

Program  
Achievement  
Report

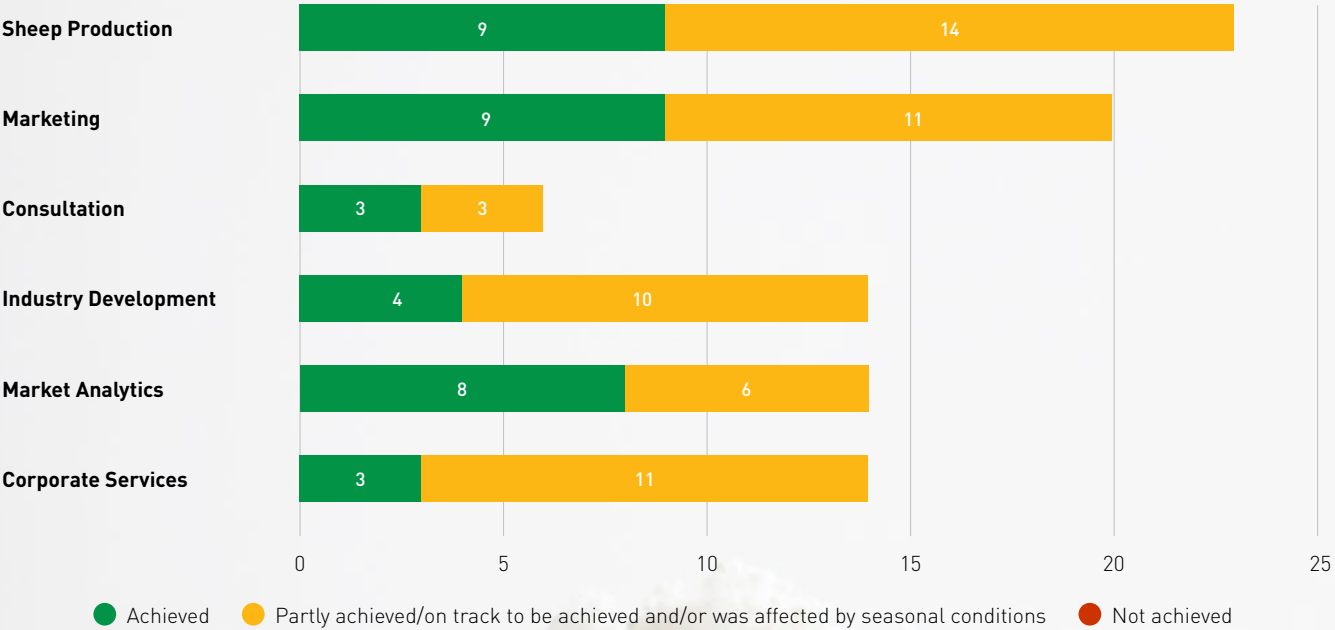
2024-2025



WOOLMARK

# Program Achievement Report 2024-2025

This document provides a summary of achievement against the 2024/25 Annual Operating Targets. The graph below shows the status of the programs under each portfolio as of 31/12/2024. The program statuses in green have been achieved, the ones in orange are in progress and are likely to be achieved by the end of the financial year and the ones in red had progressed well and they were close to being achieved but due to certain factors their timelines were not met.





## Performance against annual plan targets

The table below shows the status of the programs under each portfolio.

- Achieved
- Partly achieved/on track to be achieved and/or was affected by seasonal conditions
- Not achieved

SHEEP PRODUCTION				
Program	Investment Focus	Target	Status	Commentary
HEALTHY PRODUCTIVE SHEEP	Support for co-ordination of a national wild dog program	Continue support for the National Wild Dog Management Co-ordinator project	●	AWI continues to manage and implement, in consultation with the National Wild Dog Management Consultation Committee, the National Wild Dog Management Action Plan
	Increase grower understanding and adoption of best practice management for reproduction efficiency	Aim towards increasing MERINOSELECT Weaning Rate by 5 percentage points from 2020 to 2030	●	The 2022 lamb drop showing an increase of 12.3 more lambs per 100 ewes compared to 2000—up 4.9 percentage points from the 2018 drop. This nearly meets the 5 percentage point target set for 2030, demonstrating strong progress driven by advancements in genetics, flock management, and animal health
	Support woolgrowers to increase their overall wool-growing productivity through access to genetics and genomics tools and information	An increase of at least 3 index points for the WP (Wool Production) index between last two fully recorded drops as at June 30th 2025	●	There was an increase of 2.3 points between the last 2 complete drops (2022 and 2021)
	Support woolgrowers to breed for increasing flystrike resistance	A trend for lower Breech Wrinkle and Dag ASBVs	●	Breech Wrinkle and Dag traits are trending lower. Winkle ASBV 2018 drop -0.14 2019 drop -0.15 2020 drop -0.18 2021 drop -0.22 2022 drop -0.28 Dag ASBV 2018 drop -0.04 2019 drop -0.05 2020 drop -0.05 2021 drop -0.07 2022 drop -0.09
		Increasing genotyping and phenotyping of Merino breech wrinkle, dags, cover and fleece rot. By 2030 50% of MERINOSELECT current drop will have a breech wrinkle phenotype	●	There is an increase in the number of Merino being genotyped. There is an increase in the number of Merino being phenotyped for breech wrinkle, dags, and cover There is a small increase in the number of Merino being phenotyped for fleece rot The 2022 drop reached 50% of current drop phenotyped for breech wrinkle
		Within flock research breeding values (RBVs) for breech strike and body strike will be available for collaborating ram breeder flocks	●	This project has moved beyond provision of within flock breeding values, to across flock Project Breeding Values (PBVs), that are expected to be made available to contributors in January 2025
	Train growers and advisors in moving to a non-mulesed enterprise and flystrike management covering tactical responses, strategic risk management and breeding for flystrike resistance to reduce risk	Growers that participate in workshops report: a. 70% increased awareness of tools to manage flystrike b. 80% increased confidence to make changes to the way they manage flystrike c. 80% increased confidence in managing flystrike without mulesing	●	AWI Flystrike Extension Program workshops exit surveys, including data from SimpliFly, StrateFly and AmpliFly workshops held in the last six months report the following outcomes: a. 94% increased awareness of tools to manage flystrike b. 92% increased confidence to make changes to the way they manage flystrike c. 94% increased confidence in managing flystrike without mulesing
		15 advisors trained to assist woolgrowers implement, monitor and improve their whole-of-farm plan for preventing and controlling flystrike	●	Two AmpliFly workshops have been conducted, training 25 advisors to assist woolgrowers in moving to a non-mulesed enterprise and managing flystrike in their properties

