Universal Store

FY24 RESULTS PRESENTATION

22 AUGUST 2024

Universal Store Holdings Ltd ABN 94 628 836 484

AGENDA

PRESENTERS

Alice Barbery
CEO

- 14 years at Universal Store
- 30+ years' industry experience

Renee Jones
CFO

- 5 years at Universal Store
- 20+ years' experience across retail and service industries

Ethan Orsini
CFO – Incoming

- 5 August commenced at Universal Store
- 20+ years' retail experience

OUR LANGUAGE:

"UNI", "Group" or "the Company" = Consolidated group parent

"US" = Universal Store = Universal Store business (incl. PS)

"CTC" = THRILLS, Worship, and other emerging CTC developed brands

"PS" = Perfect Stranger retail store format

CONTENTS

1

FY24 OVERVIEW

Universal Store

UNI GROUP FY24 OVERVIEW

THE GROUP DELIVERED STRONG RESULTS, WITH +9.7% SALES GROWTH AND 16.6% GROWTH IN UNDERLYING EBIT[1] DRIVEN BY GROSS MARGIN IMPROVEMENT, COST CONTROL, AND SALES MOMENTUM BUILDING IN H2

1

GROUP PERFORMANCE: Sales of $288.5 million (+9.7% vs pcp) and underlying EBIT of $47.1 million, up $6.7 million vs pcp (+16.6%)

Group gross margins expanded 110bps despite increased discounting from peers and AUD depreciation vs USD

Disciplined cost control, extracting benefits from sustainable system improvements, and enhancing customer service remained paramount in FY24

2

US: Strong LFL sales growth of +6.6% in H2 turning around from -5.4% in H1, with sequential improvements QoQ as the year progressed[2]

Refining product range in H2 to better meet current customer demands was key to the improved sales performance in H2. CODB control throughout FY24 was key to offsetting inflationary pressures

3

PS: Emerging retail format expanded to 14 stores, with LFL sales of +7.3%. Like US, H2 LFL sales was stronger at +11.5%

Successfully refined the PS offering with proven store economics (inc. minimal cannibalisation of existing US locations), established foundational systems and process and validated customer appeal in key catchments

A significant multi-year store roll out opportunity of PS stores is now available for the Group

4

CTC: Increasing the focus on the direct to customer (DTC) channels given the emerging uncertainty in key wholesale accounts

CTC brands (THRILLS & Worship) continue to perform well in US and other premium accounts. Gross margin restoration remains a high focus area at CTC

DTC channels (stores and online) are now showing encouraging signs of improvement

5

BALANCE SHEET & DIVIDENDS: Continued focus on cash generation resulted in net cash of $14.3 million at year end (excl lease liabilities and remaining DVC payments for FY24 and FY25)

Final dividend determined at 19.0 cps vs 8.0 cps in pcp. FY24 total dividends of 35.5 cps up 61.4%

1. Underlying EBIT and NPAT excludes FV movement of DVC (FY23 & FY24) and one-off transaction costs from the CTC acquisition on 31 Oct 2022 (FY23).
2. US LFL (like-for-like) sales in FY24 exclude the CTC and Perfect Stranger and are calculated daily (Mon 3 Jul to Sun 30 Jun 2024), excluding closed stores from the day of closure and new stores until they have cycled the first three weeks of operation.

UNI GROUP FY24 FINANCIAL HEADLINES

GROUP SALES +9.7% AND UNDERLYING NPAT+18.0% VS PCP[1]

$288.5m

Sales **+9.7%**

(+5.9% excl. CTC)

-0.3%

US LFL Sales[2]

(H1 -5.4%, H2 +6.6%)

$40.9m

Online sales

+10.3%

(14.2% of Sales)

60.1%

Gross Margin

+110bps

39.6 cents

Underlying EPS[4]

+14.1%

$47.1m

Underlying EBIT[3]

+16.6%

$14.3m

Net Cash at Year End[5]

+$7.8m

$30.2m

Underlying NPAT[3]

+18.0%

(+10.7% excl. CTC)

35.5 cps

FY24 Dividend (Final 19.0 cps)

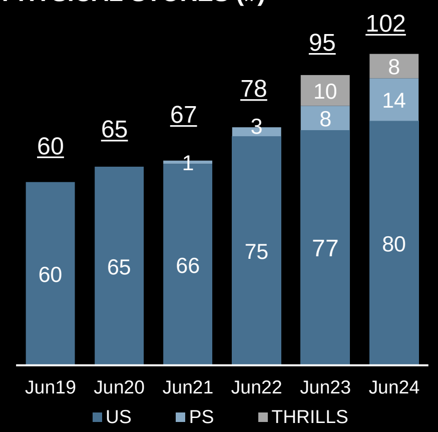
+61.4%

1. All growth percentages are comparative to the prior period FY23 (pcp).
2. US LFL (like-for-like) sales in FY24 exclude the CTC and Perfect Stranger and are calculated daily (Mon 3 Jul to Sun 30 Jun 2024), excluding closed stores from the day of closure and new stores until they have cycled the first three weeks of operation.
3. Underlying EBIT and NPAT excludes FV movement of DVC (FY23 & FY24) and one-off transaction costs from the CTC acquisition on 31 Oct 2022 (FY23).
4. Underlying EPS is calculated from underlying NPAT and the weighted average shares outstanding during the period (76.3M FY24 vs 73.6M FY23). Comparative earnings per share (EPS) and weighted average number of ordinary shares have been amended in accordance with AASB 133 Earnings per Share to align with the current year's calculation.
5. Net Cash/(Debt) excludes lease liabilities.

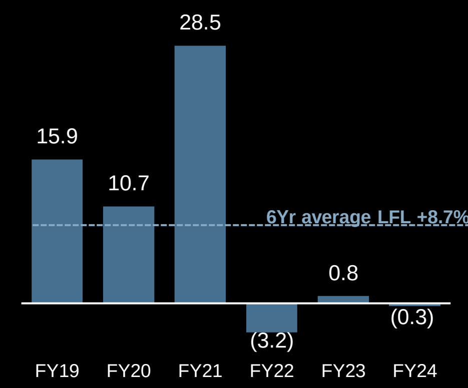
UNI GROUP TRENDS

- Total sales $288.5 million (+9.7% versus pcp), delivering Group 5-year sales CAGR of +14.5% (FY19-FY24)[1]
- Universal Store 6-year average LFL sales growth of +8.7%
- During FY24: 6 Perfect Stranger ("PS"), 3 Universal Stores ("US") & 1 THRILLS new store & 3 closures, bringing total Group stores to 102 at 30 June 2024 (excl. webstores)
- The emerging PS retail format is scaling. 14 PS stores trading as of 30 June 2024, with the national rollout continuing
- UNI generated record Underlying EBIT in FY24 translating to a 5-year CAGR of +17.3% (FY19-FY24)[3]

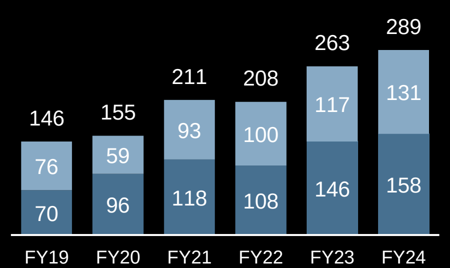
PHYSICAL STORES (#)



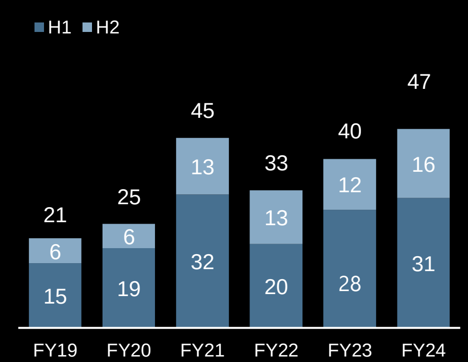
US LFL SALES GROWTH (%)[2]



