

A woman with blonde hair in two braids, wearing a dark green sweater, is shown in profile from the chest up. She is holding a small amount of raw, off-white wool in her hands. The background is a vast, scenic landscape of rolling green hills under a blue sky with scattered white clouds. In the distance, a large body of water, likely a lake or bay, is visible, surrounded by more hills and some buildings. The overall mood is peaceful and natural.

*TRANSFORMING
CAVALIER BREMWORTH*



50+ YEARS OF HERITAGE AND EXPERTISE.

Cavalier Bremworth is a loved and respected New Zealand brand. Over decades, we have built a reputation as a champion for quality New Zealand wool carpets.

For the last 50+ years, we've been on a journey of exploration and have built up significant knowledge about the potential and performance of many different fibres from diverse sources for use in flooring.

We are considered world leaders in the design and manufacturer of woollen carpets, particularly high quality, felted carpets and woollen yarn.

We believe wool carpet is the optimum offer for customers. Not only is it the best fibre for design, innovation and performance on the floor, it's also 100% natural, biodegradable and renewable.



***THE WORLD IS CHANGING...
AND SO ARE WE***



FLOORING AND INTERIOR TRENDS CONTINUE TO EVOLVE.

For many years, wool carpet was the preferred and only option for flooring.

In the last two decades, more flooring choices have become available:

- Hard flooring became more accessible and a more popular design choice.
- Synthetic carpets, made from plastic fibres, were introduced to Australasia backed by global manufacturers with large marketing budgets.



THE LONG-TERM DANGERS POSED BY PLASTICS ARE BECOMING CLEAR.

Plastic is a global problem and manufacturers need to be part of the solution.

The impact plastics have on human health is not yet fully understood, but early studies suggest that microplastics entering the body are a potential threat to human health.

The average kiwi home with synthetic carpet is similar to having 22,000 plastic bags on the floor*.

The flooring industry is significantly contributing to plastic production and it's obvious to us that change is needed.

Whilst recycling is a positive step towards repurposing plastic that already exists, stopping it at source has to be the best solution.



THE RISE OF LOHAS: LIFESTYLE OF HEALTH AND SUSTAINABILITY.

LOHAS consumers subscribe to lifestyles of health and sustainability (LOHAS).

They epitomise conscious consumerism and are one of the fastest growing consumer segments in the developed world.

These consumers are seeking out products and experiences that align with their emotional and environmental priorities and are happy to pay to support these.

They're a wealthier demographic who focus on personal health, wellbeing and ecological impact.

A dramatic mountain landscape. In the foreground, a river flows through a valley with green grass and scattered trees. In the middle ground, a large mountain range is visible, with a central peak illuminated by a golden light, possibly from the setting or rising sun. The sky is dark and cloudy. The text "OUR TIME IS NOW" is overlaid in the center of the image.

OUR TIME IS NOW

NATURE IS WORTH PRESERVING.

We are evolving to better meet the needs of a changing world and changing consumer behaviour.

We are committed to doing what's right while delivering the design and performance attributes our customers care about.

We have stopped ordering synthetic plastic yarn and will transition out of synthetic fibre stock. This means we will significantly reduce our contribution to the worldwide plastic problem.





BUILDING ON OUR HERITAGE

Cavalier Bremworth has a long-standing history of producing world leading wool carpets.

It's what we're known for. Premium quality carpet made from New Zealand wool, right here in New Zealand.

And this is where our focus will remain, creating and marketing valuable, natural interior products that are both sustainable and desirable, here and around the world. It's good for our business and it's good for you.

OUR VISION

***To become a global leader in designing
and creating desirable, sustainable, safe
and high performing natural interior solutions.***



WE ARE ON A JOURNEY TO CREATE A BETTER PLACE IN THE WORLD

NOW

› *EMERGING*

› *OUR FUTURE*

A regional leader in beautiful natural woollen carpets and rugs. Building on our heritage, our design capabilities and our manufacturing expertise, and leveraging New Zealand's beautiful natural resources.

Recognised globally for our beautiful natural woollen carpets and rugs.

Leveraging our expertise and brand value to create new opportunities for our business.

To become a global leader in designing and creating desirable, sustainable, safe and high performing natural interior solutions.



WHAT DEFINES US

We believe that by embracing nature we can make a genuine difference to the wellbeing of people and the planet, without compromising the design and performance attributes our customers care about.

WHAT DEFINES US

HIGH PERFORMANCE, BEAUTIFUL DESIGN

Everything we make, or put our brand to, will be beautifully designed and, high performing. We will seek to use natural materials that are both safe and sustainable.

