

Universal Store

Brisbane, 24 November 2022

ASX Market Announcements
Exchange Centre
20 Bridge Street
Sydney NSW 2000

Dear Sir / Madam,

**UNIVERSAL STORE HOLDINGS LIMITED (ASX:UNI)
2022 AGM CHAIR ADDRESS AND CHAIR AND MD & CEO'S PRESENTATION**

Please find attached a copy of the following documents which will be delivered at UNI's 2022 Annual General Meeting to be held at 2.00pm (AEST) today:

- Chair's address
- Chair and MD & CEO's presentation

This announcement has been authorized for release by the Board of Universal Store Holdings Limited.



Renee Jones
Company Secretary

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ABOUT UNIVERSAL STORE

Universal Store Holdings owns a portfolio of premium youth fashion brands and omni-channel retail and wholesale businesses. The Company's principal businesses are Universal Store and THRILLS and it is currently trialling the Perfect Stranger brand as a standalone retail concept. The Company, excluding THRILLS, operates 80 physical stores across Australia and two online stores.

The Company's strategy is to grow and develop its brands and retail and wholesale businesses to deliver a carefully curated selection of on-trend apparel products to a target 16-35 year-old fashion focused customer.

Universal Store Holdings Limited | Chair's Address 2022 AGM

The results delivered by the Company in the 2022 financial year were very solid in the context of the continued disruption that the retail industry and particularly apparel retailers have faced as a result of the COVID-19 pandemic. Mandated store closures resulted in circa 3,192 of overall trading days being lost during the year. We were therefore pleased that our overall sales were only 1.4% below FY21 and were 34.3% higher than FY20.

The loss of trading days in our physical store was mitigated to some extent by the strong growth in our online channel which recorded growth of 38.6% over FY21 and 162.5% over FY20.

It is particularly creditable that despite this disruption to demand patterns, the management team maintained a strong control over working capital and, as a result, inventory levels were in line with plan at the end of the year with aged inventory at historical levels. This reflects the flexible supply chain of the company with the ability to flex supply between domestic and international suppliers as appropriate.

We have maintained our commitment to long term growth with nine new Universal Store and two new Perfect Stranger stores opened during the year. We have also continued to invest in our people and our technology and recently completed the successful relocation of our support office and distribution centre.

As a recently listed public company, we are continuing to develop and refine our approach to ESG and we are particularly pleased with the progress that we have made in developing and implementing key sustainability and environmental targets.

Financial Results

Group net profit after income tax was 15.6% lower than FY21 at \$20.6 million. This generated basic earnings per share of 30.2 cents.

Strong management of working capital produced operating cash flow after investing activities of \$35.2 million ensuring that the Company is in a robust financial position with net cash of \$23.9 million and liquidity measures in a prudent position.

Our Managing Director and Chief Executive Officer (CEO), Alice Barberly will provide further detail on the financial and operating profit of the Company in her presentation.

Capital Management

The Board is committed to delivering strong returns to Shareholders while making the necessary investments to support the delivery of the Company's strategy. The current dividend policy of the Board is to target a payout ratio of 60% to 80% of statutory NPAT subject to a number of factors outlined in the IPO Prospectus.

The solid financial performance of the Group enabled the Directors to declare a full year fully franked dividend of 21.5 cents per share.

Strategy

Your Company operates within the youth casual apparel segment of the broader Australian fashion market and we believe there is significant potential to increase our penetration of this large and fragmented segment.

We continue to have strong confidence in the potential of Universal Store to generate significant growth and our strategy focuses on six areas:

- Expansion of the physical store network;
- Maturation of existing stores;
- Developing the online experience and integration with physical stores;
- Focus on range differentiation and dynamic curation;
- Sustainability of our product sourcing and supply chain; and
- Productivity of our operations and technology.

The Company's unique team culture, commitment to its retail formula and focus on execution underpin the successful implementation of our strategy.

During the year, we commenced the trial of a standalone Perfect Stranger retail apparel business. We believe that Perfect Stranger which originated as a private brand within Universal Store has the potential to provide a differentiated offer targeting the young female customer who has different tastes to a typical Universal Store customer. We initially trialled a pop-up store in Chermiside and its successful performance led to the opening of two standalone stores and a further pop-up and the launch of a website. We anticipate a further five to eight new stores in the next 12 months.

