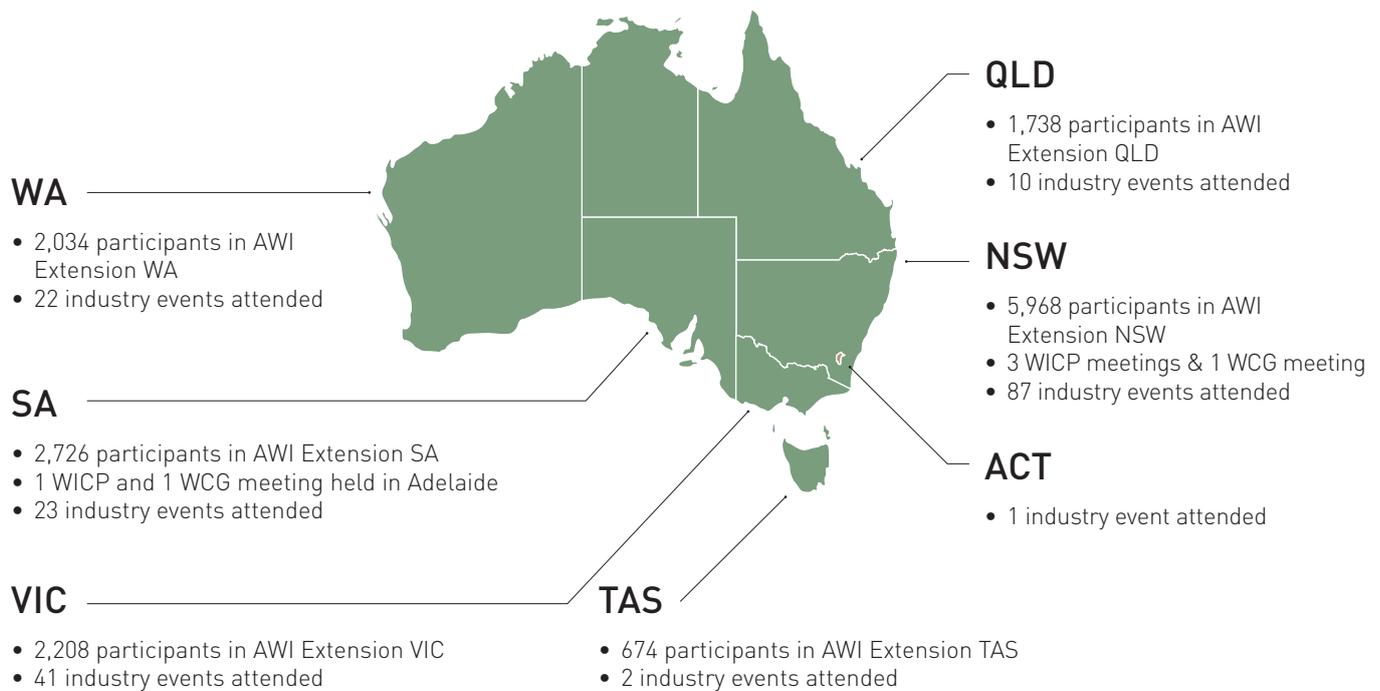
AFRICA

URUGUAY

- 1 public sector research institute collaboration: INIA - National Research Institute of Uruguay

STAKEHOLDER ENGAGEMENT

AWI continues to effectively engage with stakeholders in order to identify research, development, extension and marketing priorities and activities that provide benefits to industry. This means being open and transparent about how input and ideas from levy payers are incorporated into strategy design and the reasons for their inclusion or otherwise.



MEASUREMENT AND EVALUATION

NEVER STOPS



EVALUATIONS CONDUCTED IN 2024-25

AWI is committed to providing quantifiable returns on woolgrower and government funds. The AWI Measurement and Evaluation (M&E) Framework defines the evaluation logic and operational processes and is publicly available on the AWI website.

Our M&E process is based on the principle of continuous improvement and refinement to the evolving needs of AWI and the greater industry we serve.



INTERNATIONAL WOOLMARK PRIZE (IWP) 2023

Completed internally

It was estimated that the 2023 International Woolmark Prize (IWP) generated a benefit-cost ratio (BCR) of 1.9, which means that for every \$1 invested by AWI, there is a projected \$1.90 return, over a period of five years.



