

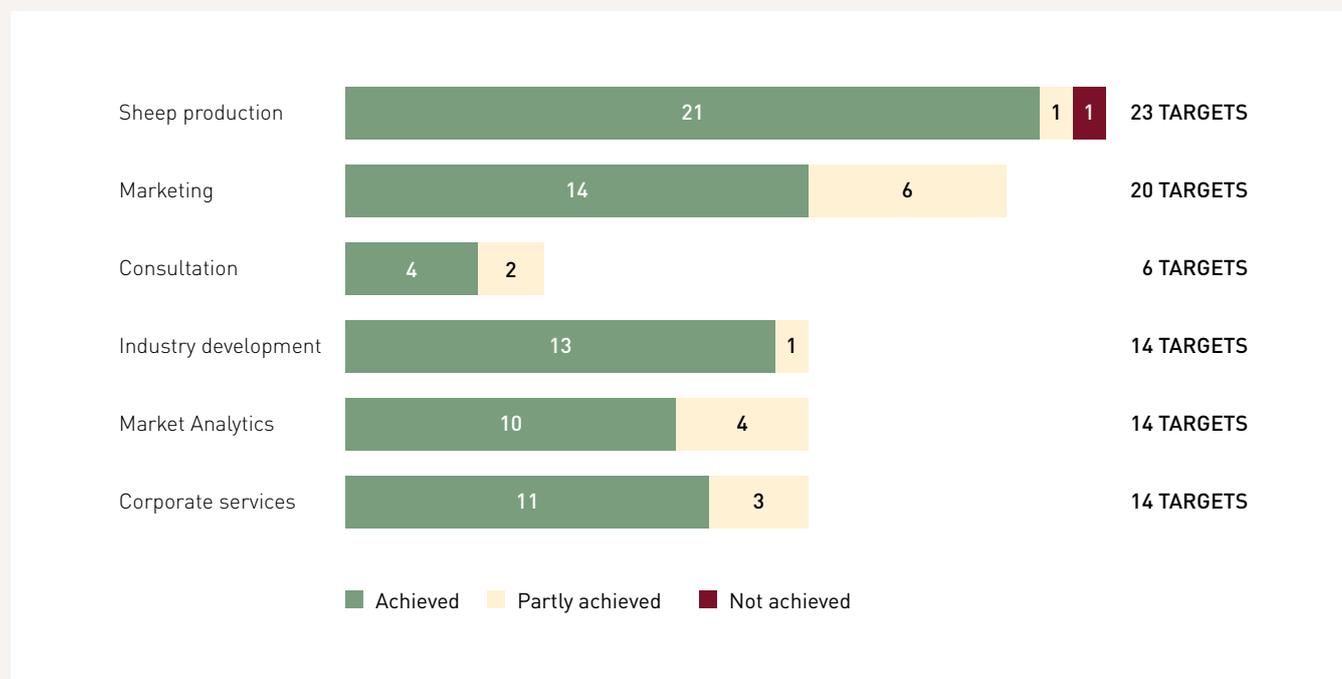
PROGRAM ACHIEVEMENT REPORT 2024-25

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



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 30/06/2025. The program statuses in green have been achieved, the ones in amber were close to being achieved but not fully met and/or were impacted by seasonal conditions, and the ones in red were close to being achieved but due to certain factors could not be met.



PERFORMANCE AGAINST ANNUAL PLAN TARGETS

The table below shows the status of the programs under each portfolio. As at the end of the financial year, most programs have achieved their target and some have not due to challenges faced during implementation of the program.

- Achieved
- Partly achieved and/or were impacted by seasonal conditions
- Not achieved

SHEEP PRODUCTION

Program	Investment Focus	Target	Status	Commentary	
HEALTHY PRODUCTIVE SHEEP	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: <ul style="list-style-type: none"> 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 	●	Exit surveys from Flystrike Program workshops, including data from SimpliFly™, StrateFly™ and AmpliFly™ workshops held this year, report the following outcomes: <ul style="list-style-type: none"> 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	●	25 advisors have been trained to assist woolgrowers in moving to a non-mulesed enterprise and managing flystrike in their properties.	
	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"> - The Sterile Insect Technique project is progressing well, with more fly releases planned later this year. A one-year project extension is being negotiated. - Development of new flytraps: New season sample collection is being planned. Microbiome analyses are underway. - Nanoencapsulation of tea tree oil for enhanced protection against sheep flystrike: Preliminary results for larvicides and repellents are promising, and improved formulations will be tested in the coming months. - The Novel Targets against Flystrike project, which focuses on blowfly genomics, has been awarded an ARC Linkage grant of \$900,000. This grant will support the exploration of potential genetic targets for developing new insecticides and/or biological control tools.
Support for coordination 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. This includes administration of the National Wild Dog Management Coordinator (co-funded by AHA), the National Wild Dog Management Implementation Manager and the Communications Coordinator, as well as associated operational activities for 2024-25 (funded by a Federal Government Grant).	
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 MERINOSELECT weaning rate increased from 0.074 lambs/ewe (2018 drop) to 0.14 lambs/ewe (2023 drop), representing a 6.6 percentage point gain—or 14 more lambs per 100 ewes—since the 2020 benchmark. This surpasses the 2030 target ahead of schedule, driven by the introduction of the Weaning Rate (WR) trait, genomically enhanced ASBVs, and targeted breeder selection for reproduction.	

