



Release to the Australian Securities Exchange

**Adairs Limited
2025 AGM Presentation**

22 October 2025

ASX Market Announcement Office

Via electronic lodgement

Dear Sir / Madam

Please find attached a copy of the Presentation to be delivered at the 2025 Annual General Meeting, scheduled for 11:00am (Melbourne time) today.

This AGM Presentation should be read alongside the Chair and Group CEO addresses, and a trading update, which are being lodged separately.

Yours faithfully

A handwritten signature in black ink, appearing to read "Jamie Adamson".

Jamie Adamson

Company Secretary

This announcement has been approved by the Company Secretary of Adairs Limited.

ENDS

For further information, please contact:

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Adairs Limited 2025 Annual General Meeting

22 October 2025



TRENT PETERSON Chair

Non-Executive Directors



Trent Peterson, Chair

Chair – Nomination
Committee



Kiera Grant

Chair – Audit & Risk
Committee



Rachel Kelly

Chair – People &
Remuneration
Committee



David MacLean

Member – Focus on
Furniture Advisory
Committee



**Elle Roseby
MD & Group CEO**

Company Secretaries
Jamie Adamson
Ashley Gardner

 Independent

Board renewal

One additional independent non-executive director is expected to be appointed in FY26



CHAIR'S REPORT

Trent Peterson



MANAGING DIRECTOR & GROUP CEO'S REPORT

Elle Roseby

Strong growth in Sales and EBIT at Adairs and Mocka, offset by a decline at Focus on Furniture.

Change on FY24 ¹	Group		Adairs		Focus on Furniture		Mocka	
Sales	+6.5%	▲	+9.5%	▲	-(6.5%)	▼	+14.7%	▲
Gross margin %	-(140bps)	▼	-(170bps)	▼	-(240bps)	▼	+100bps	▲
CODB % Sales	-(30bps)	▲	-(130bps)	▲	+180bps	▼	+60bps	▼
Underlying EBIT ²	+1.4%	▲	+21.2%	▲	-(36.6%)	▼	+21.1%	▲

▲ Favourable

▼ Unfavourable

Dividends

- ▶ Total FY25 dividends to 10.5 cents per share v Statutory EPS of 14.6 cents per share.
- ▶ Represents a payout ratio of 72%, which sits within our policy range of 65 to 80%.

(1) Change over the comparable adjusted 52-week period for FY24. (2) Refer to Appendix 1 of the FY25 Result Investor Presentation for a reconciliation of underlying and statutory results.



Emissions

- ▶ The Group's Scope 1+2 emissions rose 1.8% in absolute terms, driven by an increase in electricity usage - reflecting a larger store footprint and notably warmer weather (greater use of air-conditioning) compared to the prior year.
- ▶ Solar panels were installed on two stores (more to come in FY26)

Packaging

- ▶ Problematic materials like polystyrene and soft plastics were replaced with recyclable or reusable alternatives across all product categories.

Corporate social responsibility

- ▶ \$135k donated to Orange Sky (>\$1.1 million since 2019). Orange Sky provide free laundry, showers, and genuine conversation to people experiencing homelessness across Australia and New Zealand.
- ▶ 5.5 tonnes of discontinued or slightly damaged Adairs products were donated to Red Cross Shops. Sale proceeds used to help it fund its support for people overcoming hardship, crisis and disaster.

Other initiatives

- ▶ Strengthened our ethical sourcing and modern slavery oversight
- ▶ Achieved our gender diversity targets at both Board and executive levels.





What is it

- ▶ **Vision 2030** is the Group's strategic blueprint for sustainable growth over the next five years.
- ▶ While execution will be brand-specific — across Adairs, Focus on Furniture and Mocka — Vision 2030 will drive deeper customer engagement, enhance brand distinction and sharpen operational excellence across the Group.

Timeline

- ▶ The implementation of the Vision 2030 framework will be phased over the next five years
 - > The initial strategy development process has commenced at Adairs, with Focus on Furniture and Mocka to follow shortly.
- ▶ Further details will be shared with investors at a strategy day in H2 FY26.



Our vision is to make Adairs the ultimate home style destination in Australia and New Zealand.

- ▶ Reshape our go-to-market model to enable sustainable sales and margin growth and reduce excess inventory.
- ▶ Curate a reduction in item count by 10%
- ▶ Be customer relevant and maximise key event periods (the **big moments that matter**)
- ▶ Enhancing Linen Lover membership value through initiatives like the partnership with Qantas Frequent Flyer, and exclusive Linen Lover member events.
- ▶ Launch our next-generation “Store of the Future” concept in 2026, with both a Homemaker and large-format store planned.
- ▶ Major data and technology upgrade for ‘go live’ in 1H FY27:
 - > Replacing legacy ERP system with a new, modern retail technology platform.
 - > Designed to deliver enhanced efficiency, better customer experience and deep data insights, whilst also making it easier to access and connect to emerging new technologies.



Our vision is to make Focus on Furniture Australia's favourite destination for well designed quality furniture representing exceptional value.