MIZUNO SS24/AW24 BASE-LAYER CAMPAIGN

Completed internally

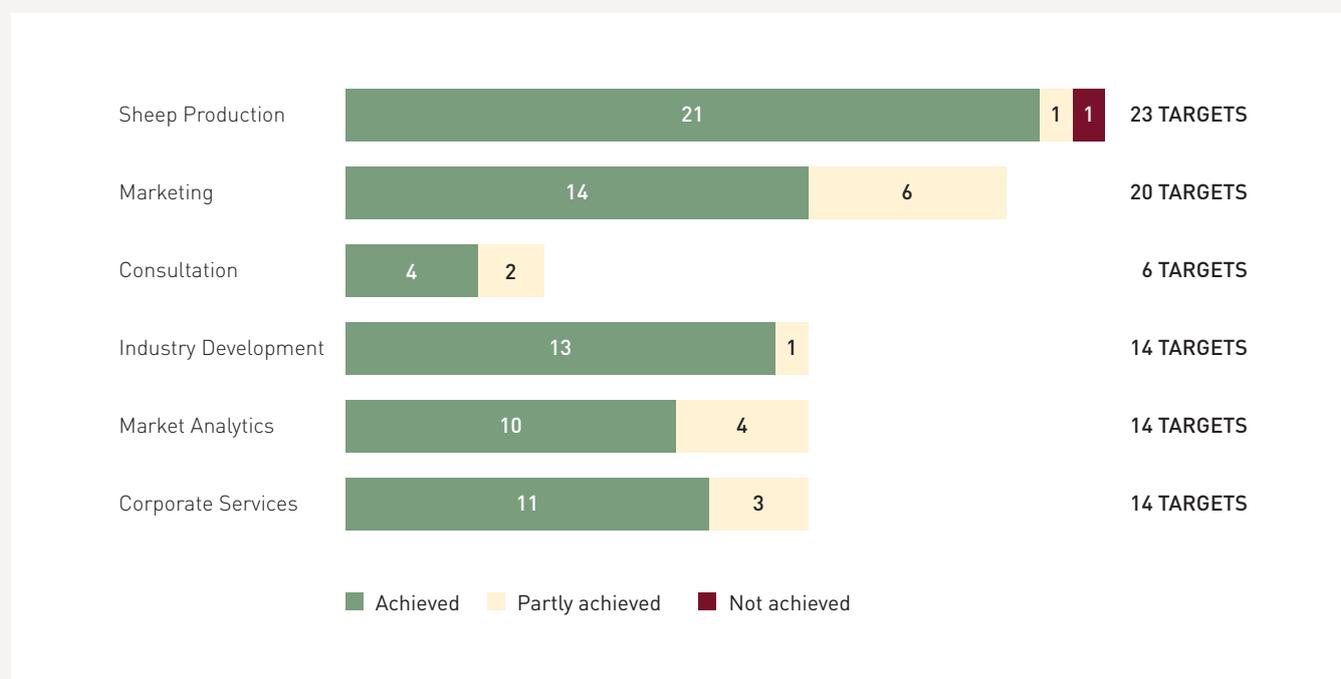
It was estimated that the program generated a benefit-cost ratio of 3.2, which means that for every \$1 invested by AWI, there was a \$3.20 return on investment, with net benefits of nearly \$500,000.

RESEARCH DEVELOPMENT, EXTENSION AND MARKETING

PERFORMANCE AGAINST 2024-25 ANNUAL OPERATING PLAN TARGETS

AWI undertook a diverse range of RD&E and marketing activities that incorporate risk assessments, and targeted returns on investment. Below is the summary of the achievements against the targets that were set in the 2024-25 Annual Operating Plan. For more details refer to the pages 80 of the 2024-25 Annual Report.

The chart below shows the results for each portfolio broken down into three potential outcomes. The colours demonstrate the status at the end of the financial year for each of the key performance indicators (KPI) set out in the Annual Operating Plan.



KEY:

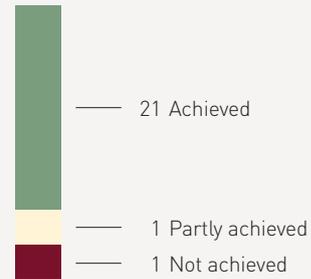
Colour	Status	Explanation
Green	Achieved	The KPIs were achieved.
Amber	Partly achieved	The KPIs were close to being achieved but not fully met and/or were impacted by seasonal conditions.
Red	Not achieved	The KPIs were close to being achieved but due to certain factors could not be met.

SHEEP PRODUCTION

\$9.4 MILLION

Invested to increase the productivity of sheep and land and the efficiency of use of inputs and resources whilst enhancing Australia's reputation for sustainability.

23 targets



*refer to the key on pg.19 for more details



Multipronged approach to improving wool harvesting

AWI this year continued its multipronged approach to improving wool harvesting. Of note, AWI funding of shearing and wool handling training courses has helped attract and retain new entrants into the wool harvesting industry and increase workers' productivity, skills and professionalism.

Also of note, the University of Adelaide has made strong progress in AWI's biological wool harvesting project to identify the most effective biological agent to create a weakened zone at the base of the wool fibre. Researchers are now analysing promising candidate agents to determine which, if any, are most suitable for this role.

School Merino Wether Challenges

School Merino Wether Challenges, supported by AWI, were held in 2024 across NSW, SA, WA, TAS, QLD and, for the first time, VIC. Students from across Australia gained hands-on experience in sheep and wool production by caring for teams of Merino wethers over six months before presenting them for judging on meat and wool quality at state competitions. Originating in SA 14 years ago, the program now provides students nationwide with practical animal management skills, exposure to the Merino industry, and insight into future career opportunities.