PERFORMANCE AGAINST ANNUAL PLAN TARGETS (CONTINUED)

SHEEP PRODUCTION

Program	Investment Focus	Target	Status	Commentary
HEALTHY PRODUCTIVE SHEEP	Increase grower understanding and adoption of best practice management for reproduction efficiency (continued)	Develop evidence-based strategies to identify and manage animals at risk of dystocia for improved lamb and ewe survival	●	Best practice ewe management recommendations to reduce dystocia losses have been developed. Supporting extension resources will be finalised and distributed following the acceptance of peer-reviewed papers in early 2025–26 to ensure consistent presentation of the underlying data.
		Promote the productivity benefits of precision sheep management to woolgrowers	●	A platform to promote the productivity benefits of Precision Sheep Management (PSM) to woolgrowers has been established on Circle®, featuring general information, case studies, and instructional videos. Terms and Conditions are currently under legal review, with public launch to follow upon finalisation.
	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 index between last two fully recorded drops as at June 30th 2025	●	The WP index has shown steady annual growth since the 2018 drop, with a 3.7-point increase from 2022 to 2023 exceeding the 3-point target. This highlights sustained genetic gains in productivity and underscores the value of continued investment in genetic tools and information for woolgrowers.
	Support woolgrowers to breed for increasing flystrike resistance	A trend for lower breech wrinkle and dags ASBVs	●	MERINOSELECT Genetic Trend Reports show a consistent and positive trend in reducing Breech Wrinkle and Dag ASBVs from 2018 to 2023. Breech Wrinkle ASBV improved from -0.14 (2018 drop) to -0.35 (2023 drop), reflecting strong genetic progress toward plainer breeches. Dag ASBV also improved steadily, from -0.04 to -0.11 over the same period. These results demonstrate industry-wide adoption of breeding strategies for flystrike resistance and confirm the effectiveness of genetic tools in supporting woolgrowers to make measurable gains.
		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	●	The 2023 MERINOSELECT drop achieved 60% of animals with a recorded breech wrinkle phenotype, surpassing the 2030 target of 50% well ahead of schedule. Additional progress includes 43% of animals phenotyped for breech cover, 26% for dags, and 3% for fleece rot. Genotyping and phenotyping activity increased across all key traits, reflecting strong industry engagement with data collection and steady genetic progress in reducing flystrike risk.
		Within flock RBVs for flystrike and body strike will be available for collaborating ram breeder flocks	●	Across-flock project breeding values were made available to collaborating ram breeders on 30 January 2025, a key milestone that advances beyond the original target of within-flock RBVs. Many of these breeding value accuracies now exceed the standard RBV level, significantly improving the robustness of genetic information. This achievement enhances woolgrowers' ability to breed for flystrike resistance with greater confidence and precision.
AGRI TECHNOLOGY	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	●	<p>Researchers have been striving to identify the most effective agent for weakening wool. Although a definitive agent has yet to be found, significant progress has been made throughout the course of this project:</p> <ul style="list-style-type: none"> - Three major pathways involved in wool fibre hardening have been discovered. - Twelve inhibitors that can interfere with these pathways have been identified - Assays have been developed for five inhibitors, and another three are currently underway - Three inhibitors have been tested on live sheep.

