

Quarterly Report

Executive Summary

This quarter marked another strong repositioning period for Merino & Co, with strategic developments across product range expansion, talent acquisition, and corporate responsibility. Key highlights include the strong market acceptance of the newly launched Merino possum range, international talent onboarding, and expanding digital initiatives. We continue to strengthen our market position and corporate foundation.

Cash receipts from customers totalled **\$1.16 million** for the quarter and the Company ended the period with **\$3.02 million** in cash and cash equivalents, providing adequate liquidity to pursue our growth agendas.

Operational & Strategic Highlights

- **Successfully launched the new Merino possum range, receiving strong market acceptance and reinforcing our premium product positioning.**
Initial feedback indicates promising sell-through and alignment with emerging winterwear trends.
- **Identified high-potential growth avenues through product range diversification, aiming to capture broader customer segments.**
This strategic move supports risk management and prepares us for reaching into wider consumer segments.
- **Strengthened international presence by securing experienced talent to lead operations across Tmall China, Rakuten Japan, and Amazon US.**
These initiatives position the Company for stronger execution and market-specific adaptation in key international regions.
- **Drove brand goodwill and digital engagement through a national online campaign in support of Thread Together, reflecting our ESG values.**
This initiative helped build awareness and emotional connection with conscious consumers whilst helping hundreds doing it tough this winter.
- **Demonstrated community leadership by donating winter essentials to Lifeline WA, Foodbank WA, and Radio Lollipop—reinforcing our commitment to social responsibility.**
Our contribution supported hundreds of individuals during winter, aligning our brand with purpose-led action.
- **Operational Efficiency.**
Implemented new CRM system for better inventory management, supply chain transparency and forecasting.
- **Appointed new CFO to support long-term financial discipline and enhance shareholder value creation.**

During the quarter the company appointed Lili Jiang as a virtual CFO on consulting basis. She has 15 years of expertise in financial accounting and management and brings extensive experience in manufacturing and cross-border e-commerce whilst improving operational efficiency. And her fluency in Mandarin enables more efficient communication with the Company China Subsidiary & its operations.

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Financial Performance

At the end of the quarter the Company had cash at bank of approximately \$3.02 million.

Additional ASX Disclosure Information

ASX Listing Rule 4.7C.1: During the quarter the Company had operating cash inflows of approximately \$0.39m.

ASX Listing Rule 4.7C.2: As required the table below details indicative use of funds as per the IPO prospectus and actual expenditure to date (30 June 2025).

	Minimum Subscription	Maximum Subscription	Actual Expenditure to 30 June 2025
Use of Funds – Year 1	\$	\$	\$
Expanding production capacity	1,179,900	1,419,900	959,787
Preparing stock for wholesale orders	1,540,000	1,600,000	945,962
Marketing and branding, including for online platforms	483,000	875,000	325,461
Research & development	350,000	350,000	27,500
Corporate expenses	534,000	534,000	509,669
Working capital	131,894	466,476	73,335
Costs of the Offer	654,206	745,706	673,000
Total Funds Allocated – Year 1	4,873,000	5,991,082	3,514,714

ASX Listing Rule 4.7C.3: As outlined in the attached Appendix 4C (Sections 6.1 and 6.2), payments to related parties of the Company and their associates during the quarter was approximately \$138,000, of which \$79,000 was paid to the Directors as their salaries/fees including superannuation and \$59,000 was paid to a Director's spouse as remuneration.

Merino & Co continues to build momentum, driven by a commitment to quality, innovation, and strategic foresight. With a solid cash position of \$3.02 million and ample funding runway, we are well-positioned to capitalize on new opportunities and drive sustained growth.

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This announcement is approved for release by the Board of Directors.

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ABOUT MERINO & CO.

Merino & Co. is a vertically integrated Company, involving the manufacture, marketing and sale of wool products. The Company sells its merino wool garments and accessories in Australia through its own online store as well as at duty free shops, airports, boutique shops, tourism sites, and generally via wholesalers and agents. The Company has also been exporting and selling direct to international markets, including China, Japan and North America, where high-quality wool products are in higher demand owing to colder climates.

The Company is a strong advocate of the benefits of wool as a natural fibre and is a strong supporter of the proliferation of more sustainable, renewable and biodegradable products made from environmentally friendly and raw natural materials such as wool, alpaca and possum.