Satellite imagery to measure on-farm natural capital metrics

A two-year collaborative project co-funded by AWI has commenced to support Australian woolgrowers in more easily and cost-effectively supplying high-quality environmental data to the supply chain.

The project will use advanced satellite imagery to consistently and efficiently measure on-farm natural capital metrics such as ground cover, tree cover, shade and shelter, and greenhouse gas sequestration. Once validated and implemented, the technology is expected to be applicable across a wide range of regions and farming systems.

TIMERITE® tool updated with new functionality

The TIMERITE® tool, which helps woolgrowers identify the most effective spray date for controlling redlegged earth mites in pastures, was updated this year with new data and improved modelling. The revised tool also provides an optimal spray window, within which results are at least 95% as effective as the best spray date, giving growers greater flexibility. In addition, the tool has been made easier to use, now requiring only the property's postcode to generate recommendations.



New guide to saltbush-based forage systems

AWI and MLA released a new guide to support sheep and wool producers in establishing and managing saltbush-based forage systems in southern Australia to address feed gaps and improve the profitability of less productive land. The guide is an outcome of the four-year 'No More Gaps with Superior Shrub Systems' project, led by CSIRO and co-funded by AWI and MLA, which delivered research and extension messages at 48 events to more than 1,000 producers and 1,000 industry stakeholders, alongside the development of a suite of extension resources.

Predicting success in artificial insemination

New research has identified the critical factors that affect the probability of pregnancy following laparoscopic artificial insemination (AI) in sheep. Conducted by a team at the University of Sydney, the study examined the influence of both male and female factors on the variability of AI program success within the Australian Merino industry across the 2021, 2022 and 2023 seasons. Analysis of the data has been completed, and results published this year show that six key factors significantly influence the likelihood of pregnancy being achieved.



Merino Lifetime Productivity project

This 10-year project is designed to improve understanding of how current selection approaches relate to lifetime performance, and to build knowledge of the genetic and economic interactions across the wide range of Merino types that produce high quality wool, lambs and meat over their lifetime. A full suite of sheep assessments has been conducted at five sire evaluation sites located across Australia, generating more than two million data points. Analysis of this unique and extensive dataset is now in progress. The findings will be applied to strengthen existing Merino breeding and selection strategies, supporting both ram sellers and ram buyers to achieve greater lifetime productivity and improved returns for woolgrowers.

Setting up for reproductive success

AWI launched a new half-day workshop for woolgrowers, AWI Repro Masterclass™, that is a one-stop-shop for the latest research, benchmarks, targets and tools for all things repro. The workshop focusses on improving reproductive performance and important management practices throughout the annual ewe reproductive cycle. As well as learning about the importance of balancing enterprise priorities, the workshop covers the fundamentals of ram health and performance, conception rates, managing weaners to first joining, making the most of pregnancy scanning, joining ewe lambs, managing twin- and triplet-bearing ewes, optimising lamb survival, year-on-year improvement, and more.

Non-chemical flystrike control projects

AWI co-invested in a series of biological control projects targeting the Australian sheep blowfly, with the aim of reducing the risk of flystrike while ensuring low residues and minimal environmental impact. The initiatives include: (1) releasing millions of sterile male blowflies on Kangaroo Island, SA, to test whether reproduction rates and overall populations can be reduced; (2) using nanotechnology to develop a tea tree oil biopesticide designed to provide extended, safe and residue-free protection against flystrike; (3) creating a more effective and potent trapping system for sheep blowflies to help lower populations in wool-growing regions; and (4) researching genes and proteins that could inform future control strategies, including new insecticide chemistries or biological interventions.

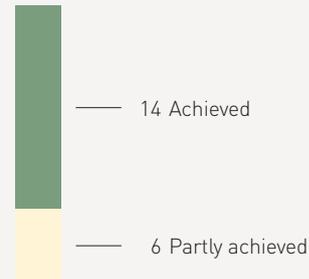


MARKETING

\$26.5 MILLION

Invested towards building demand for Australian wool by reinforcing its position in the market and solidifying a strong price to ensure a sustainable future for Australian woolgrowers.

20 targets



*refer to the key on pg.19 for more details



arena swimwear

Woolmark partnered with leading global swimwear brand arena to introduce Merino wool into swimwear for the first time. The collaboration combined expertise in performance fabrics with arena's market presence across Europe to create a certified collection that highlighted the sustainability, comfort and versatility of Merino wool in a segment traditionally dominated by synthetics. The project included trade and consumer launches, co-branded certification, staff training and joint marketing campaigns, building strong awareness of wool's benefits and reinforcing the value of industry partnerships in expanding Merino's use in new markets.