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	●	Four new projects were commissioned and early testing of wool removal prototypes was successfully completed in three of the four projects. However, due to delays in the University of Adelaide's identification of the weakening agent, which is crucial for advancing this project the AWI Board decided to halt investment in this area, terminating the projects, with a view to revisiting them pending a successful outcome from the wool bioharvesting project.
ENVIRONMENTAL SUSTAINABILITY	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	Develop regionally relevant and cost-effective natural capital metrics	●	Ten core metrics were refined from twelve to better measure on-farm natural capital, biodiversity, and drought resilience while avoiding duplication and scoring issues. Regional benchmarks based on NVIS ensure fair scoring across different farm contexts. Designed for cost-effective measurement, with input from industry stakeholders, these metrics will be tested in a pilot phase to support scaling the Nature Positive Farming scheme.
		Wool growers have access to information on effective and regionally relevant interventions for sequestering carbon into the farming landscape and increasing biodiversity	●	Several articles, videos, and a webinar have been released to share insights with woolgrowers on improving pasture management, soil health, carbon storage, and biodiversity. These resources highlight effective, regionally relevant practices that enhance farm productivity, reduce emissions, and support environmental sustainability. Ongoing research and upcoming publications will continue to advance these efforts through 2025–26.
		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	●	A new sustainability data reporting framework was developed and piloted, integrating multiple data sources to enhance analysis for wool and red meat industries. The system supports improved tracking of key indicators like freshwater use and carbon emissions, aligning with sustainability targets and reporting requirements. It also successfully demonstrated capability for European environmental standards. Early estimates of land use emissions per kilogram of product were produced nationally, with ongoing improvements enabling more detailed and timely reporting.
		Investigate effects of methane mitigating feed additives on the productivity of grazing sheep	●	MERiL 3.1 is evaluating the long-term effects of anti-methane feed additives on sheep productivity and health through a two-year grazing trial. Preliminary findings show no negative impacts on liveweight or wool quality for most additives, with some positive productivity results seen in specific treatments. Additional research is ongoing to identify feed additive combinations that reduce methane emissions while improving productivity, with results expected in the next fiscal year.

PERFORMANCE AGAINST ANNUAL PLAN TARGETS (CONTINUED)

SHEEP PRODUCTION

Program	Investment Focus	Target	Status	Commentary
TRAINING AND 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 leadership and practical skills events delivered to participants receive a satisfaction rating of at least 7.5/10	●	AWI piloted sheep classing workshops in Tasmania, which were well attended. Participant feedback was collected to identify potential improvements and gaps in the current model. This feedback is being used to evaluate and refine workshop materials and structure. The satisfaction rating target of 7.5/10 remains under review, with final survey results to inform future program development.
		AWI programs engage with 500 student participants each year	●	The 2024 School Wether Challenge attracted approximately 1,000 student participants across multiple states during the reporting period. The 2025 School Wether Challenge is currently underway, with more than 160 schools participating. Wool.com was recently updated to include a dedicated page for the School Merino Wether Competition, enhancing program visibility and engagement.
		20,000 views of AWI Education & Extension wool harvesting resources online	●	The online wool harvesting resources received 23,481 views during the reporting period, exceeding the 20,000-view target by 17.4%. This demonstrates strong engagement with AWI's educational materials supporting best practices across the industry.
	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 woolhandler/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	●	During the reporting period, 628 novice and intermediate participants were supported through AWI training programs. These efforts continue to support industry retention through training in innovative wool harvesting techniques. The lower number of participants reported this period is due to a new assessment methodology and improved data reporting processes, which provide a more accurate and consistent count compared to previous periods.
	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	●	More than 1,200 participants took part in SportShear shearing and wool handling competitions nationally in 2024-25, exceeding the target and reflecting strong engagement despite some outstanding reporting.
	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	●	The program achieved the 12-month retention target of 75%.

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 Digital reached 83,426 page views in 2024-25, (-26% YoY), reflecting limited promotional activity.
	Ensure EU environmental labelling proposals are fair to wool	<ul style="list-style-type: none"> - 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 	●	The Make The Label Count (MTLC) campaign successfully advanced EU textile legislation advocacy, achieving more than 80 meetings with key EU stakeholders and significantly expanding coalition membership. Key wins include blocking a simplified single-score consumer label under current EU rules, influencing improvements in environmental footprint methodologies to better reflect wool's biodegradability and microplastic advantages, and securing validation of a more comprehensive French environmental impact methodology. These outcomes demonstrate strong progress toward fairer, science-based EU regulations that support the Australian wool industry's ecological credentials.
	Increase the trade following of The Woolmark Company (TWC) on social media	10% increase of following on TWC LinkedIn YoY	●	18% YoY increase in LinkedIn followers, growing from 25,821 to 30,791. Additionally, click engagement showed strong growth with a 52% YoY increase.
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 2024 China Autumn/Winter campaign significantly boosted Merino wool awareness by 27% and purchase intent by 14% compared to 2022, while Woolmark brand awareness and purchase intention increased by 25%. Consumers now perceive Merino wool as warm, soft, non-itchy, high-quality, and luxurious, with reduced concerns about cost and itchiness. The campaign strengthened the association of Merino wool with sustainability, recognising it as a natural, biodegradable material free from microplastic pollution. According to the 2024 IPSOS Global Consumer Survey, wool ranks highly among Chinese consumers for fabric consideration, and Woolmark remains the most recognised fibre certification logo, valued for quality and trustworthiness, with many consumers willing to pay a premium for natural and eco-friendly products.
		YoY increase wool sales driving partnership with major retailer	●	The China campaigns delivered strong growth through strategic retail partnerships and digital engagement. Key highlights include a 16% YoY increase in TMALL wool sales and a 67% YoY rise in wool sales during the Double 11 festival, supported by expanded brand participation, effective live-streaming, digital ads, and KOL collaborations. These efforts significantly boosted wool unit availability and sales volume, reinforcing market presence in China.