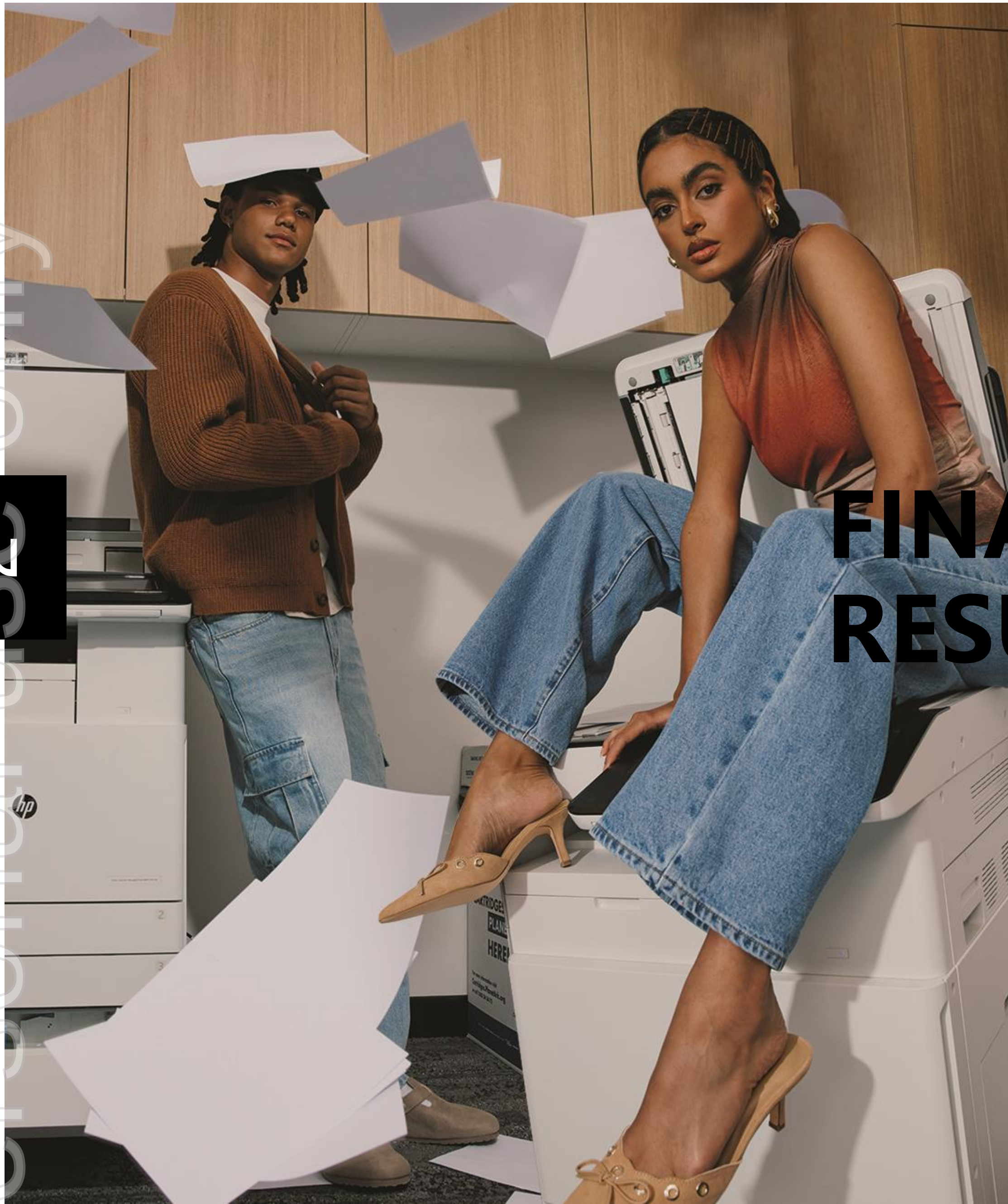
GROUP SALES (A$ MILLION)[1]



UNDERLYING EBIT (A$ MILLION)[3] (FY20-FY24 POST-AASB 16)



1. Total Group sales includes CTC revenue of $30.4m in FY24 and $19.4m in FY23 (Nov 22 Jun 23) net of intercompany eliminations.
2. US LFL (like-for-like) sales in FY24 exclude CTC and Perfect Stranger and are calculated daily (Mon 3 Jul to Sun 30 Jun 2024), excluding closed stores from the day of closure and new stores until they have cycled the first three weeks of operation. FY20-FY22, LFL sales were calculated weekly using a 4/4/5 financial week. Stores that were closed during the COVID-19 pandemic are also excluded from LFL sales calculations.
3. Underlying EBIT excludes one-off transaction costs related to IPO & MEP expenses (FY19 to FY21), onerous lease (FY22) and CTC acquisition costs (FY23) and the impact of FV movement of DVC (FY23 - FY24). FY19 proforma EBIT per the Prospectus (pre AASB16).



2

FINANCIAL RESULTS

UNI GROUP PROFIT & LOSS (POST AASB16)

SALES

- UNI sales $288.5 million (+9.7% vs pcp)
- US sales $244.2 million (+4.0% vs pcp), US LFL -0.3%[1]
- Perfect Stranger sales $13.9 million (+56.2% vs pcp)
- CTC sales $44.4 million (+6.2% proforma vs pcp)[2]

GROSS PROFIT MARGIN

- GP margins improved 110bps versus pcp
- Supported by incremental margin associated with the CTC brands (THRILLS, Worship)
- Benefits of reduced inbound freight more than offset increases in domestic outbound freight to stores
- Increased markdowns taken, especially during Q1, to navigate the challenges of slower sales growth emerging, strong recovery H2

CODB

- CODB% decreased 40bps, driven by disciplined cost control
- US managed costs inline with sales growth with $2.9 million cost-out achieved (mostly employee costs) across stores and the DC, despite award increases
- Support office costs increase predominately driven by increase in employee incentives and further investment in strategic projects
- CTC added $4.9 million to Group CODB, largely associated with annualising costs post acquisition on Oct 22

EBIT

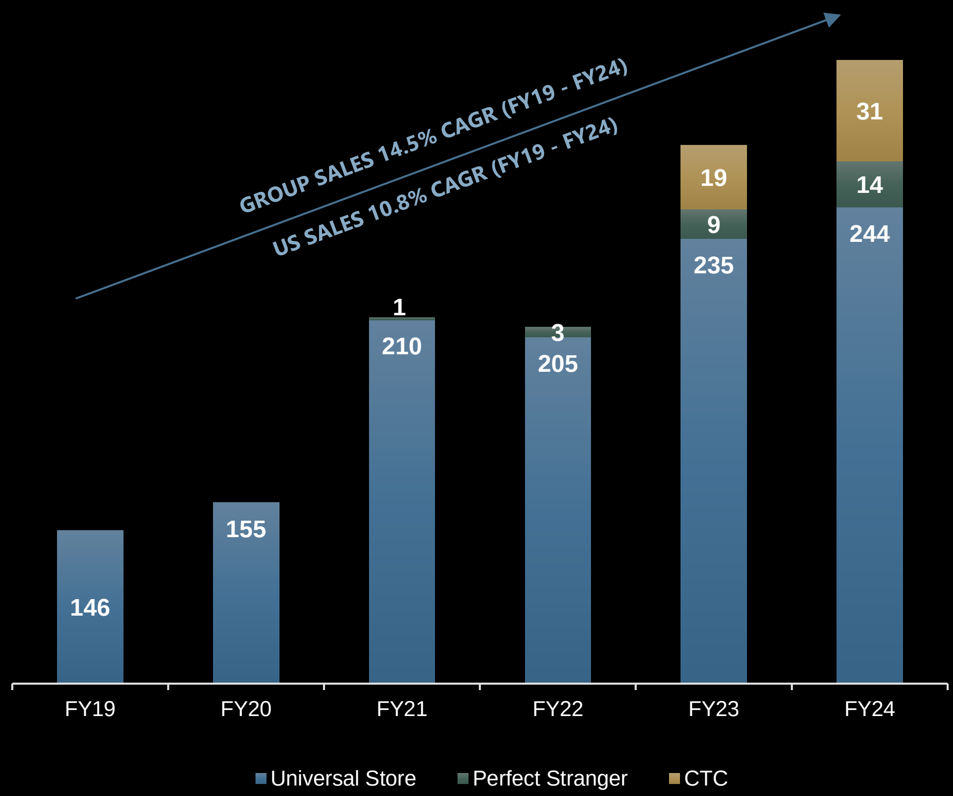
- Underlying EBIT of $47.1 million, up $6.7 million versus pcp[3]
- Underlying EBIT of margin 16.3%, improved 90bps versus pcp