We recently completed the acquisition of 100% of Cheap Thrills Cycles which trades as THRILLS. Thrills is a designer, wholesaler and retailer of casual youth fashion apparel. The business generated sales of \$34.6 million and underlying EBIT of \$7.3 million in FY22. The notional acquisition value at \$50.0 million generates proforma FY22 EPS accretion of circa 18%. The business has a strong track record of growth and brings best-in-class brand and product development expertise and exciting prospects for future expansion.

Environmental Social Governance

Universal Store is committed to developing a sustainable future. Our focus over the last year has been on development and implementation of key sustainability and environmental targets. We are focusing on three areas: Product Excellence; Supplier Partnerships and Community Impact. We set out details of our strategy and initiatives in our Sustainability Report.

Diversity and inclusion is core to the ethos of Universal Store as regularly showcased in our marketing campaigns. 73% of the Universal Store team members are women with 50% in senior leadership positions and 50% of the Board of Directors.

The Board has adopted an approach of digestible, continual improvement to Governance processes across the Group and is focused on enhancements to risk and safety management in the year ahead.

Remuneration

The Company has developed remuneration policies which are designed to achieve alignment between the implementation of strategy and delivery of sustainable performance and the reward to executive directors and senior leadership. Details of the arrangements are set out in the Remuneration Report which is on pages 26 to 35 of the Annual Report.

As foreshadowed in last year's annual report, we have been working on the design of a new long-term incentive plan, which we propose to implement in the 2023 Financial Year. Details of the new plan, which is designed to ensure that we will appropriately incentivise our existing leadership and attract the talent we will need to support the continued growth of the Company, are also set out in

the Remuneration report and in the Explanatory Notes for this meeting. This new plan is submitted for approval by Shareholders in this meeting.

Board of Directors

There have been two changes to the Board of Directors during the year. I would firstly like to acknowledge the contribution of Srdjan Dangubic who served as a Director of Universal Store from October 2018 until his resignation on 31 December 2021.

The Board of Directors has taken the opportunity to strengthen its experience and knowledge in digital and information technology with the appointment of Renee Gamble as a Director on 1 December 2021. Digital and technology are key areas of focus in the Company's strategy and Renee has over 20 years' experience in those industries. Renee will stand for election in this meeting.

Conclusion

It is clear that we will continue to see external challenges in the year ahead with the continued impact of COVID-19, uncertain consumer confidence, increasing costs and supply chain disruption. However, we remain confident that we have a flexible business model, a robust balance sheet, and strong leadership and team culture that will enable the Company to grow. We will continue to invest in the growth of our Universal Store business and we are optimistic over the potential for both Perfect Stranger and Thrills businesses.

Finally, I would like to thank Alice Barbery, the Senior Leadership Team and the whole Universal Store team for their significant contribution during such a challenging year. They should all be very proud of their achievements.



Universal Store

UNIVERSAL STORE HOLDINGS LIMITED
ACN 169 039 721

2022 ANNUAL GENERAL MEETING

24th NOVEMBER 2022



Universal Store

UNIVERSAL STORE HOLDINGS LIMITED
ACN 169 039 721

**CHAIR'S
ADDRESS**

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FY22 FINANCIAL RESULTS

SOLID PERFORMANCE DESPITE MANDATED STORE CLOSURES, WITH TOTAL SALES DOWN 1.4% ON FY21 AND UP 34.3% ON FY20

- Group revenue decreased by 1.4% to \$208.0 million
- 11 new stores (net) opened in FY22, bringing the total number of stores to 78 (excluding online stores) by June FY22
- 3 Perfect Stranger stores trading by June FY22 and this trial continues to progress with encouraging results
- Gross margin of 58.3%, down 40bps versus FY21
- Group net profit after tax down by 15.6% to \$20.6 million
- Basic underlying earnings per share of 28.9 cents
- Underlying cashflow from operations of \$38.0m generated (before capex interest and tax)
- Net cash improved by \$5.3m to \$23.9m at 30 June 2022
- FY22 year-end inventory of \$18.0 million, demonstrating strong focus on efficient, agile and 'risk aware' inventory management
- Dividends of 21.5 cents per share paid in relation to FY22 results



STRATEGY

INCREASED PENETRATION OF THE AUSTRALIAN YOUTH FASHION APPAREL SEGMENT CONTINUES TO BE OUR FOCUS

Continued confidence in potential of **Universal Store** to generate significant growth via:

- Expansion of physical store network;
- Maturation of existing stores;
- Developing online experience and integration with physical stores;
- Focus on range differentiation and dynamic curation;
- Sustainability of our product sourcing and supply chain; and
- Productivity of our operations and technology.