- ▶ **Customer research** has recently been completed, providing deep insights into how customers perceive Focus and what they expect from furniture retailers. This will form the basis for a strategy reset focused on:
 - > **Improved customer value proposition** beyond promotions – product quality, stock availability.
 - > **Expand choice:** made-to-order product, wider choice of fabrics/colours.
 - > **Be faster to market** with on-trend furniture collections – colour, design, fabrication.
 - > Improvements to in-store **visual merchandising**.
 - > **Flexible payment options** – Latitude Finance introduced.
 - > **Accelerate store upgrades** over the next 2 years.
- ▶ **Key new leadership roles:** Appoint new leaders in Store Operations and Marketing/Digital to strengthen execution and support growth.
- ▶ **Target a national store chain** with up to 55 stores (currently 26)
 - > Open 3-5 new stores over the next 18 months, including expected market entry into Western Australia.



Our vision is to make Mocka the most loved furniture brand for young families and young adults in Australia and New Zealand.

- ▶ **Brand Investment:** Continued targeted investment in brand awareness through digital marketing, brand campaigns, PR, and participation in baby shows.
- ▶ **Range Expansion:** Ongoing growth in key categories — youth, lighting, outdoor, and sofas — driving full-price sales and margin improvement.
- ▶ **Product Strategy:** Focused development of ranges aligned with key life stages — nursery, kids, youth, first home, and first big bed.
- ▶ **Retail Store Strategy** in development, with first standalone store planned to open in Australia in FY26.
 - > 300–500 square metres, with a sales target of over \$2 million annually.
 - > If successful, we'll expand the trial further with a view to eventually scaling to 20–30 stores nationally
- ▶ **New Zealand market:**
 - > Expand and refine “store-in-store” trials in larger Adairs NZ stores
 - > Continued product innovation tailored to New Zealand consumer preferences, supported by localised marketing.

- ▶ The next 10 weeks of H1 will deliver approximately 55% of sales for the half with the following key events ahead:
 - ▶ Adairs Linen Lover Event (commencing 22 October 2025)
 - ▶ Black Friday
 - ▶ Christmas
 - ▶ Boxing Day sale
- ▶ The H1 result is heavily dependent on performance during these peak periods.
- ▶ We remain cautiously optimistic about the trading outlook. All three businesses are well stocked and our teams are prepared for the peak trading period ahead.

The table below provides an update to guidance for the H1 FY26

Business		H1 FY25 Actual	H1 FY26 Updated Guidance	H1 FY26 Prior Guidance ⁽¹⁾
Adairs	Sales	\$220.5m	\$225m - \$232m	\$229m - \$236m
	Gross Margin %	62.4%	61.4% - 61.9%	60.9% - 61.9%
Focus on Furniture	Sales	\$61.9m	\$60m - \$63m	\$62m - \$64m
	Gross Margin %	51.2%	50.2% - 50.7%	51.2% (flat)
Mocka	Sales	\$28.1m	\$34.5m - \$36.5m	\$33.5m - \$36.5m
	Gross Margin %	59.6%	58.6% - 59.1%	58.1% - 59.1%
GROUP	Sales	\$310.5m	\$319.5m - \$331.5m	\$324.5m - \$336.5m
	Gross Margin %	59.9%	59.0% - 59.5%	58.8% - 59.6%

Note 1: H1 FY26 Guidance provided in August 2025 has been restated based on the implied percentage changes previously published for ease of comparison.



MEETING RESOLUTIONS

1. Annual Financial Report

“To receive and consider the Financial Report of the Company and its controlled entities and the Reports of the Directors and Auditor for the year ended 29 June 2025.”





2. Re-election of Director

“That Trent Peterson, being eligible, be re-elected as a Director of the Company.”



Usable Votes and Proxies Received

	Votes / Proxies	% of Eligible Votes Cast (excluding abstentions)
For:	63,505,142	85.2%
Open/Undirected (Chairman)	321,250	0.4%
Open/Undirected (Other)	425,541	0.6%
Against:	10,303,250	13.8%
Abstained:	3,608,666	N/A



3. Election of Director 15

“That Rachel Kelly, being eligible, be elected as a Director of the Company.”



Usable Votes and Proxies Received		
	Votes / Proxies	% of Eligible Votes Cast (excluding abstentions)
For:	73,605,507	98.7%
Open/Undirected (Chairman)	321,250	0.4%
Open/Undirected (Other)	425,541	0.6%
Against:	197,279	0.3%
Abstained:	3,611,844	N/A



4. Remuneration Report

“That the Remuneration Report for the year ended 29 June 2025 be adopted.”

Usable Votes and Proxies Received

	Votes / Proxies	% of Eligible Votes Cast (excluding abstentions)
For:	57,066,227	78.1%
Open/Undirected (Chairman)	308,356	0.4%
Open/Undirected (Other)	429,439	0.6%
Against:	15,288,639	20.9%
Abstained:	3,660,854	N/A



5. Approval of long-term incentive grant of Performance Rights to Elle Roseby

“That approval be given for all purposes, including ASX Listing Rule 10.14, for the grant of Performance Rights to Narelle (Elle) Alison Roseby as her annual long-term incentive for the year ended 28 June 2026 on the terms described in the explanatory notes accompanying the Notice of Meeting.”

Usable Votes and Proxies Received

	Votes / Proxies	% of Eligible Votes Cast (excluding abstentions)
For:	70,547,452	96.4%
Open/Undirected (Chairman)	329,071	0.4%
Open/Undirected (Other)	429,439	0.6%
Against:	1,866,598	2.6%
Abstained:	3,590,027	N/A



MEETING
CLOSED



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