Underlying Results ($m)	FY24	FY23	% Change
Sales	288.5	263.1	9.7%
Gross Profit	173.5	155.3	11.7%
% Sales	60.1%	59.0%	+1.1ppt
CODB	(91.6)	(84.6)	(8.3%)
% Sales	(31.8%)	(32.2%)	(0.4ppt)
Underlying EBITDA[3]	81.9	70.7	15.8%
Depreciation (PP&E)	(5.4)	(4.9)	(10.2%)
Depreciation (ROU Assets)	(29.4)	(25.4)	(15.7%)
Underlying EBIT[3]	47.1	40.4	16.6%
% Sales	16.3%	15.4%	+0.9ppt
Interest (debt)	(0.3)	(0.6)	(50.0%)
Interest (leases)	(3.5)	(2.8)	(25.0%)
Tax	(13.1)	(11.4)	(14.9%)
Underlying NPAT[3]	30.2	25.6	18.0%
% Sales	10.5%	9.7%	+0.8ppt

1. US LFL (like-for-like) sales in FY24 exclude CTC and PS and are calculated daily (Mon 3 Jul to Sun 30 2024), excluding closed stores from the day of closure and new stores until they have cycled the first three weeks of operation.
2. Proforma assumes CTC was owned for the full 12 months in FY23 and excludes intercompany eliminations. The CTC acquisition was completed on 31 October 2022.
3. Underlying EBIT/EBITDA/NPAT excludes impact of FV movement of the DVC provision in FY23 & FY24 and one-off transactions associated with CTC acquisition in FY23.
4. Underlying EPS is calculated using underlying NPAT and the weighted average number of ordinary shares outstanding during the period 76.3 million (2023: 73.6 million). Comparative earnings per share (EPS) and weighted average number of ordinary shares have been amended in accordance with AASB 133 Earnings per Share to align with the current year's calculation.

UNI GROUP SALES PERFORMANCE

FY19–FY24 SALES[1] (A$M)



1. Total Sales includes CTC, with ownership from 31 October 2022. CTC wholesale is net of eliminations for sales to US.
2. CTC underlying sales exclude intercompany eliminations for sales to US.

- Group Sales up +97% vs FY19, representing a 5-year CAGR of +14.5% (FY19-FY24)

  Headline growth driven by:
  - the continued growth of US sales with a 5-year CAGR of +10.8%
  - the launch of PS retail format
  - the acquisition of CTC
  - net stores increased from 60 in FY19 to 102 in FY24 across the 3 retail formats

- The PS retail format continues to trade strongly, amid further refinements to the offer. 6 new stores opened during FY24 taking total PS stores to 14

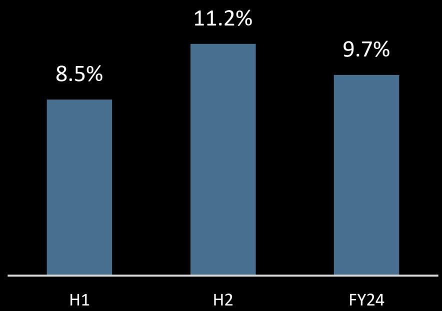
- CTC delivered underlying sales growth of +6.2% in FY24 (proforma), driven mainly by the continued growth of the emerging Worship brand[3]

Universal Store

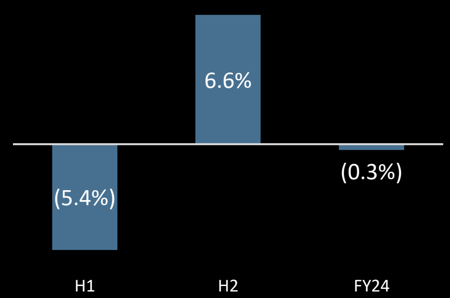
UNI GROUP SALES GROWTH

SOLID PERFORMANCE FULL YEAR UP +9.7% ON FY23
STRONG H2 GROWTH UP +11.2% ON FY23

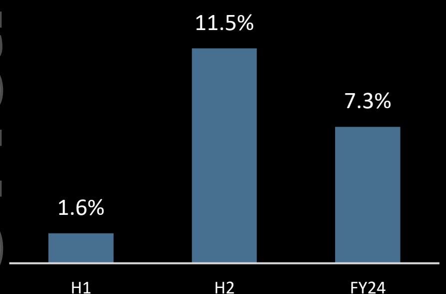
GROUP SALES GROWTH



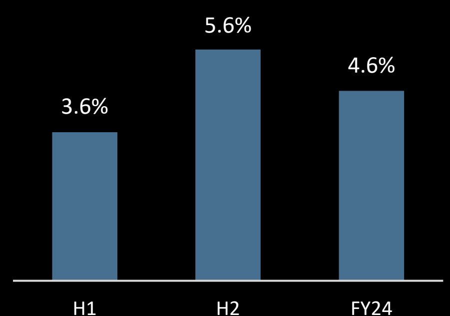
US LFL SALES[1] GROWTH



PS LFL SALES[1] GROWTH



CTC LFL SALES[2] GROWTH



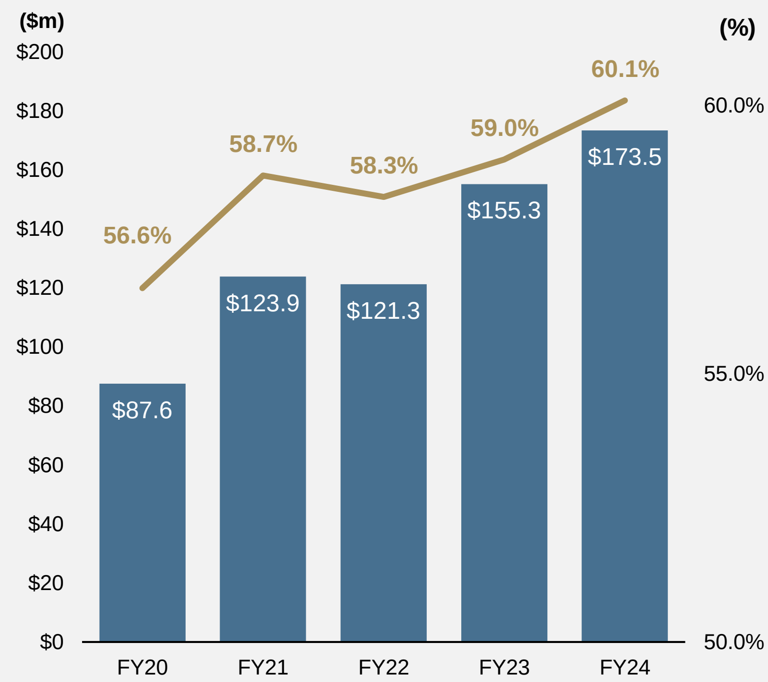
1. LFL (like-for-like) sales for FY24 are calculated daily from (Mon 3 Jul to Sun 30 Jun) excluding closed stores from the day of closure and new stores until they have cycled the first three weeks of operation.
2. CTC LFL is proforma and assumes we owned CTC for the full FY23 year and excludes wholesale sales. The CTC acquisition was completed on 31 October 2022.
3. CTC online sales growth is proforma and assumes we owned CTC for the full FY23 year. The CTC acquisition was completed on 31 October 2022.