China consumer campaign

In China, Woolmark partnered with TMALL, the country's largest e-commerce platform, to deliver a major autumn/winter marketing campaign promoting wool products. The campaign showcased wool from more than 4,800 brands across the platform and featured a high-profile celebrity endorsement to drive consumer engagement and trust. Supported by integrated digital, social and e-commerce activations, the initiative achieved significant exposure with more than 267 million page views. The campaign not only strengthened the positioning of wool as a premium, sustainable fibre in the Chinese market but also highlighted the value of collaboration with leading online retail platforms to reach millions of consumers and increase demand for wool products.



Circle Sportswear | Olympic Games

Circle Sportswear's Merino wool SuperNatural Runners, which contain 65% wool, were officially launched in Paris in the lead up to the Olympics.

They had a very special ambassador: three-time Olympic champion Marie-José Pérec, a French sporting legend who lit the cauldron at the Paris Olympics in July.

International Woolmark Prize 2025

The 2025 International Woolmark Prize fashion award and talent development program was held this year. The program continues to generate long-term demand for Australian Merino wool by increasing the knowledge of and lifetime loyalty to the fibre amongst the award's designers and alumni. Furthermore, the phenomenal interest in these awards from fashion communities and media globally has helped put wool back on the agendas of a broader range of fashion designers, manufacturers, brands and retailers, and consequently into stores for consumers to purchase.

Rakuten Fashion

Japanese e-commerce fashion platform Rakuten Fashion promoted the wool apparel of 790 brands, with more than 2.3 million wool rich products available to purchase, an increase in volume of 15.7% from last year.

ICICLE traceable wool project

Woolmark partnered with Chinese fashion brand ICICLE to launch its first traceable wool collection, strengthening the connection between Australian woolgrowers and high-end consumers in China and internationally. The collaboration highlighted Australian Merino wool's sustainability and transparency credentials through retail, media and digital campaigns, supported by on-farm storytelling and traceability tools. This initiative reinforced wool's position as a premium natural fibre in luxury fashion and established a strong foundation for long-term partnerships built on traceability and responsible sourcing.



Campaign for Wool

The Campaign for Wool held its annual Wool Month in October 2024, promoting the natural and sustainable benefits of wool and encouraging consumers to 'Check It's Wool' when purchasing products.

Saks Fifth Avenue

Luxury fashion e-commerce platform Saks achieved a 124% increase in wool sales on Saks.com compared to the campaign's previous six-week period.

Lafayette 148

Woolmark partnered with luxury womenswear brand Lafayette 148 for its Spring 2025 resort and Spring collections, featuring more than 40 Woolmark-certified styles. The collaboration highlighted Merino wool's softness, quality and sustainability through digital campaigns, retail activations and influencer engagement, strengthening wool's profile in the American luxury market.

Cable

Woolmark collaborated with Australian womenswear brand CABLE on the launch of its Heritage 365 collection, a range of 40+ Woolmark-certified styles made from more than 5,500 kg of Merino wool. Support included product development, retail training, and marketing activations, notably in-store pop-ups at David Jones' flagship locations, which drove significant sales uplift. The partnership also extended across CABLE's digital, social, and print campaigns, reinforcing the benefits of Australian Merino wool and Woolmark certification while strengthening consumer awareness and brand growth.



Woolmark Performance Challenge

The Woolmark Performance Challenge brings together tertiary students from around the world to create innovative product applications for Merino wool in the sports and outdoor market. The 2025 edition is being delivered in collaboration with industry partner Alpinestars, a global leader in motor and action sports apparel. For this competition, 237 educational institutions across 31 countries registered to participate.

Onward

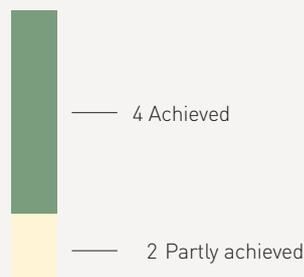
Building on a long-term relationship with Japan's Onward Group, Woolmark delivered the "Nice to Meet Wool" winter campaign in 2024-25, showcasing Woolmark-certified knitwear, coats, and the country's first Woolmark-certified knit shoes through Onward's Steppi brand. The partnership spanned e-commerce and 350 retail stores, supported by significant digital investment from Onward Digital Lab to drive traffic and awareness. With 132,500 certified pieces produced, the campaign combined online activations, in-store promotions, and targeted consumer communications to highlight the quality and sustainability of Merino wool while strengthening Woolmark's presence in one of the world's most influential fashion markets.

CONSULTATION

\$4.0 MILLION

Invested to build trust and transparency across the supply chain through an industry best-practice structure, targeted and measurable engagement model; and for this intelligence to influence, inform or contribute to AWI's business activities.