PERFORMANCE AGAINST ANNUAL PLAN TARGETS (CONTINUED)

MARKETING

Program	Investment Focus	Target	Status	Commentary
CONSUMER MARKETING	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 Eco Campaign (Wear Wool, Not Waste) effectively increased wool consideration from 53% to 63% (+19%) and maintained a strong average purchase intent of 75% across the US, UK, and France, exceeding industry benchmarks. Brand appeal for Woolmark stayed high at 79%, with 76% of consumers reconsidering the environmental impact of their clothing and 75% factoring fabric choice into purchase decisions. Additionally, 81% believed wool is environmentally gentle, a 1% increase YoY. IPSOS data showed wool's perception as "environmentally friendly" rose by 11% from 2022 to 2024, with purchase intent growing from 18% to 21%. Overall, the campaign met its target, shifting consumer attitudes and purchase intent toward wool's sustainable benefits.
		Increase in average purchase intent of wool by 2% for the Eco Consumer campaign	●	The 2024 Eco Campaign ('Wear Wool, Not Waste') significantly lifted wool consideration by 10% and achieved strong global engagement, with 75% average purchase intent, 79% brand appeal, and high consumer alignment with wool's environmental benefits across the US, UK, and France. However, the specific target of achieving a 2% increase in average purchase intent for wool was not met, leaving the overall result as partially achieved despite the campaign's many positive indicators.
	Social Media: Increase education on wool's benefits among the Gen Z and Millennial audiences	Grow followers with a focus on the Gen Z audience, across TikTok and Instagram by 15%	●	Achieved 59% YoY follower growth on social media, primarily driven by engagement with Millennial audiences, reflecting a strategic focus aligned with budget adjustments.
		Grow reach and engagement across our owned social channels by 15%	●	In 2024-25, social media reach and engagement grew substantially. Reach increased by 407% and engagement by 200%, while video views rose by 264%, driven by targeted content and strategic adjustments, with a primary audience of Millennials aligned to 2025-26 marketing priorities.
	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	●	Woolmark's share of voice increased significantly in 2024-25, with media clippings rising 30% YoY and total reach exceeding 24 billion across print, social, and digital channels, supported by high-profile campaigns and influencer partnerships.
	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	●	High-volume fashion retail partnerships were completed with TMALL (China), Rakuten (Japan), Musinsa (Korea), Saks (USA) and Ajio Luxe (India) in 2024-25. In addition, fashion partnerships were completed with Onward Group (Japan), Sanyo Shokai (Japan), World Group (Japan), Cambridge Members (Korea), Brentwood (Korea), McMullen (USA), Lafayette 148 (USA) and Tod's (Italy).
		Uplift in brand/retailer intent to increase wool product categories	●	Across 2024-25, key fashion retail collaborations – including Tmall (China), Saks Fifth Avenue (USA), Musinsa (Korea), Rakuten Fashion (Japan), and Ajio Luxe (India) – delivered strong commercial results, such as +20% YoY growth in TMALL Wool Week participation, +124% YoY uplift in wool sales on Saks.com, +118% YoY increase in wool products promoted by Musinsa, and +28% YoY increase in wool revenue via Ajio Luxe. Meanwhile, a brand and retail survey found that 89% of respondents intended to maintain or grow wool use, with 24 of 28 brands considering new wool categories in formal and casualwear.

MARKETING

Program	Investment Focus	Target	Status	Commentary
CONSUMER MARKETING	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	●	During 2024–25, despite budget constraints, Woolmark focused high-profile sponsorship efforts on Luna Rossa Prada Pirelli, supported by key partnerships with Mizuno, Goldwin, TaylorMade, Circle Sportswear, KWAY, and the Venice Gondoliers, while also initiating new collaborations with the Swedish Ski Team (in partnership with Mizuno), and global sports brand Under Armour, with these initiatives set to continue into 2025–26.
		Uplift in brand/retailer intent to increase wool product categories	●	In 2024–25, 89% of surveyed brand and retail partners reported they would maintain or increase their use of wool following their collaboration with Woolmark, while 21% of total respondents expressed intent to explore wool sportswear as a new product category.
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 of wool post-involvement in the prize	●	The 2024 International Woolmark Prize Alumni Survey demonstrated strong continued industry advocacy, with 89% of respondents likely to communicate wool's fibre benefits and 100% likely to highlight its eco credentials in their marketing. Additionally, 89% of alumni reported including more than 20% wool in their Autumn/Winter collections, and over two-thirds introduced three or more additional wool SKUs following their participation in IWP.
		Secure a minimum of 4 new business development leads as a result of the prize	●	The 2025 International Woolmark Prize generated six new business development opportunities, exceeding the annual target. Highlights include Saks Fifth Avenue joining the Retail Partner Network; finalists taking creative director roles at Marni and Jean Paul Gaultier; and new collaborations emerging with LUAR x Venus Williams for wool performance apparel. The event also secured first-time media coverage by <i>Harper's Bazaar</i> France, enhancing Woolmark's visibility in key European fashion markets.
		Improve Woolmark's reputation through a minimum 10% increase in the share of voice for Woolmark and Merino wool	●	The International Woolmark Prize 2025 generated more than 3,000 global media clippings and earned media value of \$21.6M, reinforcing wool's relevance in fashion. While share of voice declined compared to 2023, this was driven by a strategic shift toward more targeted, high-impact events and reduced finalist announcement activity. Despite the lower volume, the campaign maintained strong brand equity outcomes, positioning Woolmark and Merino wool as premium and culturally relevant in the global fashion landscape.
		Build fibre advocacy among trade and consumer audiences through YoY uplift across social media results and website analytics to build fibre advocacy among trade and consumer audiences	●	Despite budget reductions limiting social content and paid media, the International Woolmark Prize achieved solid digital engagement in 2024–25 with 3.5 million social reach, 75,000 engagements, and 47,699 website page views.