A PASSION FOR NATURAL MATERIALS

We are committed to the use of natural materials, and ensuring we do more “good” in the world than harm.

CREATING VALUE FOR ALL OUR STAKEHOLDERS

We are privileged to be the guardians for the Cavalier business and it is our responsibility to ensure we create value for all our stakeholders – our people, our communities, our customers and suppliers and our shareholders.



OUR DESIGN ETHOS

***WE BELIEVE A HOME INTERIOR PRODUCT
MUST BE FOUR THINGS***

DESIRABLE

SUSTAINABLE

SAFE

HIGH PERFORMING

***We are inspired by nature and aim to incorporate
ethically, socially and environmentally
responsible practices into everything we do.***

OUR DESIGN ETHOS

DESIRABLE

Good design is worth investing in.

We design distinctive, elegant products that celebrate the inherent beauty of nature in a way that profoundly connects with our customer's needs.

HIGH PERFORMING

Quality is in our DNA.

We combine our generations of experience with science & nature to create the highest performing products. We never cut corners.

SUSTAINABLE

Nature is worth preserving.

In today's throwaway society, we seek to conserve resources and aim to use natural, honest, long-lasting materials that are good for you, your community and the environment where possible.

SAFE

You are worth protecting.

We leave nothing to chance when it comes to your safety, so that's why we aim to use proven natural materials which enhance the wellbeing of you and your family.



OUR GROWTH STRATEGY

***THESE FOUR PATHWAYS
WILL DRIVE OUR GROWTH:***

GROW THE WOOL FLOORING MARKET

GROW OUR SHARE OF THE MARKET

EXPAND OUR PRESENCE

INNOVATION AND FUTURE THINKING

GROW THE WOOL MARKET

We will lead a movement to promote the “true worth” and performance and sustainability benefits of wool and natural fibres.

We will connect with consumers and inspire them to fall in love with natural fibre interior products.

We will tell the truth in interesting ways to counter misconceptions in the market and to enable customers to make well informed flooring choices.

We will reignite and grow consumer demand for beautiful wool and natural fibre interior products.



GROW OUR SHARE OF THE MARKET

We will position Cavalier Bremworth as the preferred choice for all homes.

We will reposition the Cavalier Bremworth brand, using a new inspirational and differentiated visual language.

We will invest into marketing and promotion to build awareness and connect with customers.

EXPAND OUR PRESENCE

We will nurture existing relationships, grow our existing channels to market and expand our distribution network.

We will introduce new ranges and products to make our wool carpets accessible for more customers.

We will boost our online presence with additional resource and investment.

We will reach out to new consumer groups.

We will utilise the voices of key influencers and opinion leaders to connect with our customers.



INNOVATION AND FUTURE THINKING

We will seek out other adjacent opportunities to grow our business and its value.

We will collaborate and use science and innovation to create new product categories and differentiated product positioning.

We will engage experts and partner with “like minded” organisations and individuals to fast track our design credentials and capability.

OUR GOALS AND ACTIONS

NEAR TERM THE NEXT 12 MONTHS

Launch an exciting, high impact and creative advertising and marketing campaign.

Introduce new products to the lifestyle range making wool carpets accessible for more consumers.

Welcome new retailers to our distribution network, particularly in Australia.

Transition to an all-wool and natural fibres business model and cease manufacturing synthetic carpets by the end of 2020.

Audit environmental impact and set clear, measurable sustainability goals.

Streamline our operations around our new business model, and drive efficiencies.

Access funding to strengthen our capital structure and facilitate our transformation to an all-wool and natural fibres business.

MEDIUM TERM 12 TO 36 MONTHS

Continue to expand our retailer network.

Build on our marketing programme.

Continue to measure and drive our sustainability goals

Deliver a programme that encourages retailers to promote and sell Cavalier Bremworth wool carpets.

Expand our connections with key influencers and specifiers – architects, interior designers, property developers.

FINANCIAL JOURNEY

FY21 to FY23: Investment into resetting the business, commencing the new strategy and navigating the economic recovery post-COVID.

FY23: Return to profitable growth.

FY25: Full benefits of transformation strategy being realised, with increasing value and profitability.



REDEFINING THE CAVALIER BREMWORTH BRAND

While the heritage and strength of the Cavalier Bremworth brand will stay the same, we are redefining who we are, ensuring our relevance for now and into the future.

We are looking forward to revealing our new brand in the coming months.



DISCUSSION

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