## Performance against annual plan targets (continued)

SHEEP PRODUCTION				
Program	Investment Focus	Target	Status	Commentary
ENVIRONMENTAL SUSTAINABILITY	Commission projects in flystrike management tools targeting the viability of the fly	Blowfly mass rearing facilities for the Sterile Insect Technique produce 40-50 million sterile blowflies per week. Development of highly specific and potent trapping solution to reduce the sheep blowfly populations. Nanoencapsulation of tea tree oil for enhanced protection against sheep flystrike project commissioned	●	<ul style="list-style-type: none"> <li>Sterile Insect Technique project is progressing well with some minor delays</li> <li>Development of particular and potent trapping solution to reduce the sheep blowfly populations: producers have been recruited across 5 states. Microbiome characterisation of the preliminary season is underway</li> <li>Nanoencapsulation of tea tree oil for enhanced protection against sheep flystrike. All contracts with partners have been executed and the project is progressing according to the milestone calendar</li> </ul>
	Increase grower understanding and adoption of best practice management for reproduction efficiency	Develop evidence-based strategies to identify and manage animals at risk of dystocia for improved lamb and ewe survival	●	Researchers are due to submit an advisor manual outlining best practice ewe management to reduce dystocia risk in May 2025
		Promote the productivity benefits of precision sheep management to woolgrowers	●	The online platform is under development and will be sent to AWI&MLA by the end of January for approval before launch
	Assist woolgrowers to monitor, measure, and improve on-farm natural capital, increase drought resilience and enable new income streams such as carbon and biodiversity markets	Investigate effects of methane mitigating feed additives on the productivity of grazing sheep	●	MERiL 3.1 is investigating the effects of methane-mitigating feed additives on methane reduction, health, and productivity in sheep over two years. Reports indicate varying impacts of different additives. AWI has secured additional funding to investigate optimal additive combinations for both methane reduction and productivity
		Develop regionally relevant and cost-effective natural capital metrics	●	Twelve core metrics have been identified to monitor, measure, and improve on-farm natural capital and biodiversity, enhance drought resilience, and create potential new income streams for farmers. Efforts have focused on cost-effective measurement, with at least six metrics likely to be assessed via satellite. A final report has been published on these outcomes. Current work is testing data collection accuracy and efficiency for the 12 metrics, with machine learning and AI being used to enhance measurement of natural capital assets. Milestone reports in 2025 will assess the effectiveness of this approach
		Woolgrowers have access to information on effective and regionally relevant interventions for sequestering carbon into the farming landscape and increasing biodiversity	●	Two articles were published in the September edition of Beyond the Bale covering related projects. A factsheet has been drafted on the impact of pasture species diversity, rotational grazing, and soil organic carbon on pasture production, greenhouse gas emissions, and profitability. Two videos are in development to share key findings from the Carbon Storage Partnership, highlighting effective, regionally relevant strategies for carbon sequestration and biodiversity. Additionally, a webinar was held in September to discuss the benefits of tree planting for on-farm biodiversity
		Improved environmental reporting to the Australian Sheep Sustainability Framework and relevant global standards, addressing known data gaps with a focus on key carbon, water and land indicators	●	The project aims to develop a central data framework to address key gaps in environmental reporting and support the Australian Sheep and Beef Sustainability Frameworks. It has provided recommendations to enhance the tracking of carbon credits, improving credibility and comparability in industry reporting. The beta data framework will continue to be developed through FY2025, enhancing reporting on key environmental metrics aligned with industry and global standards