The Company's unique team culture, commitment to its retail formula and focus on execution underpin the successful implementation of our strategy.

Standalone **Perfect Stranger** (PS) trial progressed. Objective is to provide differentiated offer, targeting the young female customer.

Six standalone PS stores open as at November 24th 2022. The performance of this emerging retail concept remains pleasing.

Completed the recently announced **THRILLS** acquisition¹ – bringing an impressive track record of growth and strong profitability levels, diverse multi-channel business model, and best-in-class brand and product development and sourcing expertise.



1. Refer Acquisition of THRILLS announcement and accompanying presentation for more detail, released to ASX 26 September 2022. Acquisition completed 31 October 2022.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE

UNIVERSAL STORE IS COMMITTED TO DEVELOPING A SUSTAINABLE FUTURE

Our focus over the last year has been to develop and implement our key sustainability and environmental targets.

We are focusing on three areas:

- **Product Excellence:** to tread lightly and reduce our impact, preserving our resources to restore the planet;
- **Supplier Partnerships:** expect transparency and put an end to poor working conditions, improving the lives of workers; and
- **Community Impact:** reverse climate change and take action to end the climate crisis.

Diversity and inclusion is core to the ethos of Universal Store as regularly showcased in our marketing campaigns. ~73% of the Universal Store team members are women with 50% in senior leadership positions and 50% of the Board of Directors.

The Board has adopted an approach of digestible continual improvement to Governance processes across the Group and is focused on enhancements to risk and safety management in the year ahead.



REMUNERATION

REMUNERATION DESIGNED TO REWARD SUCCESSFUL IMPLEMENTATION OF STRATEGY AND DELIVERY OF SUSTAINABLE PERFORMANCE ALIGNED WITH COMPANY VALUES



- Many Board and senior leaders hold significant shareholdings in the Company
- The CEO and CFO did not receive a salary increase in FY21 due to uncertainty of COVID, however increases were provided in FY22
- No STI was paid in relation to FY22 performance to KMP
- Over the last two years, there has been a significant increase in the scale and sophistication of the Company
- The Company's remuneration arrangements have evolved to better reflect this increased scale, sophistication and market practice. This evolution includes the development of a new long-term incentive plan

BOARD OF DIRECTORS

THE BOARD OF DIRECTORS HAS A STRONG MIX OF THE NECESSARY AND RELEVANT SKILLS AND EXPERIENCE TO APPROPRIATELY GOVERN THE COMPANY AND SUPPORT THE SENIOR LEADERSHIP

- Board of Directors as at 24 November 2022

Mr Trent Peterson (Independent)	(appointed September 2018)
Mr David MacLean (Independent)	(appointed October 2019)
Ms Alice Barbery	(appointed October 2020)
Mr Peter Birtles (Independent)	(appointed October 2020)
Ms Kaylene Gaffney (Independent)	(appointed October 2020)
Ms Renee Gamble (Independent)	(appointed December 2021)

- Board resolved to appoint Ms Renee Gamble as a Director on 1 December 2021. Ms Gamble will stand for election at the 2022 Annual General Meeting
 - Ms Gamble brings over 20 years experience in the digital and information technology industries and has 10 years experience of working in Asia. She is Managing Director – Sales for Google Australia Pty Ltd
- Mr Trent Peterson will stand for election at the 2022 Annual General Meeting
 - Trent has over 20 years of investment and private equity experience, focused primarily on businesses operating in consumer, retail and media sectors