PERFORMANCE AGAINST ANNUAL PLAN TARGETS (CONTINUED)

MARKETING

Program	Investment Focus	Target	Status	Commentary
TALENT DEVELOPMENT	The Woolmark Performance Challenge (WPC) will be restructured to be held every two years and will evolve to be platform generating product solutions for the performance industry with all of industry	10 new leads for sports industry brands and stakeholders	●	The WPC has transitioned into a biennial event aimed at driving innovation and collaboration within the performance industry, targeting 10 new leads from key sports brands. Over the past year, progress includes launching a competition with Alpinestars, with further business leads anticipated following the promotion of submitted innovations in November 2025, when final results will be reported.
		2 additional industry placements focused on commercialisation of presented concepts	●	In 2024-25 the competition received 130 submissions, with judging ongoing as of July 2025; finalists will be matched with commercialisation partners through Woolmark's global network, with final results to be reported at the end of 2025.

CONSULTATION

Program	Investment Focus	Target	Status	Commentary
WOOL GROWERS	AWI will continue to improve the wool.com website to increase navigability and increase traffic	Increase page views on Wool.com website by 5%	●	While total page views on Wool.com remained stable at 334,714, this is likely an underreported uplift due to improved accuracy in tracking methods compared to prior years.
	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 Wool Grower Sentiment Survey will be done in 2026.
		Growing engagement through electronic distribution of <i>Beyond the Bale</i> 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 2,855 page views and 1,340 sessions on the <i>Beyond the Bale</i> section of wool.com The <i>Beyond the Bale</i> e-newsletter was sent to an average of 8579 recipients, an increase from the previous year.
	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	●	Over the past six months, AWI Extension Networks reported 15,348 active participants, supported by improved database management following the transition to the AWI operating system.
AWI workshops delivered to participants receive a satisfaction rating of 7.5/10 (evidenced by exit surveys)		●	Over the past 12 months, AWI Extension programs delivered through six networks achieved an average participant satisfaction rating of 8.61/10, with feedback supporting ongoing improvements to content and practical examples.	
INDUSTRY	Regular interaction with members of the WICP/WCG	Increase member satisfaction in the industry forums WICP/WCG	●	Survey will be carried out in September 2025.