## Performance against annual plan targets (continued)

SHEEP PRODUCTION				
Program	Investment Focus	Target	Status	Commentary
AGRI TECHNOLOGY	Wool harvesting innovation: development of technology to harvest weakened wool	New project(s) commissioned and early testing of wool removal prototypes is completed	●	The projects are progressing according to the milestone calendar and the initial testing of the wool removal prototype was conducted in late November. Another round of testing is scheduled for March
	Investigation of weakening agents to identify and develop a suitable wool weakening treatment to increase shearing efficiency	Report on the success of in-vitro and in-vivo investigations of the effect of weakening compounds on wool	●	Several weakening agents have been investigated over the past six months, with some showing promising results in laboratory tests. However, their effectiveness in live sheep remains unproven. Trials are ongoing, and further results are expected by the end of the financial year
TRAINING & TECHNOLOGY TAKEUP	AWI will continue to develop and make available key industry resources on best management practices and existing technologies across all facets of sheep production. Resources will be made available through a range of mediums including print, app development and AWI websites. AWI will focus on providing resources online through wool.com and Learn About Wool	AWI programs engage with 500 student participants each year	●	School wether challenge: over 1,000 students attended the events across SA, NSW, WA, TAS, VIC and QLD
		AWI leadership and practical skills events delivered to participants receive a net promoter score (NPS) of at least 7.5/10	●	Sheep Classing Workshop: two pilot programs were held in Tasmania, with survey in progress to capture NPS
		20,000 views of AWI Education & Extension wool harvesting resources online	●	14,589 views from July-December 2024
	Retention of wool industry participants through access to skills building opportunities to increase their capacity in leadership, business, industry promotion and their confidence in the future of the industry	Ongoing retention rate of 75% of those trained yearly	●	81% retention rate
	With the broader adoption of innovative approaches to wool harvesting, such as upright and mobile shearing, multi-purpose sheds and easier catch/drag/release methods, AWI will work with industry to develop and deliver applicable training components. The initiative of the wool handler/shearing tool kits is to retain shearers and shed staff in the industry	3,700 novice and intermediate level participants supported through training by AWI	●	2,722 novice and intermediate level participants supported through training by AWI during July-December 2024
	AWI will continue to recognise elite shearing and wool handling through communication and promotion initiatives, as well as regional, state and national competition support	More than 1,000 participants in SportShear shearing and wool handling competitions nationally	●	992 participants from July – December 2024

## Performance against annual plan targets (continued)

MARKETING				
Program	Investment Focus	Target	Status	Commentary
TRADE MARKETING	Promote Merino wool as the optimal fibre for sustainable circular products	Increase of traffic to Wool Lab Digital	●	Traffic to The Wool Lab declined by 21% year-over-year (YoY) in the period from July to December FY25 compared to the same period in FY24
	EU Legislation Contingency Framework	Influence impending EU textile legislation and amplifying the ecological attributes of Australian Merino wool. Provide constructive solutions to make EU apparel labels meaningful and transparent for consumers	●	Since its 2021 launch, the Make The Label Count (MTLC) campaign has strengthened EU stakeholder engagement with 75 meetings and 502 emails. Social reach has grown by 30%, generating 39,077 impressions, while the MTLC Coalition has expanded to 55 organisations. A new advocacy strategy and engagement plan aligning with the Commission's 2024-2029 priorities is underway, including stakeholder mapping and revised messaging. Efforts focus on Green Claims trilogue negotiations, with positive meetings so far. Advocacy on secondary legislation, such as PEFCR, EPR schemes, and eco-design acts, is being explored. The International Wool Textile Organization (IWTO) now manages the advocacy agency contract, with MTLC coalition contributions supporting ongoing efforts
	Increase the trade following of The Woolmark Company (TWC) on social media	10% increase of following on TWC LinkedIn YOY	●	Woolmark's LinkedIn follower count grew from 25,821 in July 2024 to 29,471 in January 2025, reflecting a 12.39% increase during the reporting period
TALENT DEVELOPMENT	International Woolmark Prize (IWP) celebrates outstanding fashion talents from across the globe who showcase the beauty and versatility of Australian Merino wool. It is the world's oldest and most prestigious award for rising fashion stars. The IWP will be restructured to be held every two years from 2024	Drive long-term industry advocacy with a minimum of 50% of surveyed IWP alumni continuing to use and promote wool post-involvement in the prize	●	<p>Fibre promotion and marketing:</p> <ul style="list-style-type: none"> <li>89% of IWP alumni respondents are likely to communicate fibre benefits within marketing following their involvement in IWP</li> <li>100% of IWP alumni respondents are likely to communicate the eco credentials of wool within their marketing following their involvement in IWP</li> </ul> <p>Autumn/Winter wool usage:</p> <ul style="list-style-type: none"> <li>89% of IWP alumni respondents include more than 20% of wool in their A/W collections</li> <li>67% of IWP alumni respondents said that they are included 3 or more additional wool skus in their A/W collections post-IWP participation</li> </ul> <p>Spring/Summer wool usage:</p> <ul style="list-style-type: none"> <li>50% of IWP alumni respondents include more than 20% of wool in their A/W collections</li> <li>28% of IWP alumni respondents said that they are included 3 or more additional wool SKUs in their S/S collections post-IWP participation</li> </ul>
		Secure a minimum of 4 new business development leads as a result of the prize	●	Business development leads are a result of the IWP final event. The IWP2025 event and winner announcement will take place in April 2025. Updated results will be reported in the June 2025 Program Achievement Report
		Improve Woolmark's reputation through a minimum 10% increase in the share of voice for Woolmark and Merino wool	●	The IWP2025 finalist announcement took place in November 2024. The announcement garnered 120+ clippings with a earned media reach of 437M and value of \$650k. The IWP2025 event and winner announcement will take place in April 2025 – this is the main media generating moment for the prize. Updated results will be reported in the June 2025 Program Achievement Report
		Build fibre advocacy among trade and consumer audiences through YoY uplift across social media and website analytics	●	IWP2025 is off to a strong start, already generating 30% of the total page views recorded in FY24. Recent website updates have enhanced the user journey, making it easier for audiences to apply, understand IWP's story, and stay informed. While social media engagement is currently limited, performance is expected to grow significantly over the next six months in line with the final event and winner announcement. Overall, early indicators suggest positive momentum in building fibre advocacy among trade and consumer audiences