Universal Store

UNIVERSAL STORE HOLDINGS LIMITED
ACN 169 039 721

CEO UPDATE

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FY22 YEAR IN REVIEW

FY22 PROVIDED ONGOING CHALLENGES ALTHOUGH WE ARE EXTREMELY PROUD OF HOW OUR TEAM RESPONDED



- During H1 FY22, mandated store **closures and mobility restrictions impacted our teams and customers** nationwide
- **Teamwork across Support Office, Distribution Centre and Stores remained strong** despite disruptions in H1 FY22
- The threat of the **Omicron variant** of COVID reduced customer activity and impacted our teams over Summer FY22
- **Western Australia was last to be impacted** and our experience allowed us to rapidly respond to the needs of WA when the community faced significant outbreaks of COVID-19
- Our 'close to market', and 'micro allocation' processes, together with lessons learned enabled our **product team to effectively manage stock and margins**
- Continued to build **thriving youth fashion brands and retail concepts with promising launch of Neovision** (a new private brand available at Universal Store)
- **Foot traffic in centres showed signs of improvement in H2 FY22** as customer confidence increased as restrictions eased
- The casual dressing trend remained strong. The desire to dress up was evident as events re-emerged; **we were well placed to meet those varied needs**
- Planning for our **new Distribution Centre and Support Office which relocated late September 22**. This new facility provides us with improved systems and capabilities, enabling us to service our customers for the upcoming Summer and Christmas trading period

*Geelong closed 16 Aug – 12 Sept and 19 Sept – 27 Sept 2021

MOMENTUM CONTINUES DESPITE COVID-19 DISRUPTIONS

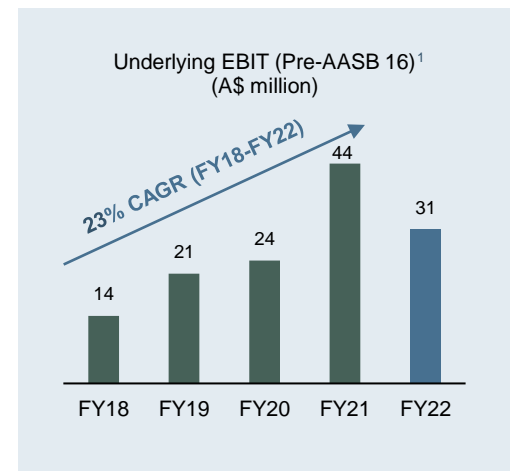
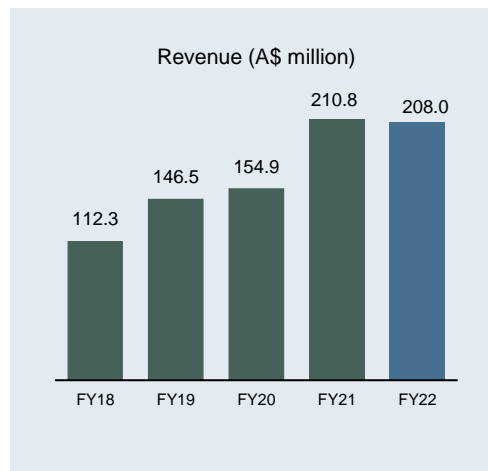
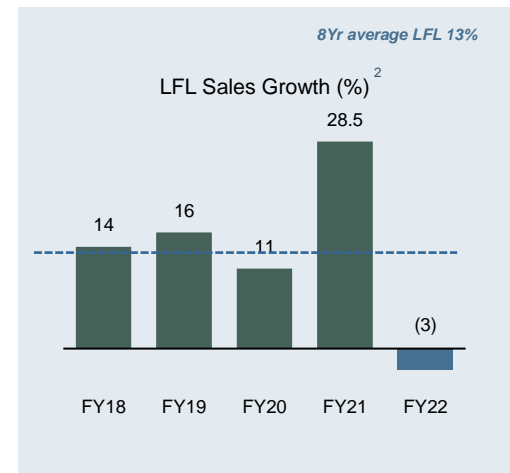
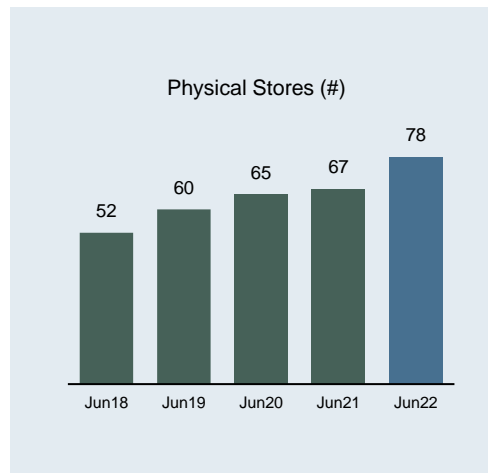
✓ Solid results despite the ongoing COVID-19 challenges including mandated lockdowns and restrictions