- **Overall sales +9.7% year-on-year** aided by 10 new store openings in FY24
- **US LFL sales -0.3% year on year** with strong recovery in H2 driven by bricks and motor (B&M) performance (Q3 +4.7%, Q4 +10.0%) as customers adjust to the mounting cost of living pressures
- **PS LFL sales +7.3% year on year,** with strong uplift in H2 +11.5%
- **CTC DTC channels are gaining momentum**, with strong growth anticipated into FY25 as store teams and operations are further refined
- **Group Online sales up +10.3% on FY23,** with US Online up +3.3% year-on-year, PS online +60.6% and CTC brands up +21.6%[3]

UNI GROUP GROSS MARGIN

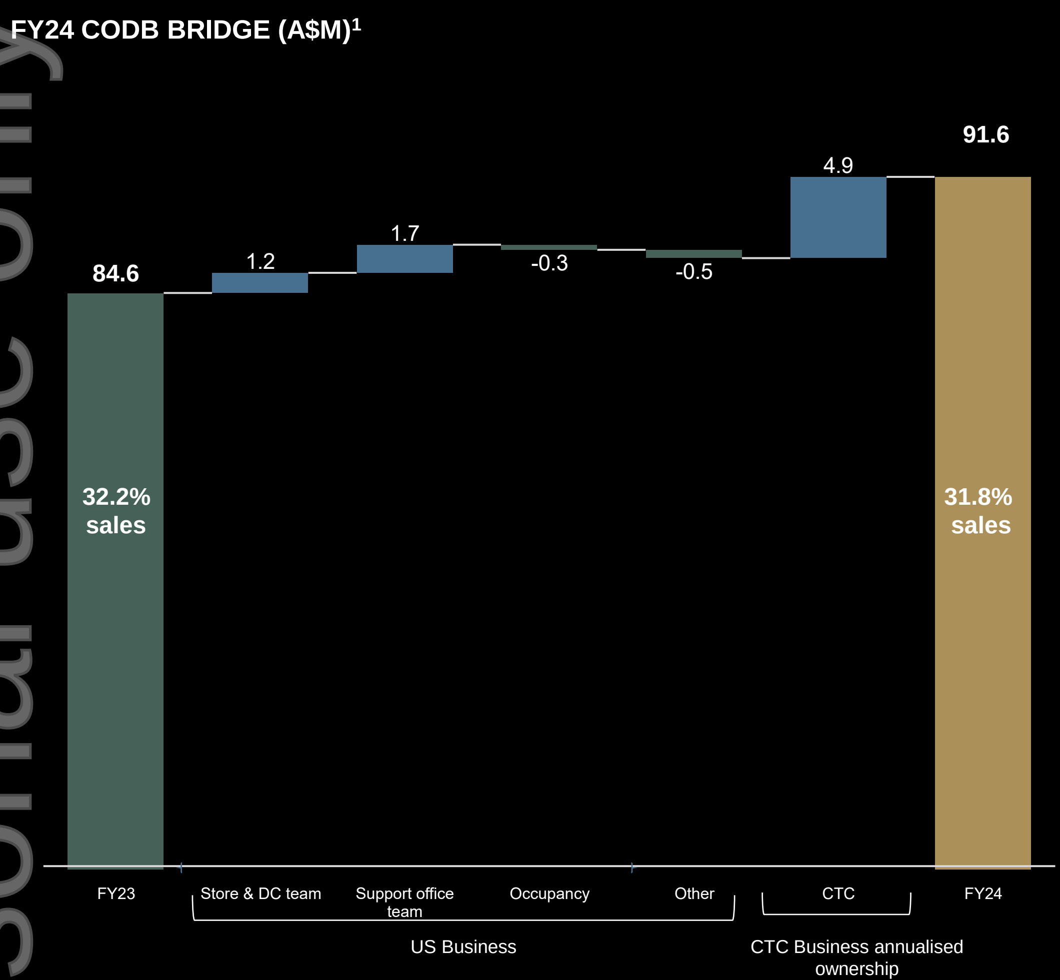
CONTINUED IMPROVEMENTS IN GROSS MARGIN (+110BPS)

- Private brand penetration increased to 46% of sales[1] in FY24 (from 45% in FY23); driven mainly by the growth in Neovision
- US's direct sourcing of private brands grew to 76% (up from 70% in FY23), primarily driven by women's wear. The direct sourcing mix for men's wear remained at high levels
- Neovision, US's latest private label, has once again surpassed expectations, increasing its contribution to total sales to ~10%. There is significant potential for further growth as its successful expansion into women's wear continues. Perfect Stranger remains the leading women's brand in Universal Store
- Benefits of reduced inbound freight offset by adverse foreign exchange movements
- Consolidation of CTC brands (THRILLS and Worship) continues to provide incremental gross margin benefits



1. FY24 Private brand contribution to total sales of 46% excludes CTC business, with THRILLS/Worship sister brands treated as 3rd party.

UNI GROUP COSTS OF DOING BUSINESS



1. CODB is post AASB16 and excludes the impact of one-off CTC transaction costs of $1.8m.

THE GROUP ACHIEVED CONTINUED IMPROVEMENTS IN CODB, REDUCING THE CODB% BY 40 BPS, INCLUDING $4.9 MILLION IN NON-COMPARATIVE CTC COSTS

- Net employee costs increased by $2.9 million, predominantly driven by new stores and team incentives
  - a $2.3 million increase due to a 6.3% rise in retail award rates offset by **$1.9 million saving from labor efficiency**
  - $1.9 million spend on new stores
  - **$1.0 million saving in DC wages** due to process efficiency
  - $1.7 million increase in support office wages, driven by additional bonus provisions
- Net occupancy cost reduction due to movements in turnover rents, with leases in holdover now included within AASB16 lease accounting (prior year adjusted accordingly)
- Incremental $4.9 million CTC costs added, due to the acquisition on 31 October 2022, resulting in its inclusion for the entire year in FY24. (i.e. additional 4 month of ownership in FY24 vs FY23)

UNI GROUP BALANCE SHEET

- Strong cash generation with $29.2 million as of 30 June, resulting in net cash of $14.3 million[1]
- Trade and other receivables increased $0.9 million versus FY23, driven predominantly CTC wholesale operations
- Inventory of $29.9 million (+$3.9 million since June FY23) driven by new stores and appropriate stock levels to support current trading performance
- PPE increase $1.8 million at June FY24, primarily driven by investment in the new stores/refurbishments
- Intangible assets include $47.4 million associated with THRILLs brand name and CTC goodwill
- Holdover store leases now accounted for under AASB16, with prior period (FY23) updated to reflect this change
- CTC deferred variable consideration (DVC) provision of $5.5 million included for present value of forecast future payments to CTC vendors based on FY24 & FY25 results

Statutory Balance Sheet (A$m)	FY24	FY23
Total Current assets	**64.9**	**53.0**
Cash	29.2	21.4
Trade and other receivables	5.8	4.9
Inventories	29.9	26.0
Other current assets	–	0.7
Total non-current assets	**214.2**	**213.9**
Property, plant and equipment	17.9	16.1
Right of use assets	56.1	57.4
Intangible assets	140.2	140.4
Total Assets	**279.1**	**266.9**
Total Current liabilities	**53.6**	**49.4**
Trade and other payables	22.6	21.2
DVC provision	2.6	3.4
Lease liabilities	20.7	21.1
Other current liabilities	7.7	3.7
Total non-current liabilities	**73.1**	**81.0**
Borrowings	14.9	14.9
Lease liabilities	40.6	42.4
DVC provision	2.9	9.6
Other non-current liabilities	14.7	14.1
Total Liabilities	**126.7**	**130.4**
Net assets	**152.4**	**136.5**
Net Cash/ (Net Debt)[1]	**14.3**	**6.6**