6 targets



*refer to the key on pg.19 for more details



Beyond the Bale

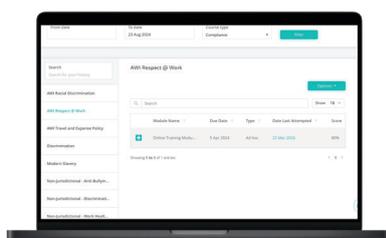
Beyond the Bale magazine was posted to an average of 14,835 woolgrowers quarterly, with its e-newsletter sent to 8,579 recipients. The Woolgrower Newsletter was also emailed monthly to an average of 8,298 recipients.

Market intelligence

On the AWI website page, the Market Intelligence section received a total of **115,481 views**.

Extension network

There are **15,348 active participants** in AWI Extension Networks across NSW, VIC, SA, WA, QLD and TAS.



Wool.com

The Wool.com website recorded **334,714 visits**.

Consultation with representative bodies

AWI engaged formally with growers through the Woolgrower Industry Consultation Panel (WICP), which has nine members from national representative organisations plus government and AWI observers, and the Woolgrower Consultation Group (WCG), which includes 16 additional grower bodies. The WICP met five times in 2024–25, and consultation input guided AWI's 2025–2028 Strategic Plan.

Liaison with government stakeholders

In 2024–25, AWI had regular and informal discussions and meetings with government officials on a range of issues. AWI aims to work productively with Federal and state government stakeholders to ensure a sufficient understanding of the wool industry, AWI priorities, and outcomes of AWI's investment priorities.



Industry events

AWI staff supported more than 170 wool industry events across Australia, including field days, sheep shows, and ram sales, strengthening on-the-ground relationships with growers.

INDUSTRY DEVELOPMENT

\$6.0 MILLION

Invested to increase the profitability and sustainability of the wool processing and manufacturing supply chain and educate students, trade and retailers about the benefits of wool.

14 targets



*refer to the key on pg.19 for more details



Retail training

Woolmark collaborated with 48 brands to deliver 54 training workshops to over 1,430 retail staff worldwide, improving product knowledge and customer engagement to increase wool sales.

Trade shows

Woolmark exhibited at 14 leading international trade shows including Functional Textiles (China), Performance Days (Germany), Functional Fabric Fair (USA) and PV Denim (Italy), Preview in Seoul (Korea). These events inspire brands and retailers, generate new leads, and support trade partners with the latest wool innovations.

The Wool Lab

In 2024–25, seven themes were released, aligned with the Spring/Summer 2026 and Autumn/Winter 2026–27 sourcing periods. These themes featured category-specific focuses on sports and performance growth opportunities, knitwear, and wovens to strengthen our core business.

A special Wool Denim edition also showcased wool's unique properties within one of the world's most iconic textiles. During the year, The Wool Lab received 9,803 swatch requests and 855 new registrations.

Woolmark Certification Program

Since 1964, more than six billion wool and wool care products have been certified under the Woolmark Licensing Program. In 2024–25, licensees grew by 52, with the Woolmark logo remaining central to both licensee marketing and Woolmark's own global campaigns to build awareness and drive consumer demand.



Global Development Centres

In 2024–25 Woolmark continued to partner with 8 global development centres across China, Europe, the United Kingdom and the USA to help connect brands and manufacturers with the supply chain.

These collaborations help build new connections and commercial opportunities, fostering innovation and demand for Australian wool.

Innovation

More than 75 product developments and technical transfers were advanced across processing, garment construction, dyeing, finishing, and treatments, including COLOURizd™ waterless dyeing, whole-garment knitting, trials with natural dyes, and non-chlorine machine-washable wool. These technologies were transferred to manufacturers and brands across luxury, casual, activewear, workwear, footwear, interiors and automotive sectors, with a focus on sustainable solutions.

Education

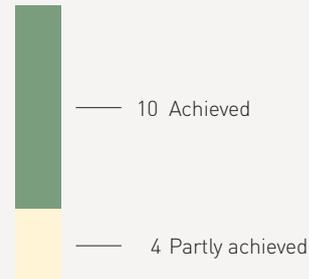
Woolmark engaged tertiary students through seminars, workshops, and courses, encouraging the use of Merino wool in early career design. The Woolmark Learning Centre delivered 2,325 completed courses in 2024–25 (18% up from last year), with strong engagement from Australia, Italy, India, Japan, and the UK.

MARKET ANALYTICS

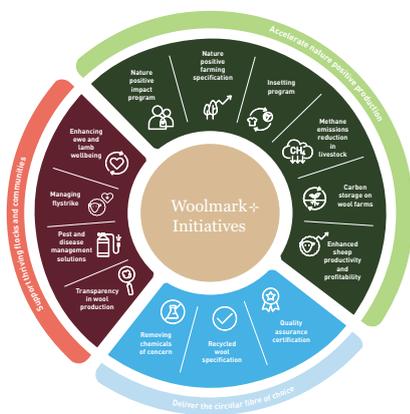
\$4.8 MILLION

Invested to provide tools to ease the flow of information about Australian wool up and down the supply chain to all parties; to communicate wool's benefits, facilitate provenance and supply chain transparency. AWI will be able to identify markets that will emerge strongly and capitalise on the opportunity.