MARKET ANALYTICS

Program	Investment Focus	Target	Status	Commentary
EMERGING MARKETS	Through advertising with local trade publications and partnerships with local textile associations we aim to increase awareness or introduce wool/Woolmark to new markets in the manufacturing supply chain	Building brand/wool awareness in the manufacturing supply chain in new markets through: <ul style="list-style-type: none"> – Advertisements in local textile publication –10 adverts across 3 markets – Run wool seminar/technical workshop – one in one new market 	●	Advertisement targets were met, wool training was successfully conducted in Vietnam in May, and leads generated surpassed expectations despite the Dhaka Denim Expo postponement to October due to health and regional unrest.
	Establish and support new supply chain partners who are interested in or want to increase their knowledge of wool. Visiting tradeshows 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.	●	More than 50 new supply chain partner connections were established in 2024-25, with strong engagement in Portugal, Bangladesh, and Vietnam, while activity in Latin America was scaled back in line with 2025-26 resourcing priorities.
		Visit 6 tradeshows in 3 new markets	●	Attended seven (three exhibited at, four attended) tradeshows in 2024-25, exceeding the target and strengthening lead generation, market intelligence, and brand visibility, with Woolmark actively engaged as both exhibitor and presenter.
SUPPLY CHAIN INITIATIVES	Collaborate with the 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	●	The AWTH established a formal governance framework, delivered priority initiatives aligned with industry needs, and secured ongoing support and funding from key stakeholders, including AWTA.
	Support a strong brand identity for Woolmark by connecting Woolmark Licensees with the quality, sustainability and versatility of Australian wool industry including woolgrowers, wool sellers and wool buyers.	Service all connection requests from licensees.	●	Woolmark serviced all licensee connection requests by completing pilot traceability projects with Sanyo Shokai and Labi, developing an interim data transfer solution with Textile Genesis, and actively engaging brands such as Uniqlo, demonstrating how Woolmark certification can be verified through the supply chain and strengthening the brand's role in supporting credible product claims.
		Develop and implement a feature on Woolmark.com that enables users to submit requests for connecting with the wool industry	●	Woolmark completed the design and review of a new feature for Woolmark.com to enable connection requests with the wool industry, briefed wool brokers on its functionality, and commenced technical development, though implementation has been delayed due to resourcing challenges and will now proceed as part of the Woolmark+ roadmap.
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.	80% of users of AWI's Market Intelligence report give it a 7.5/10 or higher rating.	●	Survey to be conducted.
		Maintain subscriber numbers on the Market Intelligence website	●	Subscriber numbers remained relatively stable over 12 months, with Daily Reports at 3,815 [-3.52% YoY] and Weekly Reports at 4,137 [-3.66% YoY].
		Market Intelligence area on AWI website receives 10,000 views per month	●	The Market Intelligence section on the AWI website received 115,481 views in 2024-25, averaging 9,623 views per month.

PERFORMANCE AGAINST ANNUAL PLAN TARGETS (CONTINUED)

MARKET ANALYTICS

Program	Investment Focus	Target	Status	Commentary
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. The European Commission has accepted this data in PEF which has resulted in a six-fold reduction in the Product Environmental Footprint (PEF) score for the environmental impacts of the farming stage, which is the dominant life stage when determining the impacts of wool clothing. The fully aggregated datasets are housed on an AWI node, and are freely available for interested organisations to utilise, after signing a data sharing agreement.
FIBRE SCIENCE	Collaborate with IWTO and other natural fibre industries to broaden the assessment of textile ratings agencies from the environmental 'harm-only' LCA 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 advocate for improved environmental performance assessments, aiming to ensure that schemes like PEF, Ecobalyse, and Higg offer a level playing field across textile fibre types. Achieving more balanced metrics in these global frameworks is expected to take many years. AWI-commissioned research and resulting publications have helped ensure that proposed methodology improvements are robust and science-based. This work, led by AWI's Wool LCA Technical Advisory Group, is ongoing. After around five years of engagement, the European Commission has decided to defer the public reporting of PEF scores for the foreseeable future, recognising the need for further methodological improvements, including addressing microplastic release, better capturing biodiversity and biogenic carbon, and improving how circularity is measured.
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 now informs the Sheep Sustainability Framework and Australia's climate goals. Findings show methane reductions by 2030 will likely fall short of the Global Methane Pledge, but Paris Agreement targets may still be possible with sustained effort. Ongoing work focuses on methane-reducing supplements, carbon sequestration strategies, and improving farm-scale measurement and reporting of environmental performance.
FIBRE SCIENCE	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 to support ongoing marketing to the wellness and sustainability market. This resource will evolve as new research emerges. For example, a new test method better reflecting athlete performance is being finalised for inclusion in ASTM standards. These findings are supporting AWI's marketing and product development in the performance apparel sector.

MARKET ANALYTICS

Program	Investment Focus	Target	Status	Commentary
WOOLMARK+ SUSTAINABILITY STRATEGY	Increased promotion of the circularity of wool.	Develop a strategy that: 1. Provides options and solutions to help woolgrowers improve on-farm productivity and natural capital, reduce/remove 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.	●	In 2024-25, AWI successfully launched and embedded the Woolmark+ Sustainability Strategy roadmap, driving industry-wide engagement and positioning wool as a key fibre in the transition to circular and nature positive systems. Major achievements included the rollout of 13 practical initiatives, high-profile representation at global climate and fashion events, and the development of the Woolmark+ Australian Wool Insetting Program pilot, which secured government funding and strong brand interest. Woolmark+ facilitated global brand engagement through fellowships, forums, and direct investment briefings, while continuing to amplify woolgrower voices across the supply chain. Communications outcomes were strong, with significant media coverage and brand interactions reinforcing the strategy's impact and relevance.
	To support Australian woolgrowers to profitably produce the world's most sustainable fibre, optimal for circular, traceable products.			
	To position Australian woolgrowers as proactive, socially responsible and forward-looking stewards of the environment, building natural capital on their farms.			