## Performance against annual plan targets (continued)

MARKETING				
Program	Investment Focus	Target	Status	Commentary
TALENT DEVELOPMENT	The Woolmark Performance Challenge (WPC) is a global competition to develop innovative new product applications for Merino wool within the sports and performance market. The WPC will be restructured to be held every two years and with submissions encouraged from industry as well as tertiary students	10 new leads for sports industry brands and stakeholders	●	The WPC has transitioned into a biennial event focused on driving innovation and collaboration within the performance industry. In the past six months, WPC launched a competition with Alpinestars, a leader in BMX, motocross, and motorsports, while attracting growing interest from other major brands. As innovations are submitted in May, discussions with potential partners are underway to establish commercialisation opportunities and drive industry engagement
		2 additional industry placements focused on commercialisation of presented concepts	●	While the industry placement phase has not yet commenced, preparations are well underway. The WPC's transition to a biennial format is creating stronger engagement opportunities with industry partners, ensuring a solid foundation for future placements. Ongoing discussions with stakeholders are focused on aligning commercialisation pathways with competition outcomes, positioning the program for successful industry collaborations once submissions close in May 2025
CONSUMER MARKETING	China Campaigns: Produce a content and commerce model with retail partner support to drive volume of wool sales	Increase brand awareness for Woolmark and Merino wool benefits in China by 3%	●	The China A/W24 campaign significantly boosted awareness and purchase intent for Merino Wool (+27% and +14%, respectively, compared to 2022) and the Woolmark brand (+25% for both awareness and purchase intent). It also enhanced consumer perceptions of Merino wool as a high-quality, luxurious, and sustainable material, with reduced concerns about cost and itchiness. The campaign reinforced the Woolmark brand's association with 100% wool, natural product certification, and environmental benefits
		YoY increase wool sales driving partnership with major retailer	●	The A/W2024 Tmall Wool Week Campaign achieved strong results, with a 20% increase in participating brands and merchants, resulting in a 34% increase in wool units available and a 15% growth in wool sales GMV year-on-year. The 2024 Double 11 shopping festival saw record sales, with Woolmark's alignment contributing to a 14% increase in wool units sold and a 67% rise in wool sales. Woolmark's partnerships with 11 brands helped drive engagement through KOL collaborations
	Eco Campaigns: Educate Gen Z and Millennial audiences on the negative effects on synthetics and the positive eco-credentials of wool	3% increase purchase intent of Merino wool through increased awareness of wool's sustainable benefits	●	The 2024 Wear Wool, Not Waste campaign drove strong consumer engagement, increasing wool consideration from 53% to 63% (+19%) and maintaining high purchase intent at 75%. While the campaign exceeded industry benchmarks and reinforced wool's sustainability message, purchase intent remained stable YoY rather than achieving the targeted 3% increase
		Increase in average purchase intent of wool by 2% for the Eco Consumer campaign	●	The 2024 Wear Wool, Not Waste campaign effectively engaged eco-conscious consumers, reinforcing wool's sustainability credentials and exceeding industry benchmarks. Consideration increased from 53% to 63% (+19%), with 75% purchase intent and 79% brand appeal-maintained YoY
	Social media: Increase education on wool's benefits among the Gen Z and Millennial audience	Grow followers with a focus on the Gen Z audience, across TikTok and Instagram by 15%	●	The social media strategy achieved 20% follower growth in six months, exceeding the 15% target across TikTok and Instagram