1. Net Cash/(Net Debt) excludes lease liabilities.
2. Excludes intercompany eliminations.

Universal Store

UNI GROUP CASHFLOW

Operating Cashflow (A$m)	FY24	FY23	Change
Underlying EBITDA	**81.9**	**70.7**	**11.2**
Non-cash items in underlying EBITDA	0.3	0.4	(0.1)
Change in inventories	(3.9)	(2.4)	(1.5)
Change in trade payables	0.6	(1.3)	1.9
Change in other working capital items	0.6	2.9	(2.3)
Cashflow from operations[1]	**79.5**	**70.3**	**9.2**
Net capex	(7.5)	(9.6)	2.1
Interest	(3.7)	(3.2)	(0.5)
Tax cash paid	(8.3)	(10.9)	2.6
Operating cashflow, after capex	**60.0**	**46.6**	**13.4**
Dividends paid	(18.8)	(18.4)	(0.4)
Acquisition of subsidiary including transaction cost	(3.0)	(18.3)	15.3
Lease payments & incentives	(30.4)	(27.8)	(2.6)
MEP loan repayments received	-	0.6	(0.6)
Net cash generated	**7.8**	**(17.3)**	**25.1**
Net cash/(net debt)[2]	14.3	6.6	7.8
Cashflow Ratios			
Cashflow from Ops: EBITDA conversions %	97%	99%	
Capex : Depreciation %	139%	196%	

1. Before interest, tax, capex and transaction costs.
2. Inventory excludes intercompany eliminations.
3. Net Cash/(Debt) excludes lease liabilities.

- **Continued EBITDA growth +**$11.2 million versus FY23
- **Increased inventory** to support new stores and increased customer demand, along with holding appropriate levels in the DC
- **FY24 Net Capex is $2.1 million lower than FY23** largely due to the investment into the new support office and DC facility which occurred in FY23
- **FY24 acquisition of subsidiary costs of $3.0 million** represent payment of the first tranche DVC.

  In FY23, $18.3 million net cash outflow for acquisition of CTC, includes cash consideration of $21.2 million, plus transaction costs of $1.8 million, less $2.6 million CTC cash acquired and $2.1 million pre-existing trade payables by US to CTC as at completion

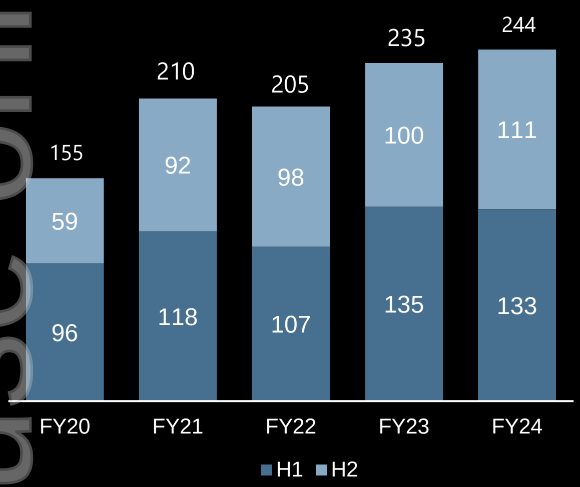
  Estimated DVC in relation to FY24 result is $2.6 million payable in Sep 24
- **Net cash 30 June 2024 of $14.3 million[3]**

3

FY24 BUSINESS UPDATES

UNIVERSAL STORE UPDATE

UNIVERSAL STORE REVENUE ($m)



$209.8m

B&M Sales

80 Stores at
30 June 2024

$34.4m

Online Sales

+3.3% vs FY23

FINANCIAL RESULTS:

- FY24 Sales of $244.2 million were up +4.0%, with subdued H1 trading environment, offset with H2 recovery
- LFL sales growth -0.3%, -5.4% H1 and +6.6% H2. GP% up 30bps versus pcp
- Online Sales up +3.3% on FY24
- Underlying US EBIT (incl PS) was $42.1 million, up +9.4% vs pcp[1]

NEW STORE ROLLOUT:

- 2 new stores and 1 temporary pop-up opened in FY24, with 4 to 6 new sites planned for FY25
- 2 major refurbishments planned for FY25
- 3 relocations planned for FY25

1. US and PS operate as a combined business unit, with shared resources and infrastructure. Therefore, allocation of EBIT contribution between US and PS is subjective and requires arbitrary allocations in a range of areas. We therefore do not report an allocated EBIT between US and PS.

UNIVERSAL STORE UPDATE CONTINUED

CUSTOMER & PRODUCT:

- Successful brand and range curation resulted in H2 sales improvement and remains crucial in subdued market conditions where spending capacity of customers is highly varied
- Implemented a new price architecture strategy, ensuring offerings at various price levels with a focus on competitiveness and positioning. This included maintaining premium-priced products, introducing value-added bundles, and offering lower entry price point items
- Delivered key product trends and outfitting for evolving occasions for wear
- Further shifting Private Brand womenswear sourcing to 'direct' to progressively improve margins (where it makes sense)
- Continue to test suppliers outside China for supply chain diversification
- Successfully scaled new unisex private brand – Neovision now ~10% of total sales
- CTC brands continue to perform well in US (Worship and THRILLs now represent ~12% of total US sales)

OMNI CHANNEL AND DATA:

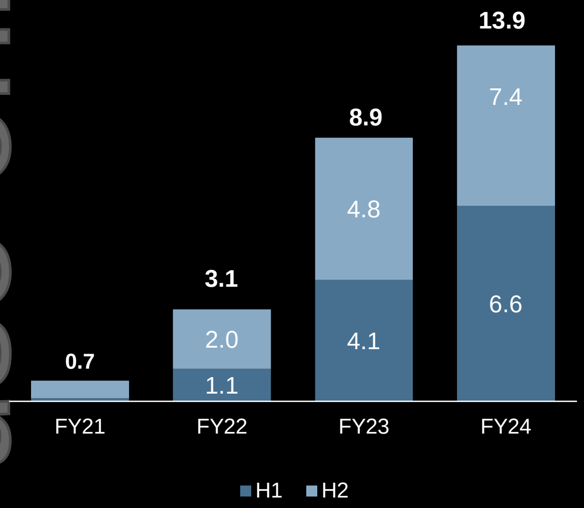
- Enhanced digital and eCommerce capacity with move to Shopify
- Store to Door sales scaling for improved delivery options
- Customer Data Platform development in progress for enhanced analytics

PRODUCTIVITY:

- Continued to improve the warehouse management system (WMS) to drive productivity; delivering +$1.0 million annual savings in FY24
- Completed rollout of 'Right team, Right time (RTRT)' to drive labor productivity and lift conversion rates in stores; delivering +$1.9 million annual savings in FY24. Refinement to improve rostering continues as an ongoing discipline
- Human Capital Management ('HCM') system implementation scheduled for Aug 24
- ERP upgrade and new POS planned for late H2 FY25

PERFECT STRANGER UPDATE

PS REVENUE ($m)[1]



