AUSTRALIAN SHAREHOLDERS' ASSOCIATION

Adairs 2026 AGM Report

ASX code	**ADH**
Meeting date	**Wednesday, 11 November 2026**
Type of meeting	Webcast and in-person
Monitor	Mike Robey
Pre-AGM meeting	No

Meeting Statistics

Number of holdings represented by ASA	20
Number of shares represented by ASA	951,947
Value of shares represented by ASA	$1.39m
Total number attending meeting	Ca. 30 attendees
Market capitalisation	$267 million
ASA open proxies voted	ASA voted in favour of the resolutions

Monitor Shareholding: The individual(s) (or their associates) involved in the preparation of this voting intention report has no shareholding in this company.

The meeting took place on Remembrance Day, so a minute's silence was observed before the commencement.

The Chair and CEO speeches were published on the ASX and are available here.

The ASA asked about how Adairs could avoid a repeat of the short tenure of the CEO (less than two years), in the light of recent years' board and senior management instability.

ASA asked how Adairs could avoid a repeat of the CEO's short tenure (under two years), given recent board and senior management instability. The board acknowledged this was unsettling for retail shareholders but said the CEO's early departure was not for reasons associated with Adairs.

We also asked what performance benchmarks apply to the bricks-and-mortar shops and the very profitable online Mocka business. The answer was a return on investment of 23%.

Finally, we asked whether the board considered selling the chronically underperforming Focus on Furniture business. The board said it reviews all parts of the business but now is not the time to consider selling. A reset plan has started under a new chief to turn the business around.

There were more questions from retail shareholders than usual for this small retailer, including some online for which the Chair was grateful. For example, they covered the exit of the NZ business, which they said was unprofitable and not core. Another question was about the change to the step-type structure to the STI. They said graduated is the norm among larger companies. The last question was whether they conduct an employee engagement survey. The answer was biannually, and that the survey the score is improving each time and is above the mean for the retail sector.

The surprise vote was a 40% vote against the re-election of the founder director David MacLean, which the ASA queried. In response they said this was about the length of tenure, from the major proxy advisors.

The new director election of John Batistich only received 82% support. A discussion with the Chair after the meeting revealed the against vote was from one large shareholder for historical reasons he didn't elaborate upon.

The remuneration report received 95% support. Meeting results are here.

Attendees received a showbag of homewares.

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