## Performance against annual plan targets (continued)

MARKETING				
Program	Investment Focus	Target	Status	Commentary
CONSUMER MARKETING	Social media: Increase education on wool's benefits among the Gen Z and Millennial audience	Grow reach and engagement across our owned social channels by 15%	●	Strategic refinements to social media content, copy, and branding led to a 392% increase in reach and a 240% rise in engagement year-on-year, despite a 25% budget reduction. By celebrating the wool community, optimizing for platform algorithms, and enhancing brand storytelling, the campaign successfully expanded audience engagement and visibility July – December FY24 Reach: 10,191,909 Engagement: 142,574 And July – December FY25 Reach: 50,228,075 Engagement: 485,980
	Fashion Collaborations: Bolstering sales and purchasing intent for wool's core categories, particularly in fashion and accessories through celebrity/influencer content, performance ads, and aggregated wool shopping hubs with brand partners	Secure a minimum of 4 high-volume brand and/or retail partners	●	Autumn/Winter partnerships were undertaken e-commerce leaders Tmall (China), Rakuten (Japan), Musinsa (Korea), Saks (USA) and Ajio Luxe (India)
		Uplift in brand/retailer intent to increase wool product categories	●	Tmall saw increased Wool Week engagement (+20% brands, +30% SKUs, +60% "Merino wool" searches). Double 11 sold 655k units (+14% YoY). Rakuten (790 brands, 2.3M units, results Feb 2025) and Musinsa (200 brands, 500k units, results Mar 2025) showed strong growth. Autumn/Winter surveys run Jan-Mar, with updates in June 2025
	Performance Collaborations: Build credibility for Merino wool as a performance fibre through tactical brand partnerships and sponsorships with sporting events	Secure a minimum of 2 high-profile sporting event/team sponsorships	●	Sports partnerships undertaken with Luna Rossa Prada Pirelli, Mizuno, Goldwin, TaylorMade, Circle Sportswear and KWAY throughout July-December 2024
		Uplift in brand/retailer intent to increase wool product categories	●	Results from sports partnerships not yet available. Results will be reported in the June 2025 Program Achievement Report
	PR/Earned Media: Increase the share of voice for Merino wool and Woolmark through high profile collaborations, impactful consumer campaigns and influencer amplification	15% increase in the share of voice YoY for wool and Woolmark	●	Progress toward a 15% year-over-year increase in share of voice for wool and Woolmark remains strong. By January 1, 2025, 4,130 media clippings were secured, reaching 11.9 billion across social, digital, and print channels—80% of last year's total reach and 87% of total clippings. The initiative is on track for success

INDUSTRY DEVELOPMENT				
Program	Investment Focus	Target	Status	Commentary
WOOLMARK	Targeting new and existing brands and retailers with the value and benefits of the Woolmark Licensing Program	Quarterly Licensee updates	●	Licensee updates have been successfully delivered through the quarterly newsletter and direct branding update emails
		Increase in number of licensees	●	Over the first six months of FY24/25, the program experienced a net gain, with 23 new Brand Retailer Licensees offsetting the loss of 9 Supply Chain Licensees. While the overall growth is positive, the decline in paying Supply Chain Licensees highlights an area requiring strategic focus to maintain revenue and engagement across the supply chain
	Ensure the Woolmark Licensing Program remains in demand and relevant for industry through current standards and procedures	Review relevant specifications and testing standards	●	The review of relevant specifications and testing standards has begun. Work underway to update redundant recycled fibre restriction



## Performance against annual plan targets (continued)

INDUSTRY DEVELOPMENT				
Program	Investment Focus	Target	Status	Commentary
EDUCATION & EXTENSION	<p>Educate next generation of fashion designers to ensure adoption of wool in future garment collections and educate textile engineers to ensure ongoing expertise and knowhow within the industry</p> <p>This text will be on the merged cells for the question marks on the next page as well</p>	1 new course developments on Woolmark Learning Centre platform	●	The Making More from Sheep (Wool Production Program) was launched in August 2024
		Adoption and participation in the Learn About Wool primary and secondary nation education program	●	Number of teachers who registered and ordered a LAW Kit: 110
		Maintain participation in tertiary fashion and textile engineering education programs	●	<p>A total of 52 seminars/workshops were delivered, with a reach of 3,764 students globally. There was an equal distribution between in-person and online formats.</p> <p>The top three most delivered topics were:</p> <ol style="list-style-type: none"> <li>1. The Wool Appreciation Course</li> <li>2. The Wool Lab</li> <li>3. Woolmark Performance Challenge (WPC)</li> </ol>
		Increase Woolmark Learning Centre course completions by 5%	●	<p>Number of course completions: 1,270 (benchmark 2023/24 FY: 2,086)</p> <p>The top three most engaged course completions were:</p> <ol style="list-style-type: none"> <li>1. Wool Appreciation Course</li> <li>2. Introduction to Textile Printing</li> <li>3. Knitwear Design and Make</li> </ol>
	Investing in the education of the supply chain to enhance the growth of wool processing and production expertise within the textile and garment industry. This investment will be directed towards development center content upgrades targeted trade workshops and seminars	5 Activations at global development centre	●	<p>A total of 5 activations at Global Development Centres were delivered.</p> <ol style="list-style-type: none"> <li>1. Donghua Wool Education Centre, China September 2024</li> <li>2. RedSun, China new Showroom, China, October 2024</li> <li>3. Xinao, Wool Development Centre, China, October 2024</li> <li>4. Mills Fabrica, UK, workshop, September 2024</li> <li>5. Mills Fabrica, UK Panel Talk, September 2024</li> </ol>
	Educate brands, retailers and floor staff on the properties, benefits and diverse application of the wool fibre to increase wool sales via bricks and mortar stores and online portals	Deliver global training programs across women's & men's fashion, sportswear, performance & protection wear and interiors to a minimum of 40 retailers	●	<p>A total of 19 brands received retail training, with a reach of 799 retail staff. The most engaged audience was floor staff.</p> <p>The Wool Appreciation Course was the most delivered content, followed by Sustainability</p>
	Focusing investment at exhibiting at prominent global trade shows to actively engage with trade partners to stimulate adoption of wool	Exhibit at 14 trade shows	●	<p>On track to achieve annual target.</p> <p>A total of 8 targeted trade shows were exhibited with a total of 153 Key Meetings recorded:</p> <ol style="list-style-type: none"> <li>1. Milano Unica, Italy (17)</li> <li>2. Preview in Seoul, Korea (6)</li> <li>3. Outdoor Sports Valley, France (5)</li> <li>4. Cobalt, Hong Kong (4)</li> <li>5. Functional Textiles, China (35)</li> <li>6. Performance Days, Germany (34)</li> <li>7. Japan Creation, Japan (13)</li> <li>8. Functional Fabric Fair, USA (39)</li> </ol>
PROCESSING & PRODUCT INNOVATION	By providing technical support and facilitating technical transfer the investment focus will empower the AWI/ TWC technical team to spearhead product & processing innovations. This initiative aims to enhance industry capabilities both in established and emerging global markets	Increase the adoption rate by 5% in established markets	●	5% increase (58) in technical transfer initiatives with industry partners, driving innovation and technology integration