$12.2m

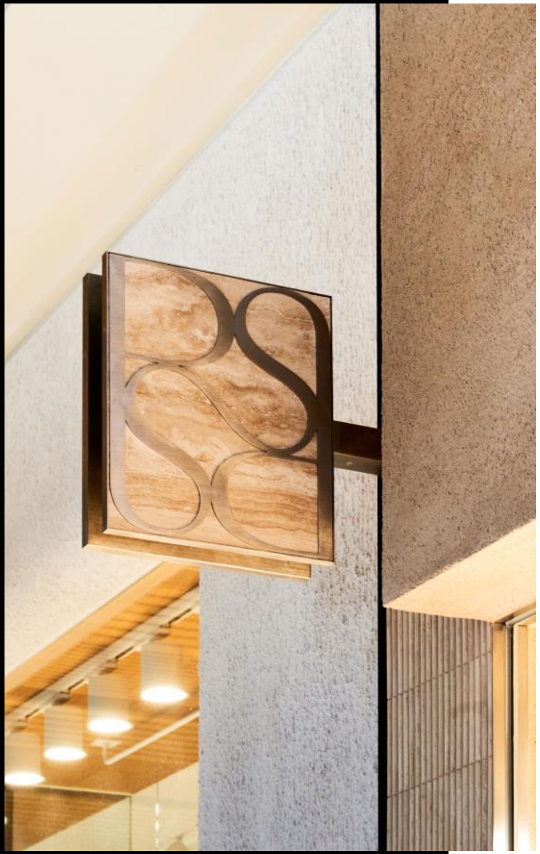
B&M Sales

14 Stores at
30 June 2024

$1.7m

Online Sales

+60.6% vs FY23



FINANCIAL RESULTS:

- Pleasing performance of the PS retail format continued. FY24 sales of $13.9 million[1], +56.2% versus pcp and +7.3% LFL sales, with all stores profitable
- PS Online continues to perform well, up +60.6% versus pcp, with the focus remaining on scaling and building brand awareness
- Average PS store sales are $1.2 million per annum

NEW STORE ROLLOUT:

- 14 stores as at 30 June 2024, with 4-6 new shops planned for FY25
- PS continues to attract new customers not shopping in US stores, with little to no discernible cannibalisation of nearby US stores
- Trial and refinement phase with PS has validated the opportunity for a significant national store rollout over the next 5 to 10 years

1. Revenue incudes both Perfect Stranger stores and perfectstranger.com.au.

PERFECT STRANGER UPDATE CONTINUED

CUSTOMER & PRODUCT:

- The PS customer is seeking a more boutique brand experience and shopping for different, often dressier, occasions for wear than in US stores
- PS has been subtly repositioned, focusing on elevating the brand by offering a curated selection of "dressier" looks. As a result, average transaction value (ATV) has grown
- Continuing to see positive results as the range is elevated and differentiated by:
  - Bridging the gap between high-end labels and fast fashion, delivering quality, on-trend pieces at accessible prices
  - Designing cohesive collections and product stories with elevated quality and attention to detail
  - Maintaining agility through use of US's close-to-market product design and inventory allocation and stock management

OMNI CHANNEL AND DATA:

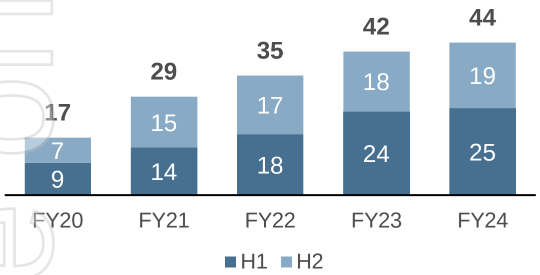
- Huge potential exists to grow the online and store to door channels and there is ongoing selective investment in dedicated PS resources to curate captivating collections, elevate storytelling through influencer marketing, and create more compelling visual displays

PRODUCTIVITY:

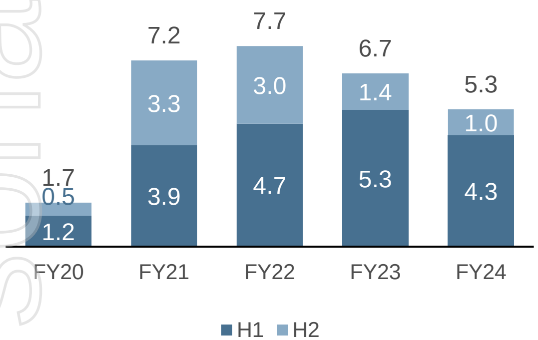
- Human Capital Management ('HCM') system implementation scheduled for Aug 24
- ERP upgrade and new POS planned for late H2 FY25
- For the medium term, PS will continue to operate as a brand and store format within US, utilising shared resources and infrastructure (e.g. DC, IT and head office). However, the Company is increasingly adding dedicated PS team members in key positions to support, focus and differentiate the brand

CTC UPDATE

CTC SALES[1] ($ MILLION)



UNDERLYING EBIT (PRE-AASB 16)[2] (A$ MILLION)



Brand	FY24 sales ($m)	YoY% growth
Thrills	33.4	-7.6%
Worship	10.5	+91.3%
Other	0.5	+140.8%
Total	**44.4**	**+6.2%**

- Strength in denim category
- Worship growth in some small independent accounts cannibalising THRILLS sales
- Instability in the AU wholesale channel increasing and steady growth in US wholesale

Channel	FY24 sales ($m)	YoY% growth
Wholesale (global)	33.9	+5.4%
Retail & Online (DTC)	10.5	+9.0%
Total	**44.4**	**+6.2%**

FINANCIAL RESULTS:

- Sales up +6.2%[1], with subdued H2 trading environment in the wholesale channel as CTC continued to see a mix shift between independents and major accounts
- DTC LFL sales +4.6%, and CTC GP% down on pcp by -280bps[1]
- Gross margin adversely impacted by FX, mix shift between product categories, and customer mix shift to lower margin 'large wholesale accounts'
- Underling EBIT[2] declined predominantly due to weaker wholesale gross margins driven by category shifts and channel mix

STORE NETWORK:

- 8 Stores as at 30 June 2024
- Further to Fitzroy (VIC) closure during H1, Miranda (NSW) and Prahran (VIC) closed in H2, with two more stores being evaluated for relocation at lease expiry
- Anticipate 1-3 new THRILLS stores opening in FY25 as CTC continues to trial the new concept format in high-traffic locations and larger store footprint (~100-150sqm)

1. Unaudited proforma sales excluding intercompany eliminations (refer Appendix 5).
2. Underlying proforma EBIT is pre AASB16 and excludes one-off transaction costs related to CTC acquisition (H1 FY23).

CTC UPDATE CONTINUED

CUSTOMER & PRODUCT:

- Robust sell-through and consistent demand from key wholesale accounts, including US, with denim a standout category
- Growth in key wholesale accounts in the United States is continuing, whilst relatively small
- The THRILLS brand maintains strong consumer appeal, with the decline in sales mainly associated with weakness in the small independent retail accounts (vs majors) and some cannibalisation of THRILLS by the Worship brand observed with some wholesale accounts
- The emerging 'Worship' brand surpassed expectations, resonating with both male and female consumers and expanding to include a denim offering

OMNI CHANNEL AND DATA:

- The THRILLS retail & online channel delivered growth of +9.0%, emphasising ongoing efforts to enhance execution and capabilities. Future expansion focused on curating and tailoring the product offering and improving visual merchandise and elevating the service experience in THRILLS retail stores

PRODUCTIVITY:

- Consistently delivering exceptional customer service and implementing the new customer proposition are top priorities. The new Head of Store Operations, who started in June 2024, is already positively impacting results
- For FY25, key focuses include advancing store rollout, enhancing direct-to-customer execution, improving sales execution, and implementing a gross margin improvement plan to offset wholesale channel pressures
- Mitigating the instability in wholesale channel with new key accounts commenced in both Australia and the United States
- Continuing to building depth and capability of the CTC team remains a priority
- DTC channels are increasing in importance with elevated risk and volatility in certain wholesale accounts

1. Unaudited proforma sales and gross margins excluding intercompany eliminations (refer Appendix 5).
2. Underlying proforma EBIT is pre AASB16 and excludes one-off transaction costs related to CTC acquisition (H1 FY23).

