

17 September 2025

Merino & Co appoints Ann Chavez as Chief Growth Officer

Key Highlights

- Global business growth and strategic partnerships leader Ann Chavez appointed to the new position of Chief Growth Officer, effective 16 September 2025.
- Ms. Chavez's appointment marks a key milestone in Merino & Co's global market expansion strategy.

Australian Merino wool products company **Merino & Co. (ASX: MNC)** ("**Merino & Co.**" or the "**Company**") is delighted to announce the appointment of Ann Chavez as Chief Growth Officer (CGO), effective 16 September 2025. In this newly created executive role, Ann will drive Merino & Co's global strategy and market expansion efforts.

Ann is a seasoned C-suite executive and strategic consultant, bringing over 30 years of global leadership experience spanning Fortune 100 companies, high-growth startups, real estate ventures and mission-driven organisations throughout the Asia-Pacific and North America.

She has spearheaded growth for iconic brands such as Disney , Gerber and Tide. During her tenure at Disney, Ann led Brand Marketing at Disney Consumer Products in Asia Pacific and was part of the Global Brand Development & Licensing Category Councils and Regional Synergy Team.

At Disney, she led and championed initiatives that repositioned the licensed character products into a cohesive brand. The efforts of thousands of licensees were unified under a consistent identity and the licensed portfolio was revitalised with contemporary, consumer-relevant designs, strengthening Disney's retail foothold, reach, and market impact throughout the region and beyond.

In the mid-market space, Ann has successfully guided businesses across diverse industries through brand positioning, strategic partnerships, and growth strategies that led to multi-million-dollar exits.

Ann also supports the efforts of several nonprofit organisations, including serving on the Board of Hope Services, a not-for-profit providing workforce training for people with disabilities and underserved populations. She also serves on the Innovation and Social Impact Council of the American Society on Aging.

Commenting on Ann's appointment as Chief Growth Officer, Merino & Co Managing Director Fiona Yue said:

"Ann's success at global brands like Disney, Gerber and Tide, combined with her expertise in branding, partnerships, and strategy, made her the obvious choice for this role.

"We are excited to welcome Ann to Merino & Co. as we continue to pursue key markets like the US," said Ms. Yue.

Commenting on Merino & Co's global expansion strategy, incoming Chief Growth Officer Ms. Ann Chavez said:

"Merino & Co. has tremendous momentum, and I am humbled and privileged to join the company at such an exciting stage of its journey. Building on its solid foundation and success in the Australian market, I look forward to working with our experienced leadership and committed team to promote Merino & Co.'s beautiful and sustainable Merino wool apparel around the world.

"The opportunity to showcase the brand's craftsmanship in key markets like the US is something I am particularly excited about," said Ms. Chavez.

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This announcement dated 17 September 2025 has been approved for release to the ASX by the Board of Merino & Co.

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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 other offline distribution channels, such as at duty free shops, airports, boutique shops, tourism spots. The Company also conducts its sales operations through wholesalers and agents.

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

Forward Looking Statements

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

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