## Performance against annual plan targets (continued)

INDUSTRY DEVELOPMENT				
Program	Investment Focus	Target	Status	Commentary
PROCESSING & PRODUCT INNOVATION	Research and investment in cutting edge technologies which are focused on sustainable processes	Expanding our portfolio of sustainable processes offered to industry for adoption	●	Growing number of industry partners approaching AWI/TWC to collaborate on trials to address growing interest by brands in sustainable processes. Leads come via trade shows, seminars and workshops Natural dyes x 2 Waterless yarn dyeing x 1 Seamless Knitting to reduce waste x 10 Whole Garment Knitting to reduce waste x 4 Digital Print – waterless and reduced waste x 10
	Whilst continued focus will be on fashion, we will explore new market categories in work, health & safety, extreme sportswear and interiors to broaden wools presence	Increase number of brand collaborations – Expand geographic reach by 5%	●	% increase will be reported in June PARs. Leads generated: Process Collaborations: Machinery x 4 Spinners x 2 Knitters x 6, Weavers x 4, Alternate Colouration x 3, Applied processes x 4 Brand Collaborations: Intimate Apparel x 4 Swim x 3 Sports x 6 Workwear x 2 Interiors x 2 Fashion x 5
	The Wool Lab remains a leading global sourcing and inspirational tool to showcase commercial products and process options for yarns, textiles and processes	Maintain market exposure of TWL through individual meetings, seminars and workshops	●	Swatch requests are consistent for the Jul - Dec period, which includes the Autumn Winter 2025/26 season and Spring/Summer 2026. Top three swatch requests by Supplier Country: 1. Italy (2,165) 2. China (958) 3. India (340) Top five performing themes: 1. Life In Balance (AW 2025/26) 2. Outerwear (AW 2025/26) 3. Layer by Layer (AW 2025/26) 4. Eternal Summer (AW 2025/26) 5. Bellissimo (SS 2025)

MARKET ANALYTICS				
Program	Investment Focus	Target	Status	Commentary
SUPPLY CHAIN INITIATIVES	Collaborate with Australian wool industry bodies and government bodies to enhance Australian wool traceability systems	Support the enhancement of Australian Wool Traceability Hub (AWTH) based on industry priorities	●	Secured active participation from key stakeholders in the Australian wool industry
	Support a strong brand identity for Woolmark by connecting Woolmark licensees with the quality, sustainability and versatility of the Australian wool industry including woolgrowers, wool sellers and wool buyers	Service all connection requests from licensees	●	Supported a large licensee in establishing direct supply relationships with a leading wool broker, strengthening Woolmark's perceived value Conducted a feasibility assessment for integrating AWTH with upstream technology providers, paving the way for enhanced traceability
		Develop and implement a feature on Woolmark.com that enables users to submit requests for connecting with the wool industry	●	Scope has been defined, but implementation on Woolmark.com is still pending. Preliminary groundwork is complete, including feature design and internal alignment