4

TRADING UPDATE

TRADING UPDATE

- Sales performance during the first seven weeks of FY25;
  - US sales up +15.3%, with LFL growth up +12.5%, cycling -9.0% last year[1]
  - PS sales up +89.9%, with LFL growth up +24.2%, cycling +4.9%[1]
  - CTC's sales in the DTC channels up +13.3%, with LFL up +22.4%, cycling +4.1%[1]
- Management expects a further 4-6 US stores in FY25, plus 4-6 new PS stores and 1-3 new THRILLS stores
- Continuing to introduce exciting new brands and products at US that captivate customers

- Accelerating rollout of PS stores and building the platform for rollout of THRILLS stores in the medium term
- Continuing to improve gross margins through proactive measures to keep stock consistently fresh and appealing to customers and extending direct sourcing program within the Group's private brands
- CODB remains a focus across the Group to deliver savings
  - Store labour optimisation initiatives
  - Targeted DC productivity initiatives

1. LFL (like-for-like) sales are calculated daily (Jul 1st to Aug 18th 2024, excluding closed stores from the day of closure and new stores until they have cycled the first three weeks of operation. CTC's DTC sales exclude the wholesale channel.


LOGO SERIES
RUNNER STUDIOS
Front Runner 1992
FRONT RUNNER WINTER ACADEMY

5

APPENDIX

Universal Store

UNI SUSTAINABILITY TARGETS*

CONTINUE TO WORK TOWARDS A SUSTAINABLE FUTURE BY EMBEDDING OUR SUSTAINABILITY TARGETS

PRODUCT EXCELLENCE

TREAD LIGHTLY

Reduce our impact.
Preserve our resources.

ELIMINATE WASTE

- Targeting zero waste to landfill from DC operations by 2030
- 100% of bags and online mailers are reusable, recyclable or compostable by 2025

RESPONSIBLE PROCUREMENT

- Procure at least 50% of all cotton from certified sources by 2025
- Procure at least 50% of polyester from certified recycled sources by 2028

SUPPLIER PARTNERSHIPS

EXPECT TRANSPARENCY

Put an end to poor working conditions and improve lives of workers in our ecosystem.

POLICIES & PROCEDURES

- 100% of our manufacturing and key 3rd party brands endorse our Supplier Code of Conduct

SOCIAL AUDITS

- 100% of Tier 1 factories audited annually. Targeting 100% of Tier 2 factories audited by 2026

ENERGY & WATER EFFICIENCY

- We are targeting suppliers with manufacturing facilities applying best practice water, waste and chemical management practices

COMMUNITY IMPACT

CLIMATE ACTION

Minimise our contribution to climate change.

REDUCE CARBON EMISSIONS

- 100% of stores equipped with energy efficient LED lights
- 2030 emission reduction targets are being refined
- Maximise the proportion of electricity for our support office and DC from renewable sources by 2025

AMPLIFY OUR ACTIONS

Work together as a team with our community, suppliers, and customers to deliver positive impact

CHARTER OF ENVIRONMENTAL ATTRIBUTES

- We have one million customer education touchpoints on responsible use and care of garments by 2025

*CTC business is included in the UNI sustainability targets and progressing well whilst earlier in their sustainability journey versus Universal Store.

APPENDIX 1: GROUP OVERVIEW

Universal Store

Universal Store Holdings Limited
ASX: UNI

Australia's premier owner and operator of youth and young adult fashion retail brands

A grower of businesses, with excellence in culture, retail execution and brand management

Customer focused, detail oriented, nimble, multi-channel operations

Focused on results, risk management, and fostering outstanding talent

PERFECT STRANGER

- Top selling 'brand' at Universal Store
- www.perfectstranger.com.au
- Emerging standalone retail concept
- On trend women's fashion focused
- Complementary brands ranged in store
- 14 standalone stores as at 30 June 2024. Potential yet to be sized*
- Brisbane based (Co-located and co-managed with Universal Store)

Universal Store

- Australia's largest specialty retailer of premium casual youth fashion
- www.universalstore.com.au
- ~58% of sales derived from private brands and 'sister businesses' (i.e. THRILLS, Worship)
- On trend men's and women's casual fashion
- Over 50 brands ranged in store
- 80 stores as at 30 June 2024*
- Brisbane based (Co-located and co-managed with Perfect Stranger)

THRILLS

- Top selling '3P brands' at Universal Store
- www.THRILLS.co
- www.worship-supplies.com
- Vibrant wholesale channel with premium retail partners (including Universal Store)
- Men's and women's casual fashion, quality, sustainable, vintage looks, wide range
- Emerging standalone retail concept
- 8 standalone stores as at 30 June 2024*. Potential yet to be sized
- Byron Bay based. Independently managed

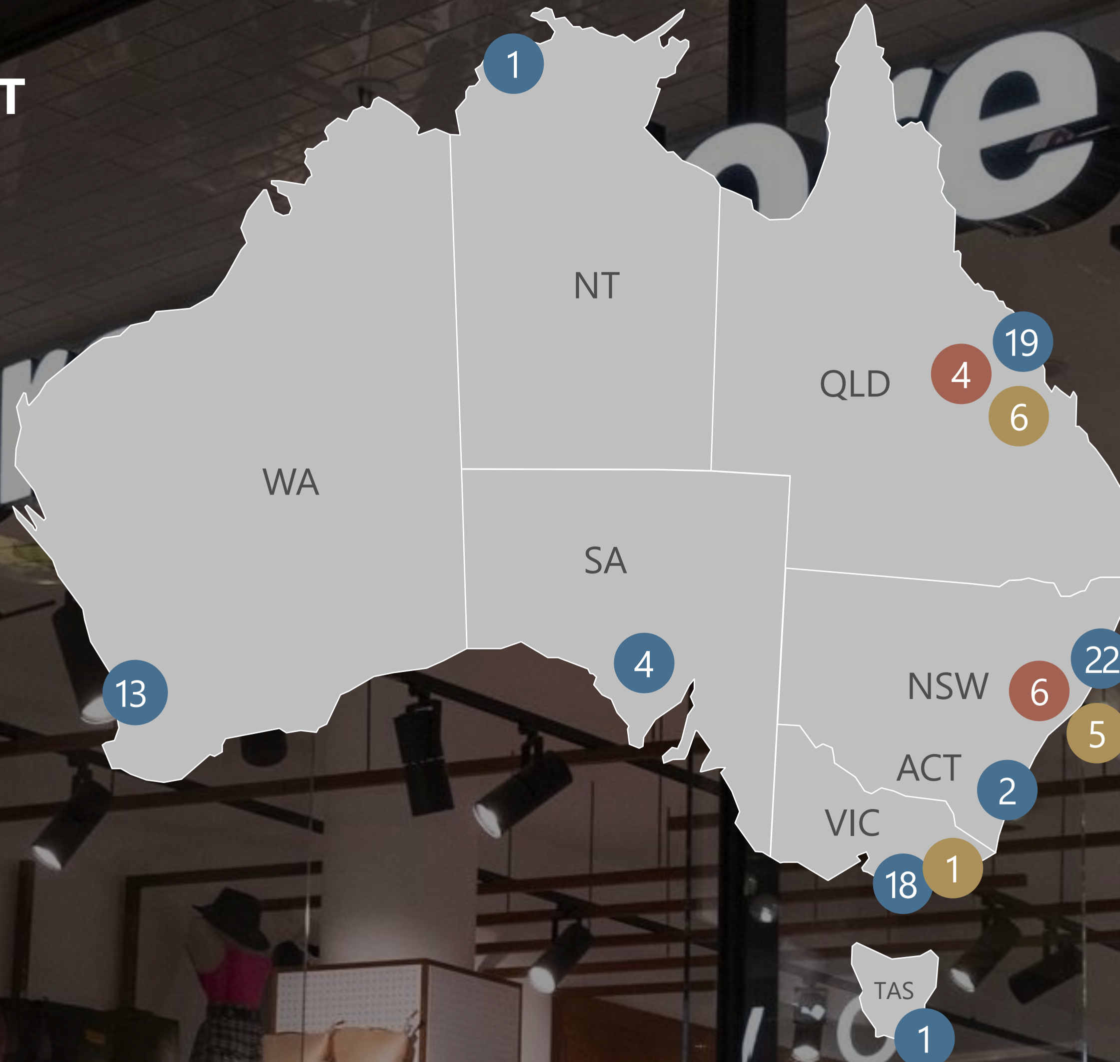
Perfect Stranger currently operates on a substantially integrated basis with Universal Store, with significant amounts of shared resources, IP, IT and infrastructure