INDUSTRY DEVELOPMENT

Program	Investment Focus	Target	Status	Commentary
WOOLMARK	Ensure the Woolmark Licensing Program remains in demand and relevant for industry through current standards and procedures	Review relevant specifications and testing standards	●	In 2024-25, 5 existing specifications (LM-1, LM-2, LM-3, LD-1, LD-2) were reviewed and updated with latest program name "Wool Care". Name of spec AN-1 was updated to align with the branding name appeared on ticket and label. The Interior Textiles specs (IB-1, IB-2, IB-3 and IB-5) were updated to streamline the sub-brandings pursuing by licensees.
	Targeting new and existing brands and retailers with the value and benefits of the Woolmark Licensing Program	Quarterly Licensee updates	●	Licensee updates were successfully delivered each quarter via the newsletter and direct branding emails, with a continued focus on cross-company content delivery.
		Increase in number of licensees	●	Achieved a net increase of 60 licensees YoY.
EDUCATION AND EXTENSION	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.	●	A total of 54 retail training workshops were delivered to 48 brands globally, reaching more than 1,430 retail staff, with the Wool Appreciation Course being the most frequently delivered, followed by sessions on Sustainability and Innovations.

PERFORMANCE AGAINST ANNUAL PLAN TARGETS (CONTINUED)

INDUSTRY DEVELOPMENT

Program	Investment Focus	Target	Status	Commentary
	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 centres.	●	<p>A total of 10 activations were delivered at global development centres across key locations, including China, the UK, and Portugal:</p> <ol style="list-style-type: none"> 1. Donghua Wool Education Centre, China – September 2024 2. RedSun, China new Showroom – October 2024 3. Xinao Wool Development Centre, China – October 2024 4. Mills Fabrica, UK Workshop – September 2024 5. Mills Fabrica, UK Panel Talk – September 2024 6. La Caserne, Portuguese Supply Chain Workshop – February 2025 7. Donghua Wool Education Centre, Süedwolle Workshop, China – March 2025 8. Mills Fabrica, UK TWL Drop-in Event – April 2025 9. Mills Fabrica, UK Suedwolle Innovation Open Workshop – June 2025 10. Mills Fabrica, UK Suedwolle Innovation Exclusive Workshop – June 2025 <p>The activations in Q3 and Q4 maintained strong engagement with top-tier supply chain partners and were strategically aligned with flagship trade shows, industry events, delegations, and the release of The Wool Lab editions and supporting assets to maximise impact.</p>
EDUCATION AND EXTENSION	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>In 2024–25, AWI successfully exhibited at 14 major international trade shows, holding a total of 328 key meetings. These events included:</p> <ul style="list-style-type: none"> - Milano Unica, Italy – July (17 meetings) and February (19 meetings), focusing on apparel fabric. - Preview, Seoul, Korea – August (6 meetings), apparel fabric. - Cobalt, Hong Kong – August (4 meetings), fabric and yarn. - Outdoor Sports Valley, France – October (5 meetings), sports performance. - Functional Textiles, China – October (35 meetings), sports performance. - Performance Days, Germany – October (34 meetings) and March (38 meetings), sports performance. - Japan Creation, Japan – November (13 meetings), apparel fabric. - Functional Fabric Fair, USA – November (39 meetings), sports performance. - Pitti Filati, Italy – January (39 meetings), fibre and yarn. - Bharat Tex, India – February (32 meetings), industry textiles. - VIATT, Vietnam – February (27 meetings), apparel fabric. - PV Denim, Italy – May (20 meetings), denim apparel. <p>Two important adjustments were made due to external factors:</p> <ul style="list-style-type: none"> - The Bangladesh Denim Expo scheduled for April was postponed because of unrest in the region. - The Pitti Filati event originally planned for June 2025 was rescheduled to 1 July 2025, moving it into the next financial year (2025–26)