FORWARD LOOKING STATEMENTS

This announcement contains certain “forward-looking statements”. Forward looking words such as, “expect”, “should”, “could”, “may”, “predict”, “plan”, “will”, “believe”, “forecast”, “estimate”, “target” “continue”, “anticipate”, “guidance”, “outlook”, “aim” and other similar expressions are intended to identify forward-looking statements. Indications of, and guidance on, future earnings and financial position and performance are also forward-looking statements. Forward-looking statements, opinions and estimates provided in this announcement are based on assumptions and contingencies which are subject to change without notice, as are statements about market and industry trends, which are based on interpretations of current market conditions.

You are cautioned not to place undue reliance on any forward-looking statements regarding our belief, intent or expectations with respect to Merino & Co’s businesses, market conditions and/or results of operations.

Appendix 4C

Quarterly cash flow report for entities subject to Listing Rule 4.7B

Name of entity

Merino & Co. Limited

ABN

74 162 863 121

Quarter ended ("current quarter")

30 June 2025

Consolidated statement of cash flows	Current quarter \$A'000	Year to date (12 months) \$A'000
1. Cash flows from operating activities		
1.1 Receipts from customers	1,159	5,238
1.2 Payments for		
(a) research and development	(8)	(28)
(b) product manufacturing and operating costs	(140)	(4,741)
(c) advertising and marketing	(226)	(621)
(d) leased assets	(58)	(177)
(e) staff costs	(185)	(754)
(f) administration and corporate costs	(112)	(669)
1.3 Dividends received (see note 3)	-	-
1.4 Interest received	-	3
1.5 Interest and other costs of finance paid	(42)	(186)
1.6 Income taxes paid	-	-
1.7 Government grants and tax incentives	-	-
1.8 Other – GST and other taxes (paid)/refunded	-	(61)
1.9 Net cash from / (used in) operating activities	388	(1,996)
2. Cash flows from investing activities		
2.1 Payments to acquire or for:		
(a) entities	-	-
(b) businesses	-	-
(c) property, plant and equipment	(154)	(505)
(d) investments	-	-
(e) intellectual property	-	-
(f) other non-current assets	-	-

Consolidated statement of cash flows		Current quarter \$A'000	Year to date (12 months) \$A'000
2.2	Proceeds from disposal of:		
	(a) entities	-	-
	(b) businesses	-	-
	(c) property, plant and equipment	-	-
	(d) investments	-	-
	(e) intellectual property	-	-
	(f) other non-current assets	-	-
2.3	Cash flows from loans to other entities	-	-
2.4	Dividends received (see note 3)	-	-
2.5	Other income	-	-
2.6	Net cash from / (used in) investing activities	(154)	(505)

3.	Cash flows from financing activities		
3.1	Proceeds from issues of equity securities (excluding convertible debt securities)	-	6,354
3.2	Proceeds from issue of convertible debt securities	-	-
3.3	Proceeds from exercise of options	-	-
3.4	Transaction costs related to issues of equity securities or convertible debt securities	-	(894)
3.5	Proceeds from borrowings	-	471
3.6	Repayment of borrowings	(174)	(853)
3.7	Transaction costs related to loans and borrowings	-	-
3.8	Dividends paid	-	-
3.9	Other (provide details if material)	-	-
3.10	Net cash from / (used in) financing activities	(174)	5,078

4.	Net increase / (decrease) in cash and cash equivalents for the period		
4.1	Cash and cash equivalents at beginning of period	2,966	456
4.2	Net cash from / (used in) operating activities (item 1.9 above)	388	(1,996)
4.3	Net cash from / (used in) investing activities (item 2.6 above)	(154)	(505)

Consolidated statement of cash flows		Current quarter \$A'000	Year to date (12 months) \$A'000
4.4	Net cash from / (used in) financing activities (item 3.10 above)	(174)	5,078
4.5	Effect of movement in exchange rates on cash held	(10)	(17)
4.6	Cash and cash equivalents at end of period	3,016	3,016

5.	Reconciliation of cash and cash equivalents at the end of the quarter (as shown in the consolidated statement of cash flows) to the related items in the accounts	Current quarter \$A'000	Previous quarter \$A'000
5.1	Bank balances	2,974	2,923
5.2	Call deposits	-	-
5.3	Bank overdrafts	-	-
5.4	Other – bank guarantee	43	43
5.5	Cash and cash equivalents at end of quarter (should equal item 4.6 above)	3,016	2,966