14 targets



*refer to the key on pg.19 for more details



Woolmark+ roadmap

Launched in September, Woolmark+ outlines 13 science-backed initiatives to support Australian woolgrowers in managing natural assets, improving business resilience, and meeting consumer and regulatory demand for low-impact products.

Australia-China supply chain

Through the Australian Future Wool Industry Leaders program, two groups of emerging Australian industry leaders visited Chinese processing mills, while young Chinese industry members toured Australia. Organised by AWI with support from the Australian Government's National Foundation for Australia-China Relations, the study tours strengthened bilateral knowledge, understanding, and confidence in wool processing.



Emerging markets

As part of its Emerging Markets Strategy, AWI worked to develop opportunities in Vietnam, Bangladesh and other Asian countries, as well as Latin America to support nearshoring for North America, and Portugal to grow European markets, reducing reliance on a limited number of destinations.

Australian Wool Traceability Hub

The Australian Wool Traceability Hub was launched in July as an industry-owned initiative to improve reliability and efficiency in the wool supply chain. It provides commercial traceability from farm to first stage processor and supports accurate data delivery for the wool industry's Emergency Animal Disease response plan.

CORPORATE SERVICES

\$10.0 MILLION

Corporate Services provides key expertise, compliance, governance, support, and value to the global business in the areas of financial management, legal, measurement, monitoring and evaluation, people & culture, and company secretarial support including intellectual property portfolio management.

14 targets



*refer to the key on pg.19 for more details



Market intelligence

AWI distributed Weekly Price Reports via email, SMS and Wool.com during sale weeks, alongside monthly reports through the Woolgrower Newsletter and quarterly reports in Beyond the Bale. The Australian Wool Production Forecasting Committee issued three reports, and the AWI-MLA Sheep Producer Intentions Survey was conducted three times.

Evaluations

The Measurement and Evaluation (M&E) team carried out comprehensive internal evaluations on distinct projects: International Woolmark Prize 2023 and Mizuno, each representing a diverse array of AWI strategies. By utilising methodologies tailored to the unique activities of each project, the team ensured the assessments were both relevant and robust. This thorough approach not only provided in-depth insights into the effectiveness of the projects but also highlighted areas for potential improvement and future development.



Administrative efficiency initiatives 2024-25

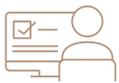
AWI continues to strengthen its internal systems with a focus on efficiency, transparency, and data protection. Program reporting has moved to a digital platform, and risk management processes are increasingly automated to streamline reporting. Project management tools have been refined to ensure smooth information flow from proposal to completion. AWI also maintains an electronic document management system that supports secure approvals and recordkeeping, reducing reliance on paper. Data collection functions are being progressively embedded across key platforms to support accountability and uphold data privacy standards. These ongoing enhancements reflect AWI's commitment to continuous improvement and responsible information management.

GOVERNANCE

Planning and reporting of investments are done in line with legislative and Commonwealth requirements.

- Alignment with SFA, global entities and complying with all local statutory reporting requirements.
- Annual Report and yearly Performance Report conducted to report on investments.
- Updates in legislation are reviewed and checked for any impacts to the business with any relevant policies/processes updated accordingly.
- Overarching Fraud and Risk Framework in place, risks updated on a six monthly basis and new Board Risk Appetite Statement updated on wool.com

RELEVANT POLICIES AND PROCEDURES ADOPTED AND IMPLEMENTED



Respect@Work compliance training module was rolled out to all Australia based employees with a completion rate of 98.6%.



Culture training – 98.5% global employees trained in WHS, Anti-bullying and Harassment, Discrimination.