✓ Total sales \$208.0m down 1.4% with H1 down 8.2% and H2 up 7.4%

✓ Online sales of \$35.7m (17.2% of total sales)

✓ 11 new stores opening late FY22 (9 Universal Store & 2 Perfect Stranger)

✓ Underlying EBIT of \$30.9m down \$13.1m on FY21 driven by H1 store closures. H1 down 37.9% and H2 down 10.1% on FY21



1. Underlying EBIT excludes the impact of (i) accounting for leases under AASB16; (ii) one-off IPO transactions and MEP expenses (for FY21 only).
 2. LFL sales excludes closed stores from date of closure and new stores which have traded less than 55 weeks. Stores that were closed during COVID are excluded from LFL sales growth calculation for the weeks that they were closed. LFL are calculated on 4/4/5 financial week.

PRIORITY UPDATE

WE CONTINUE TO EXECUTE ON OUR STRATEGIC PRIORITIES WHILST MITIGATING RISKS ASSOCIATED WITH THE TURBULENT TRADING ENVIRONMENT

NEW STORE ROLLOUT



- 16 new stores opened since IPO (83 stores planned pre-Christmas 2022)
- Standalone Perfect Stranger concept progressing well – 7 locations currently pre-Christmas 22
- "Full potential" target is 100+ Universal Store sites across Australia / New Zealand (excluding Perfect Stranger and THRILLS rollout)

OPTIMISE PRODUCT MIX



- FY22 product gross margin (excl. delivery costs) risen to 61% (from ~58% at FY20)
- Continue brand and range curation, injecting fresh new product and brands into our offer
- Progress direct sourcing shift to further improve margins
- Progress diversification of our supply chain
- Further develop and build our Perfect Stranger brand and range

CUSTOMER



- Our average LFL store growth over the last 3 years is 12%¹
- Continue to grow market share through superior customer service, inspirational stores and curated product brands
- Further develop Customer Data Platform to continuously inform key business decisions
- Maintain our customer led and complimentary private brand strategy

DIGITAL GROWTH



- 17.2% online sales FY22 as a percentage of total, up from 8.8% in FY20
- Continue to scale digital and eCommerce capacity and services, doubling investment into digital marketing
- Improved speed and delivery options
- Launched standalone Perfect Stranger website, further enhancements and customer acquisition strategy in plan
- Our customer centric digital strategy delivers on our digital mission to *Make Shopping Easier, Make Shopping Personal and Make Shopping Valuable*

SUSTAINABILITY



- Rolled out our Supplier Code of Conduct to all Private label suppliers (100%) and 89% of our 3rd party suppliers have signed our code or have equivalent or superior policies in place
- All 39 private brand factories will have had a valid audit during FY22
- Joined Sedex and advancing our supply chain transparency platform

PRODUCTIVITY



- Care for our team, ensuring safe and COVID-safe workplaces
- Refine our newly implemented Warehouse Management System (WMS)
- Relocated our Office and Distribution Centre, late September
- Implement a full Human Capital Management (HCM) system including advanced time and attendance scheduling functionality
- Execute on our IT roadmap which includes upgrading the store network

1. LFL is calculated on 4/4/5 weekly basis and excludes closed stores

THRILLS ACQUISITION: A COMPLIMENTARY STRATEGIC FIT

THRILLS IS A WELL-DEVELOPED BRAND IN THE CASUAL YOUTH FASHION SEGMENT WITH A TRACK RECORD OF GROWTH AND EXCITING PROSPECTS FOR EXPANSION