INDUSTRY DEVELOPMENT

Program	Investment Focus	Target	Status	Commentary
EDUCATION AND EXTENSION	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	Adoption and participation in the Learn About Wool primary and secondary nation education program	●	A total of 275 teachers registered and ordered a LAW Kit over the past 12 months, exceeding the annual target. This growth reflects the continued value of the kits in Australian classrooms and is largely attributed to promotion at events such as the Primary Industries Education Foundation Australia (PIEFA) Conference.
		Maintain participation in tertiary fashion and textile engineering education programs Number of students participating in tertiary education programs	●	Exceeded student engagement target by 9%, reaching 5,935 participants through 114 workshops – 60% face-to-face – with the Woolmark Performance Challenge driving more than half the sessions, mainly across key markets like Italy, Japan, China, and Australia.
		Increase Woolmark Learning Centres course completions by 5%.	●	2,325 courses were completed, exceeding the target of 2,189 by 6% and up 18% from last year – the highest on record. Top courses were Wool Appreciation (445 completions, 19%), Wool Introductory (315, 14%), and Knitwear Design and Make (292, 13%). Undergraduates made up 49% of completions (1,136), largely driven by the Woolmark Performance Challenge. Leading countries were Australia, Italy, India, Japan, and the UK.
		1 new course development on Woolmark Learning Centre platform	●	Making More from Sheep (Wool Production Program) was launched in August 2024.
PROCESSING AND 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	●	Completed 78 technical transfer initiatives with industry partners during the year, driving innovation, technology integration, and greater industry uptake of new solutions.
	Research and investment in cutting edge technologies which are focused on sustainable processes	Expanding our portfolio of sustainable processes offered to industry for adoption.	●	In 2024-25, 43 sustainable process projects were completed or in progress, including: – Natural Dyes x 2 – Alternative Dyes x 10 – Waterless Dyes x 2 – Seamless Knitting x 15 – Whole Garment Knitting x 1 – Digital Print x 5 – Sustainable Blends x 5 – Recycled Wool x 1 – Finishing x 2
	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%	●	Achieved 50 brand collaborations across diverse sectors – including sports (17), fashion (8), interiors (5), and medical (3) – surpassing targets through strategic lead generation via Woolmark offices, trade shows, seminars, The Wool Lab and industry connections.
	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	●	The Wool Lab received 9,812 swatch requests – 23% below target due to a 39% reduction in available swatches – while Wool Lab Digital maintained strong engagement with 855 registrations, reflecting continued global interest and platform resilience despite budget constraints.

PERFORMANCE AGAINST ANNUAL PLAN TARGETS (CONTINUED)

CORPORATE SERVICES

Program	Investment Focus	Target	Status	Commentary
PEOPLE & CULTURE	<p>People and 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.</p>	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"> - Launched a Culture Committee with 16 members across all regions, focusing on engagement, DE&I, L&D, team building, and wellbeing. - Delivered mental health workshops globally and rolled out leadership training in Asia and Australia. - Continued to enhance social media content, particularly on LinkedIn, showcasing AWI/TWC as an employer of choice. - Successfully released three editions of The Knitty Gritty newsletter, celebrating employees and providing education on policies and initiatives. - Ongoing growth in team building and wellbeing initiatives, reinforcing a positive, inclusive workplace culture.
		Increase Employee engagement across the business	●	<ul style="list-style-type: none"> - Culture Committee established with 16 representatives across all regions. Two meetings held (February & June 2025), with active engagement from members gathering and addressing regional feedback – team building emerged as a key focus area. - Three editions of The Knitty Gritty newsletter released, celebrating staff, promoting global team building opportunities, and guiding teams on how to access them. - Executive endorsement of these initiatives was shared in a global update from the GM, People & Culture.
		Enhance employee wellbeing across the business	●	<ul style="list-style-type: none"> - Health and wellbeing support strengthened through clearer communication that sick leave can be used for annual health checks, with plans to expand this messaging globally. - Team building initiatives promoted via multiple channels, including the Culture Committee, newsletters, and executive updates – several regions have already participated, with more planned. - Mental health and wellbeing workshops delivered globally, both in-person and online, with strong attendance and ongoing partnerships to expand offerings. - Employee Assistance Program (EAP) continuously promoted to raise awareness and encourage greater engagement.
		Diversify our learning and development framework to focus on industry training and team building.	●	<ul style="list-style-type: none"> - Leadership development programs rolled out across Australia and Asia, with participation from employees in China, India, Japan, and Korea. - Team building activities increased to strengthen engagement and collaboration across teams. - Culture Committee and Executive communications have actively promoted access to learning opportunities, with committee members tasked to share this within their regions. - Ongoing focus on clear and consistent messaging about the importance of L&D and how to access it.

CORPORATE SERVICES

Program	Investment Focus	Target	Status	Commentary
MEASUREMENT AND EVALUATION	Measurement and 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 DOMO and SurveyMonkey requests to Optimizely	●	Two impact assessments conducted: 1. IWP 2. Mizuno All DOMO and SurveyMonkey requests successfully driven to Optimizely.
FINANCE	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.	Timely financial reporting to internal and external stakeholders	●	All Reports submitted in a timely manner, new Domo dashboard released.
		Unqualified audit report delivered	●	Audit completed and accounts set to be signed with unqualified report.
INFORMATION TECHNOLOGY	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	●	SLA achieved 98% of time.
		Resolution of IT issues within 24 hours	●	The average resolution time for IT issues was less than 24 hours.
DIGITAL	Digital- provide support to business for digital requests, such as, EDMS, Website changes and Salesforce improvements. Gauge the perception of people on ease of using the systems and make improvements accordingly.	Increase SLA 90% of time	●	SLA achieved 98% of time.
		Maintain or increase average ease of use rating for Digital systems	●	Average ease of use rating for digital systems was 8.4/10 (+25.3% YoY).
LEGAL	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.	Implement the automated contracting system in Salesforce	●	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.
		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.
		Initial response time on contract within 48 hours	●	Average initial response time on email correspondence is 48 hours.