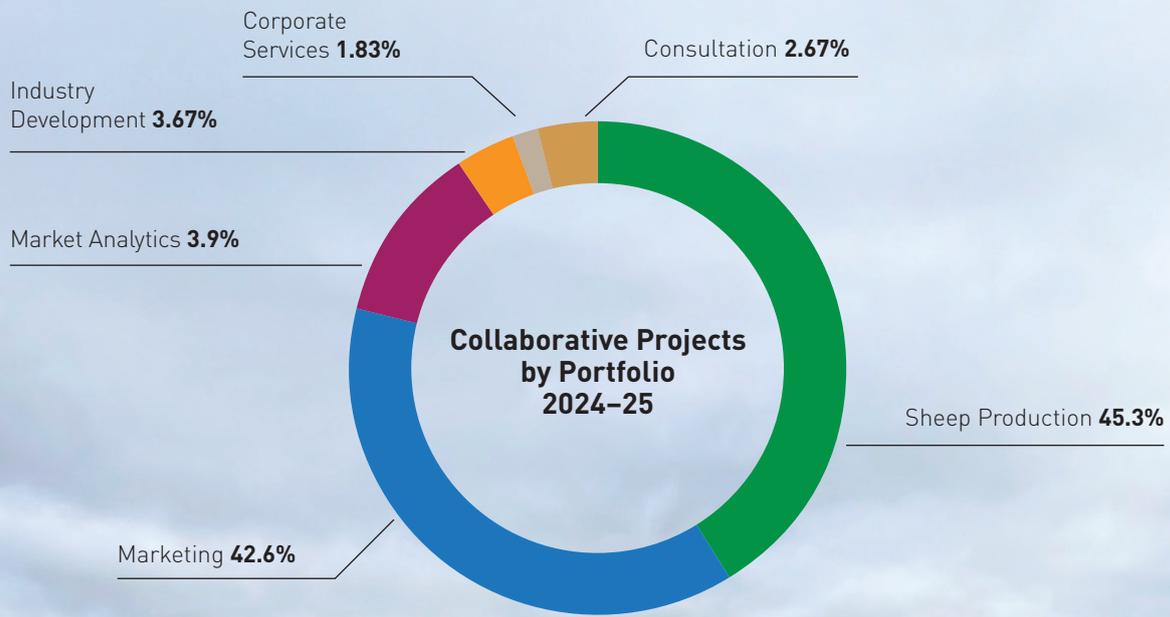


During the year, 100% of our employees across the Group were trained on our Code of Conduct.



AWI implemented comprehensive reporting across all systems to provide real-time notifications of security risks and high workloads.

COLLABORATION

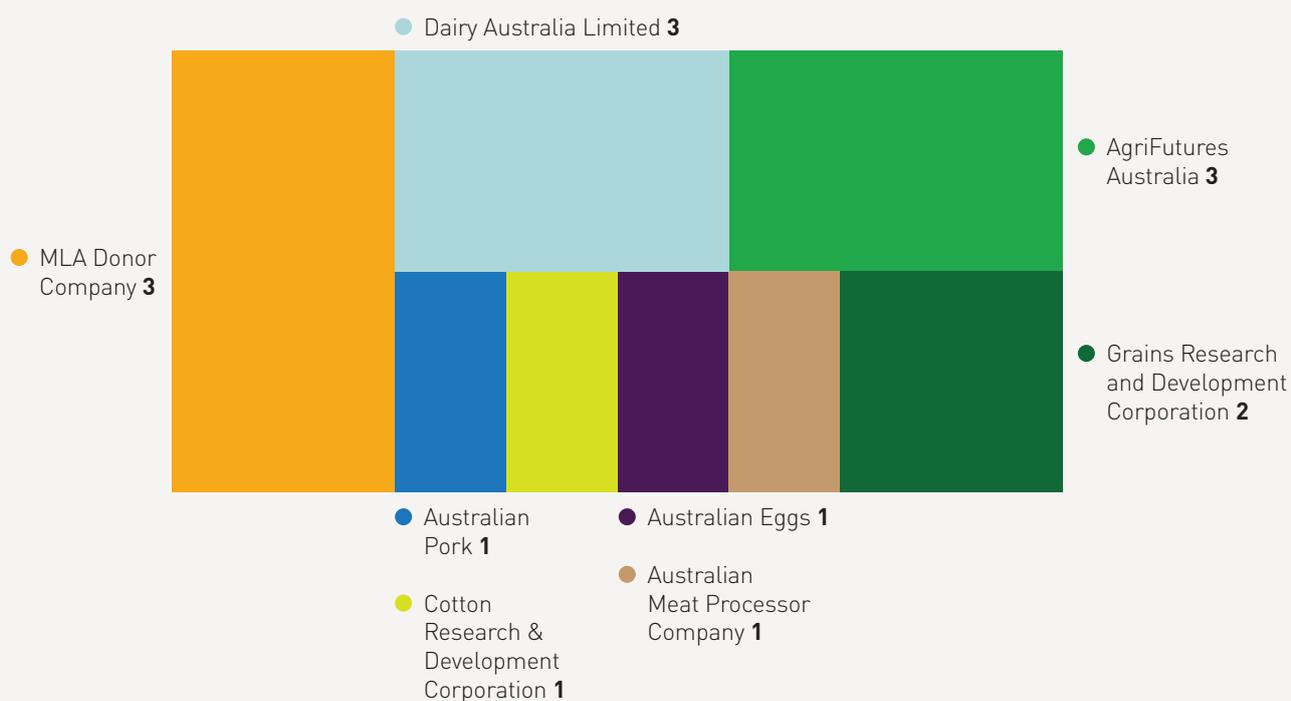


Collaboration makes AWI investments more efficient and effective by reducing duplication, maximising leverage, and providing a greater platform for adoption.



RDC COLLABORATED PROJECTS

AWI collaborated with 9 RDCs across 7 projects.



COLLABORATION SNAPSHOTS



This collaboration ensures researchers and breeders can access diverse, high-quality germplasm to support sustainable feed systems, livestock productivity and long-term resilience in sheep production, delivering direct benefits to Australian woolgrowers.