## Performance against annual plan targets (continued)

MARKET ANALYTICS				
Program	Investment Focus	Target	Status	Commentary
WOOLMARK+ SUSTAINABILITY	To support Australian woolgrowers to profitably produce the world's most sustainable fibre, optimal for circular, traceable product, position them as proactive, socially responsible and forward-looking stewards of the environment, building natural capital on their farms and increase promotion of the circularity of wool	Develop a strategy that:	●	Woolmark+ launched globally on September 3, with 13 ongoing initiatives and positive media sentiment. PR efforts (Sep-Dec 2024) resulted in 140 clippings, 543 million reach, and \$4.1M in value. Key events included a natural fibre farmer's roundtable at NY Climate Week, a Woolmark panel at the Textile Exchange Conference, and a showcase at Shanghai Fashion Week. The Woolmark+ Australian Wool Insetting Program received a \$4M government grant, focusing on stakeholder engagement, First Nations involvement, and project communications. MOUs were signed with three conservation groups for the Nature Positive Impact Program, set to launch in March. The first Woolmark+ Journey to Nature Positive Fellowship was held in December, and a new Recycled Wool specification was introduced. Additionally, the Woolmark Licensee Supplier Search tool was launched with 33 profiles. Seven of the 13 initiatives are in progress, with the rest set to launch in FY 24/25
		1. Provides options and solutions to help woolgrowers improve on farm productivity and natural capital, reduce emissions and drive demand for wool through sustainable practices 2. Provides wool strategies to brands to assist them in hitting their sustainability goals 3. Future-proofs the Woolmark brand through a solution/service which connects sustainability goals of the end-to-end supply chain		
EMERGING MARKETS	Establish and support new supply chain partners who are interested in or want to increase their knowledge of wool. Visiting tradeshow in Latin America and Asia region to build trade leads and conduct market research	Connecting the supply chain and establishing new supply chain partners. Meet with 50 new supply chain partners in three new markets	●	Supply chain partner introductions and connections on track, 50+ initiated
		Visit 6 tradeshow in 3 new markets	●	4 trade show attendance and participation visits YTD
		Building brand/wool awareness in the manufacturing supply chain in new markets through: – Advertisements in local textile publications – 10 adverts across 3 markets – Run wool seminar/technical workshop – one in one new market	●	Advertisements and brand awareness in Bangladesh ahead of expectations, LATAM lagging Planning to run wool seminar/technical workshop at Denim Expo – Dhaka April 2025
BUSINESS INTELLIGENCE	Maintain the most valued market intelligence in the wool industry. Build demand and subscriber numbers as an indication of quality, well-presented and sought after Information. Provide forecast analysis and insights into global trends to inform business owners of threats and opportunities across the supply chain	Maintain subscriber numbers on the Market Intelligence website	●	Daily Reports: 3,878 (Benchmark 2023/24 FY: 3,954) Weekly: 4,209 (Benchmark 2023/24 FY: 4,294)
		Market Intelligence area on AWI website receives 10,000 views per month	●	59,630 number of views between 01 July 2024 – 31 December 2024
		80% of users of AWI's Market Intelligence report give it a 7.5/10 or higher rating	●	Survey to be conducted
FIBRE SCIENCE	Generate high-quality LCA datasets for wool's supply chain for provision to environmental rating schemes	Creation of high-quality wool LCA datasets.	●	AWI's Environmental Footprint (EF) dataset has been accepted as EF-compliant and functional for use in PEF, as well as the French Ecobalyse rating scheme
	Collaborate with IWTO and other natural fibre industries to broaden the assessment of textile ratings agencies from the environmental 'harm-only' LCA (life-cycle assessment) approach to broader metrics, including 'environmental-good	Obtaining broader natural fibre industry support for improved metrics and engaged with textile rating agencies	●	The AWI-initiated Make The Label Count coalition of natural fibre industries, continues to argue for improved assessment of environmental performance, so that schemes like PEF, Ecobalyse and Higg represent a level playing field across textile fibre types

## Performance against annual plan targets (continued)

MARKET ANALYTICS				
Program	Investment Focus	Target	Status	Commentary
FIBRE SCIENCE	Generate knowledge of wool's carbon account to inform delivery of Australia's climate goals as well as the Sheep Sustainability Framework	Assess the sheep industry's GHG emissions and opportunities for meeting Australia's national GHG commitments	●	Assessment of the sheep industry's GHG emissions and opportunities to meet Australia's GHG commitments was completed. This information has been informs the Sheep Sustainability Framework and potential delivery of Australia's climate goals
	Finalise research into wool's dynamic breathability and summarise the evidence base of wool's health and wellbeing attributes to enable ongoing promotion to the growing wellness and sustainability market	Generate a comprehensive summary of wool's health and wellbeing benefits use for marketing	●	A comprehensive summary of wool's health and wellbeing benefits has been completed.  This document, together with our existing Science Statements and Factsheets will enable ongoing marketing and promotion to the growing wellness and sustainability market. The document will continue to evolve as new science comes in

CONSULTATION				
Program	Investment Focus	Target	Status	Commentary
WOOLGROWERS	AWI will continue to improve the wool.com website to increase the navigability and increase traffic	Increase page views on Wool.com website by 5%	●	Total page views July – December 2024 – 208,477, a 13.2% increase compared to the previous period (July-December 2023 184,088)
	Through the 6 extension networks, AWI will disseminate resources on best management practices, new and existing technologies and look to make these readily available	Maintain number of active participants in AWI extension initiatives	●	12,131 currently active on AWI Extension Network databases.  Moving the AWI Extension Network databases to the AWI operating system has allowed for more timely and thorough database management and improved automation. Given this transition period and data cleaning phase is now complete, it is expected the database numbers will show small, incremental improvements in the coming phases of reporting
		AWI workshops delivered to participants receive a net promoter score of 7.5/10 [evidenced by exit surveys]	●	Participants in AWI extension programs continue to give exceptionally high ratings, with an average score of 9.3/10 on exit surveys, and provide valuable feedback to support ongoing improvements to the content and examples used
	AWI provides a wide array of print and digital communications to engage woolgrowers with clear, relevant, engaging and accessible content	High level of member satisfaction rating (above 5.8/10) with communication from AWI	●	The Woolgrower Sentiment Survey results will be reflected in the next PAR as the Survey final report is expected by end of May
		Growing engagement through electronic distribution of Beyond the Bale using the latest government data on woolgrowers. This will save cost and will have positive impact on the environment as we are slowly moving away from paper-based distribution	●	There were page views on Beyond the Bale For EDMs mailing list September 2024 – 8,705 (delivered) – 34.8% open rate December 2024 – 8,614 (delivered) – 39.4% open rate
INDUSTRY	Regular interaction with members of the WICP/WCG	Increase member satisfaction in the industry forums WICP/WCG	●	Surveys are conducted annually. This will be updated at the end of the financial year