6.	Payments to related parties of the entity and their associates	Current quarter \$A'000
6.1	Aggregate amount of payments to related parties and their associates included in item 1	138
6.2	Aggregate amount of payments to related parties and their associates included in item 2	
<i>Note: if any amounts are shown in items 6.1 or 6.2, your quarterly activity report must include a description of, and an explanation for, such payments.</i>		
Payment of Directors' remunerations for the period from 1 January 2025 to 31 March 2025: \$79,000 Payment of remuneration to Director's spouse: \$59,000		

7.	Financing facilities <i>Note: the term "facility" includes all forms of financing arrangements available to the entity.</i> <i>Add notes as necessary for an understanding of the sources of finance available to the entity.</i>	Total facility amount at quarter end \$A'000	Amount drawn at quarter end \$A'000
7.1	Loan facilities	2,403	2,063
7.2	Credit standby arrangements	-	-
7.3	Other (please specify)	-	-
7.4	Total financing facilities	2,403	2,063
7.5	Unused financing facilities available at quarter end		340
7.6	Include in the box below a description of each facility above, including the lender, interest rate, maturity date and whether it is secured or unsecured. If any additional financing facilities have been entered into or are proposed to be entered into after quarter end, include a note providing details of those facilities as well.		
	Two separate loan facilities have been provided to the Company by National Australia Bank: 1) A facility of \$403,000 is secured against the property located at 3/82 Christable Way, Landsdale WA 6065. Interest on the facility is charged at 6.92% p.a. At quarter end, the facility has been fully drawn down. 2) A further facility of \$2m is secured over the Company's present and future rights, property and undertaking and director personal guarantees. Interest on the facility is charged at 7.7% p.a. with final repayment due in December 2031. At quarter end, \$1.66m of the facility has been drawn down.		

8.	Estimated cash available for future operating activities	\$A'000
8.1	Net cash from / (used in) operating activities (item 1.9)	388
8.2	Cash and cash equivalents at quarter end (item 4.6)	3,016
8.3	Unused finance facilities available at quarter end (item 7.5)	340
8.4	Total available funding (item 8.2 + item 8.3)	3,356
8.5	Estimated quarters of funding available (item 8.4 divided by item 8.1)	N/A
	<i>Note: if the entity has reported positive net operating cash flows in item 1.9, answer item 8.5 as "N/A". Otherwise, a figure for the estimated quarters of funding available must be included in item 8.5.</i>	
8.6	If item 8.5 is less than 2 quarters, please provide answers to the following questions:	
8.6.1	Does the entity expect that it will continue to have the current level of net operating cash flows for the time being and, if not, why not?	
	Answer: N/A	
8.6.2	Has the entity taken any steps, or does it propose to take any steps, to raise further cash to fund its operations and, if so, what are those steps and how likely does it believe that they will be successful?	
	Answer: N/A	

8.6.3 Does the entity expect to be able to continue its operations and to meet its business objectives and, if so, on what basis?

Answer: N/A

Note: where item 8.5 is less than 2 quarters, all of questions 8.6.1, 8.6.2 and 8.6.3 above must be answered.

Compliance statement

- 1 This statement has been prepared in accordance with accounting standards and policies which comply with Listing Rule 19.11A.
- 2 This statement gives a true and fair view of the matters disclosed.

Date: 29 July 2025

Authorised by the Board

Notes

1. This quarterly cash flow report and the accompanying activity report provide a basis for informing the market about the entity's activities for the past quarter, how they have been financed and the effect this has had on its cash position. An entity that wishes to disclose additional information over and above the minimum required under the Listing Rules is encouraged to do so.
2. If this quarterly cash flow report has been prepared in accordance with Australian Accounting Standards, the definitions in, and provisions of, *AASB 107: Statement of Cash Flows* apply to this report. If this quarterly cash flow report has been prepared in accordance with other accounting standards agreed by ASX pursuant to Listing Rule 19.11A, the corresponding equivalent standard applies to this report.
3. Dividends received may be classified either as cash flows from operating activities or cash flows from investing activities, depending on the accounting policy of the entity.
4. If this report has been authorised for release to the market by your board of directors, you can insert here: "By the board". If it has been authorised for release to the market by a committee of your board of directors, you can insert here: "By the [name of board committee – eg Audit and Risk Committee]". If it has been authorised for release to the market by a disclosure committee, you can insert here: "By the Disclosure Committee".
5. If this report has been authorised for release to the market by your board of directors and you wish to hold yourself out as complying with recommendation 4.2 of the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations*, the board should have received a declaration from its CEO and CFO that, in their opinion, the financial records of the entity have been properly maintained, that this report complies with the appropriate accounting standards and gives a true and fair view of the cash flows of the entity, and that their opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.