Improving on-farm environmental practices

An AWI-funded project, delivered in collaboration with Meat & Livestock Australia (MLA), provided practical guidance for woolgrowers aiming to enhance their environmental performance without compromising productivity or profitability. The project examined key aspects of nature-positive agriculture and found that (1) pasture species selection, rather than species diversity alone, drove greater sward production; (2) cell grazing boosted pasture growth and soil carbon; and (3) historical soil organic carbon levels remain an important factor. The work was led by the Tasmanian Institute of Agriculture as part of the Carbon Storage Partnership.

The Australian Pastures Genebank – Phase 3

Co-funded by AWI alongside other RDCs, governments and research partners, the project continues to conserve and provide access to vital pasture and forage genetic resources under international treaty obligations.

Mitigating methane with Asparagopsis

Co-funded through the Australian Government's Methane Emissions Reduction in Livestock (MERiL) program, the project investigated the use of red algae to reduce enteric methane emissions in grazing Merino sheep. Across staged trials, the project established dose-response relationships, assessed the effects of pasture quality and supplementation frequency, and explored long-term flock-level outcomes. Results showed methane reductions of up to 80% under pen conditions and 50% under grazing with twice-daily supplementation, with no safety concerns detected in animals or the environment. However, no consistent productivity benefits were observed, and challenges remain around supplement cost, delivery methods, and volatility of the active compound (bromoform).

These findings are now informing ongoing MERiL 3.1 and 3.2 projects aimed at developing more practical "win-win" solutions for the industry.



Woolmark x Shinsegae

The Shinsegae International AW24 Partnership marks Woolmark's first major collaboration with one of Korea's leading fashion groups and Michell Wool, Australia's oldest and largest Merino exporter, to promote Australian Merino wool across four womenswear brands. With significant investment from Shinsegae, the campaign reached more than two million consumers through e-commerce, social media and in-store activations, showcasing over 58,000 Merino wool garments (around 45 tonnes of fibre). By combining Woolmark's fibre expertise, Michell's heritage and Shinsegae's market influence, this partnership strengthens Merino wool's positioning as a premium, sustainable fibre in the Korean womenswear market and builds a foundation for long-term collaboration with key industry players in the region.



Woolmark x Musinsa

Woolmark's partnership with Musinsa, South Korea's leading fashion e-commerce platform, aimed to strengthen Merino wool's presence in the digital fashion space through a large-scale online campaign promoting 766,233 pieces of apparel across 88 brands, representing an estimated 170 tonnes of wool consumption. The collaboration achieved 43.6 million impressions, 333,000 page views and a 69% year-on-year increase in social reach, resulting in a 22% uplift in net sales, exceeding targets by 10 per cent. Now in its third year, the partnership helped expanding Merino wool's awareness among Generation Z consumers, leveraging Musinsa's platform, and will continue to evolve through richer digital storytelling and influencer-led content to further amplify engagement and sales.



Woolmark x Sanyo Shokai

The AW24 partnership with Sanyo Shokai, one of Japan's leading apparel groups, showcased Merino wool's premium qualities in the business wear category through a large-scale e-commerce campaign. Thirteen of the group's brands participated, with extensive digital activations, targeted consumer communications, and special in-store visibility to highlight wool's superior performance and versatility. The collaboration not only expanded the presence of Woolmark-certified products across the group but also strengthened long-term relationships, laying the groundwork for ongoing multi-brand partnerships and increased adoption of Merino wool in Japan's business and lifestyle apparel market.



Woolmark x Aigle China

The collaboration with Aigle marked an important milestone in introducing Merino wool to China's growing sports and outdoor fashion market. Aigle launched its first Woolmark-certified Merino Perform base-layer collection in December 2024, developed with superfine wool from Zhejiang Xiniao. The campaign combined premium creative content, retail activations across 27 stores, social media engagement, KOL partnerships, and staff training to highlight wool's comfort, performance, easy-care, and sustainability. With more than 2,100 certified wool products introduced, the initiative achieved strong consumer recognition, increased awareness of Merino wool in performance apparel, and set a benchmark for future collaborations while building momentum for expanded wool usage in 2025.

Woolmark x Goldwin

The AW24 campaign with Goldwin, a leading Japanese sportswear brand, highlighted Merino wool's performance in trekking and skiing through a strengthened partnership. Together we launched Woolmark-certified base layers developed with Nikke's Axio yarns, supported by joint digital activations, media features, and influencer outreach. This collaboration reinforced Goldwin's commitment to expanding wool in its product line and deepened our strategic relationship in the sportswear sector.



KOLINDALE
STUD
MERINO & POLL MERINOS
WHITE SUFFOLKS

AWI COLLABORATORS ACROSS THE SUPPLY CHAIN



A. ROEGE HOVE



MUSINSA

Wolford



Saks Fifth Avenue



Rakuten



Esquire

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