*Includes physical stores only

Universal Store

APPENDIX 2: STORE FOOTPRINT

- #80 Universal Store stores
- #8 THRILLS stores
- #14 Perfect Stranger stores



TOTAL GROUP STORES*

102

* Plus web store for each brand.

APPENDIX 3 P&L UNDERLYING TO STATUTORY RECONCILIATION

$million	Note	FY24	FY23
Statutory EBITDA		86.1	68.4
Transaction costs	1	–	1.8
FV of deferred variable consideration (DVC)	2	(4.1)	0.5
Underlying EBITDA		**82.0**	**70.7**
Statutory EBIT		51.2	38.0
Transaction costs	1	–	1.8
FV of deferred variable consideration (DVC)	**2**	(4.1)	0.5
Underlying EBIT		**47.1**	**40.4**
Statutory NPAT		34.3	23.6
Transaction costs	1	–	1.5
FV of deferred variable consideration (DVC)	2	(4.1)	0.5
Underlying NPAT		**30.2**	**25.6**

1 Transaction costs relate to legal, advisors and accounting costs incurred with respect to the acquisition of CTC business.

2 Fair value movement in estimated deferred variable consideration (DVC) relating to the CTC acquisition payable on FY24 ($2.6 million) and FY25 results.

APPENDIX 4: FY24 CONSOLIDATION OVERVIEW ($M)

Underlying Results ($m)	CTC (FY24)	US (FY24)	Elimination[1]	UNI Group
Sales	44.4	258.2	(14.1)	288.5
Gross Profit	20.5	153.4	(0.4)	173.5
% Sales	46.2%	59.4%	2.8%	60.1%
CODB	(13.5)	(78.1)	0.0	(91.6)
% Sales	30.9%	30.2%	0.0	31.8%
Underlying EBITDA	7.0	75.3	(0.4)	81.9
Depreciation (PP&E)	(0.2)	(5.2)	0.0	(5.4)
Depreciation (ROU Assets)	(1.3)	(28.1)	0.0	(29.4)
Underlying EBIT[1]	5.4	42.1	(0.4)	47.1
% Sales	12.2%	16.3%	2.8%	16.3%
Interest (debt)	0.1	(0.4)	0.0	(0.3)
Interest (leases)	(0.2)	(3.2)	0.0	(3.5)
Tax	(1.6)	(11.5)	0.1	(13.1)
Underlying NPAT	3.6	26.9	(0.3)	30.2
% Sales	8.1%	10.4%	2.1%	10.5%

Note: The elimination relates to sales (and margin) by CTC to Universal Store.

1. CTC eliminations for sales to US.

Universal Store

APPENDIX 5: GROUP SALES OVERVIEW

	Pre CV-19	CV-19 affected period		Post CV-19 period			
	FY20	**FY21**	**FY22**	**FY23**	**FY24**	**Growth (vs FY23)**	**CAGR (FY20 to FY24)**
	$m	$m	$m	$m	$m	%	%
Universal Store (retail format)							
Stores	141.3	184.5	169.2	201.5	209.8	4.1%	10.4%
Online	13.6	25.7	35.6	33.3	34.4	3.3%	26.2%
Total Stores & Online	**154.9**	**210.2**	**204.9**	**234.8**	**244.2**	**4.0%**	**12.1%**
Total Stores & Online - LFL	10.7%	28.5%	(3.2%)	0.8%	(0.3%)	(0.3%)	-
Perfect Stranger (retail format)							
Total Stores & Online		0.7	3.1	8.9	13.9	56.2%	177.1%
Total Universal Store & Perfect Stranger	154.9	210.8	208.0	243.7	258.2	5.9%	13.6%
Cheap THRILLS Cycle (CTC)[1]							
Wholesale	13.7	23.1	28.0	32.1	33.9	5.4%	25.4%
Total Stores & Online	3.0	5.5	6.8	9.7	10.5	9.0%	36.5%
Total Gross CTC sales[1]	16.7	28.6	34.8	41.8	44.4	6.2%	27.6%
Intercompany Sales Elimination[2]	(3.5)	(7.2)	(9.4)	(10.6)	(14.1)		
Net CTC Sales	**13.3**	**21.4**	**25.4**	**31.2**	**30.3**	**(2.9%)**	**22.9%**
UNI Group							
Total Stores & Online	157.9	216.4	214.8	253.4	268.7	6.0%	14.2%
Wholesale net of Interco sales[2]	10.2	15.9	18.6	21.5	19.8	(7.8%)	18.0%
Total Proforma[1]	**168.1**	**232.3**	**233.4**	**274.9**	**288.5**	**5.0%**	**14.5%**
Less: Net sales for period CTC not owned by UNI	(13.3)	(21.4)	(25.4)	(11.8)	0.0		
Total UNI Statutory Sales	**154.9**	**210.8**	**208.0**	**263.1**	**288.5**	**9.7%**	**16.8%**

1. Proforma assumes CTC was owned for the full 12 months in the relevant period (FY20 to FY23). The CTC acquisition was completed on 31 October 2022.
2. Intercompany sales elimination represents sales between US and CTC during the period.

DISCLAIMER

The material contained in this presentation has been prepared by Universal Store Holdings Limited ABN 94 628 836 484 (Universal Store) and is general background information about the businesses, operations and activities of Universal Store and its subsidiaries, current as at the date of this presentation. The information is provided in summary form only and does not purport to be complete or comprehensive. The information in this presentation should not be considered as advice or a recommendation for investment purposes, as it does not take into account your particular investment objectives, financial position or needs. These factors should be considered, with or without independent professional advice, when deciding if an investment is appropriate.

This presentation may contain forward-looking statements with respect to the operations and businesses of the Universal Store. The assumptions underlying these forward-looking statements involve circumstances and events that have not yet taken place and which are subject to uncertainty and contingencies outside Universal Store’s control. Readers are cautioned not to place undue reliance on any forward-looking statements. Universal Store does not undertake any obligation to publicly release the result of any revisions to forward-looking statements in this presentation or to otherwise update forward-looking statements, whether as a result of new information, future events, or otherwise, after the date of this presentation. Past performance is not a reliable indication of future performance.

To the extent permitted by law, no responsibility for any loss arising in any way (including by way of negligence) from anyone acting or refraining from acting as a result of the material contained in this presentation is accepted by Universal Store.

UNIVERSAL SPIRIT

The unique ability to create memorable and positive experiences for all.

Creating an experience that is fun, open and based on kindness.

The environment that enables a person to be their best.

Authorised for release
by the Board of Directors of
Universal Store Holdings Limited.

For more information, please contact:

Alice Barbery
Chief Executive Officer

+61 7 3368 6503

Sam Wells
Investor & Media Relations

sam@nwrcommunications.com.au

+61 427 630 152

Registered Office
42A William Farrior Place
Eagle Farm QLD 4009
Australia

Phone: 1300 553 520

Universal Store