

ASX ANNOUNCEMENT

21st October 2026

MERINO & CO. ANNOUNCES DESIGN COLLABORATION WITH RONNI KAHN AO

KEY HIGHLIGHTS

- Merino & Co. has entered into a collaboration agreement with social entrepreneur Ronni Kahn AO
- A capsule collection designed in partnership with Ms Kahn will be released under the Company's YÜE house
- The collection will be designed for the purpose of travel, made with Australian merino wool
- Design phase commences immediately, with first commercial sale targeted within twelve months

Merino & Co. Limited (ASX: MNC) ("Merino" or "the Company") advises that it has entered into a collaboration agreement with Ronni Kahn AO for the design and commercialisation of a capsule travel collection under the Company's YÜE house.

THE COLLECTION

The collection is a travel capsule comprising no fewer than nine designs, built on Australian merino wool, released under the YÜE house and endorsed YÜE by Merino & Co.

THE COLLABORATION

Ms Kahn holds design authorship of the collection, with authority over silhouette, styling, construction, materials and fit, supported by the Company's House Designer. The Company holds authority over brand, positioning, pricing, manufacturing, supply, quality standards and route to market.

STRUCTURE

The collaboration follows a build-then-trade structure: a design phase during which the collection is developed, followed by an initial term during which it is sold. Design phase completion is targeted within six months of commencement, with first commercial sale within twelve months.

ABOUT RONNI KAHN AO

Ronni Kahn AO is a social entrepreneur, author and public figure. Born in Johannesburg and based in Sydney, she built a successful event management business before founding OzHarvest, Australia's food rescue organisation, in 2004, where she is now Visionary in Residence. She was named Local Hero in the 2010 Australian of the Year Awards and appointed an Officer of the Order of Australia in 2019 for distinguished service to social welfare. She is the subject of the 2018 documentary *Food Fighter* and co-author of the 2020 memoir *A Repurposed Life*.

Commenting on the collaboration, Ms Kahn said:

"Fiona and I share a founder's belief that good things should be built to last. People know me for rescuing food, but at heart I've always cared about how things are made and what they're made from. This collection will be Australian made from Australian merino wool, an extraordinary fibre, and Fiona and her team have given me the freedom to design it from the ground up. I want every piece to earn its place in a suitcase. That's the test I'm holding myself to. I don't put my name to things lightly, and I'm genuinely excited to be designing this one."

Merino & Co. Managing Director Ms Fiona Yue said:

"Ronni brings a point of view, and a way of thinking about what things are made of and what happens to them afterwards, that sits naturally with merino wool as a fibre. This is a design collaboration in the real sense. She is designing it, and we are making it."

STRATEGIC RATIONALE

The collaboration advances YÜE as a design-led house within the Merino & Co. portfolio, opening the Travel chapter of its collection sequence and broadening the Company's reach to new customer audiences.

ENDS

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

FOR MORE INFORMATION, PLEASE CONTACT
INVESTORS

Fiona Yue

Managing Director

Merino & Co.

E: mnc@merinoandco.com.au

MEDIA

Joey Zhou

Commercial Manager

Merino & Co.

E: joey@merinoandco.com.au

ABOUT MERINO & CO.

Merino & Co. is a vertically integrated Company, involving the design, 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.