## Performance against annual plan targets (continued)

CORPORATE SERVICES				
Program	Investment Focus	Target	Status	Commentary
PEOPLE & CULTURE	Source, nurture and retain the best available talent for the business and ensure they have the required skills, processes, support, training and working environment to facilitate them performing at their best to deliver for woolgrowers. Fostering and nurturing a culture that has integrity, respect, and transparency at its core, and that celebrates diversity and inclusiveness	Implement an Employee Value Proposition to demonstrate the value current and future employees will gain through being an AWI/TWC employee	●	<ul style="list-style-type: none"> <li>– Increased team building opportunities</li> <li>– Increased health and wellbeing initiatives including free workshops and training sessions via the Black Dog Institute</li> <li>– Redefined our social media strategy, particularly LinkedIn, to highlight employee achievements and what makes it great to work at AWI/TWC</li> </ul> <p>Social media strategy is being redefined, particularly LinkedIn, to ensure we are highlighting the work performed by people at AWI and also to educate AWI's audience about the type of roles and projects AWI has</p> <p>The introduction of the Culture Committee is currently underway whose responsibilities will include championing AWI's values, supporting and advocating its initiatives, fostering inclusivity and diversity, and soliciting feedback from teams, providing a space to amplify the employee voice</p>
		Increase Employee engagement across the business	●	Employee overall engagement remains high; the full engagement survey run from May to July 2024 resulted in an overall score of 4.01/5 and a Company Engagement Score of 4.16/5. This is compared with 4.05/5 and 4.24/5 respectively for the engagement survey run early 2023
PEOPLE & CULTURE	Source, nurture and retain the best available talent for the business and ensure they have the required skills, processes, support, training and working environment to facilitate them performing at their best to deliver for woolgrowers. Fostering and nurturing a culture that has integrity, respect, and transparency at its core, and that celebrates diversity and inclusiveness	Enhance employee wellbeing across the business	●	<ul style="list-style-type: none"> <li>– AWI already has an EAP in place, which provides of 6 counselling or coaching sessions for employees, as well as access to a plethora of resources in the mental, physical and financial wellbeing space</li> <li>– Support from Black Dog Institute is available, which will be running various mental health and wellbeing workshops in Q1. In collaboration with pinnacle health, RUOK Seminars will also be running as well as Manager mental health training</li> </ul>
		Diversify our learning and development framework to focus on industry training and team building	●	<ul style="list-style-type: none"> <li>– Have collaborated with other RDCs on the development of a course in relation to dealing with "Challenging external parties". First programs rolled out in early 2025.</li> <li>– Positive Leadership course rolled out for people leaders in the Sydney office and will look at opportunities to provide the same training to overseas people managers</li> </ul>
FINANCE	Monitor and manage corporate financial compliance and reporting requirements globally, acknowledging the complexity and changing governance requirements across the company's global footprint. Manage the company's global investment and foreign currency exposures within the approved policies to safeguard corporate funds and minimise currency risk exposure. Provide useful and accurate financial reports to the business to enable effective decision making that meets the global financial compliance requirements	Unqualified audit report delivered	●	For FY24 a clean audit report was received and on target for the same this year
		Timely financial reporting to internal and external stakeholders	●	All reports were submitted in a timely manner, new Financial dashboard released to project managers

## Performance against annual plan targets (continued)

CORPORATE SERVICES				
Program	Investment Focus	Target	Status	Commentary
INFORMATION TECHNOLOGY	Provide support to the business for all hardware and software requests. Implement Service Level Agreement (SLA) to monitor support requests and average time taken to resolve issues	Maintain or increase SLA 90% of time	●	98.91%
		Resolution of IT issues within 24 hours	●	Average resolution time: 2h 54m
DIGITAL	Provide support to business for digital requests, such as, EDMS, Website changes and CRM improvements. Gauge the perception of people on ease of using the systems and make improvements accordingly	Increase SLA 90% of time	●	Annual survey to be conducted to update results
		Maintain or increase average ease of use rating for Digital system	●	Annual survey to be conducted to update results
MEASUREMENT & EVALUATION	Provides a framework to measure, analyse, evaluate, and report on the performance of AWI's investments on behalf of its stakeholders, implements and updates systems and processes to assist in the consistent collection and analysis of information and data to inform investment decisions and report against AWI strategic and operational targets	Conduct 3 impact assessments of RD&E and marketing investments annually. Successfully drive all dashboard and survey requests to CMS	●	One completed and one in final stages of completion 2023 IWP Mizuno (final stage) All dashboard and survey requests have been successfully driven to CMS
LEGAL	Supports staff with commercially sound legal solutions. In addition to providing legal advice, the team is responsible for managing the company's Intellectual Property (IP) Portfolio and advising on IP matters, assisting with corporate governance matters and company secretary work for AWI and TWC and its subsidiaries and advising on privacy and data protection matters	Initial response time on email correspondence within 48 hours	●	Average initial response time on email correspondence is 48 hours
		Digital contract creation will reduce time spent and increase efficiency and adherence to processes	●	While contract execution is fully digital, creation remains partially manual Contract review process is still on-going. We are waiting for a cost estimate from external counsel regarding the overseas contract templates
		Implement the automated contracting system in CRM	●	Digital Contract Automation: 90% of contracts are now executed through digital signing software, streamlining the signing process, ensuring compliance with financial delegations, and improving efficiency. People can now send Confidentiality Agreements through CRM with signing requirements for one Vendor and one AWI Financial delegate