HIGHLY COMPLIMENTARY, ATTRACTIVE ACQUISITION

- Cheap THRILLS Cycles Pty Limited (CTC), trading as THRILLS is a well-established brand led by founders with excellence in brand and product development and partnering with key retail accounts
- Shared common values, passion for great product, speed to market processes, and customer centricity
- Consistent with Universal Store's strategy to build a portfolio of premium youth fashion retail businesses and brands
- THRILLS' enduring brand attributes, broad customer appeal, nascent direct to customer (DTC) channels, and CTC's ability to create new brands for the youth and young adult fashion market provides significant growth opportunities

OPPORTUNITY FOR UNIVERSAL STORE TO ADD VALUE

- Operating as independent business in the Universal Store group with continued focus on delivering outstanding service to premium retail partners and its DTC customers
- We believe THRILLS can become a large and enduring Australian youth fashion brand with national presence and broad customer appeal
- Universal Store will support more informed and focused DTC retail strategy for THRILLS, supporting continued growth of wholesale channel
- Universal Store to bring significant IP and insight to help CTC execute their DTC strategy, most significantly in areas including store design; retail operations and site selection; and omni-channel strategy and systems

1. Refer Acquisition of THRILLS announcement and accompanying presentation for more detail, released to ASX 26 September 2022. Acquisition completed 31 October 2022.

PREFECT STRANGER UPDATE

Historical Context

- Perfect Stranger (PS) was created in 2014 as a versatile, trend-setting label to fill gaps in our range that were not catered for by our 3rd party suppliers
- The brand was a vehicle for rapid on trend product design and replenishment, and gave us more capacity to use our detailed knowledge of customer demands to offer 'on-point' product and offer more range differentiation
- PS bridges the gap between high-end labels and fast fashion, delivering quality on-trend fashion at accessible price points
- PS has become the largest brand in Universal Store, and now represents >16% of sales

Trial Status

- First pop-up store opened in Chermside in December 2020
- Opened our first 'full line' store opened in November 2021
- A further 3 PS stores opened in FY23 YTD, with an additional location due to open pre-Christmas, bringing the total store footprint to 7 stores by H1 FY23 plus a dedicated web store
- Little to no cannibalisation of nearby UNI store locations observed
- Stores on track to deliver store sales levels required to deliver attractive 'box economics'
- Fit out costs are currently in the range of \$300-400k with typical landlord contributions between \$120-200k
- While initial stores performance is pleasing, we are still 'early days'. The concept is now being trialled outside Queensland

Insights and Focus

- More feminine store environment
 - Warm and service orientated team with solid styling capability
 - Womenswear products only
 - Considered and feminised store fit out, spacious change rooms, occasion driven merchandising, softer music and lighting
- Winning a new customer that does not shop in Universal Store
- PS customers are shopping for dressier occasions or seeking more feminine looks for casual events than we see at Universal Store
- Pleased with the performance and moving to next phase of rollout



UNI 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

- #1 selling 'brand' at Universal Store
- www.perfectstranger.com.au
- Emerging standalone retail concept
- On trend women's fashion focused
- Complementary brands ranged in store
- 6 standalone stores with one additional location by H1 FY23¹
- 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
- ~50% of sales derived from private brands and 'sister businesses' (i.e. THRILLS)
- On trend men's and women's casual fashion
- Over 50 brands ranged in store
- 74 stores with two additional locations by H1 FY23¹
- Brisbane based. (Co-located and co-managed with Perfect Stranger)

THRILLS

- #1 selling '3P brand' at Universal Store
- www.THRILLS.co
- 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
- 10 standalone stores. Potential yet to be sized
- Byron Bay based. Independently managed

Notes:

1. Includes physical stores only as at 24th November 2022

FY23 YTD TRADING UPDATE

SOLID TRADING FOR THE FIRST 21 WEEKS AS WE HAVE SEEN OUR CUSTOMERS EMBRACE THE RE-EMERGENCE OF FESTIVALS AND LARGE GATHERINGS. WE HAVE NOW LARGELY COMPLETED CYCLING THE SIGNIFICANT BUSINESS DISRUPTION ARISING FROM GOVERNMENT MANDATED STORE CLOSURES IN H1 FY22

- Total Group sales (excluding THRILLS) for the first 21 weeks of FY23 were 40.2% higher than FY22 (or up \$26.4m)
- Total sales growth and LFL sales growth has been impacted by store closures in NSW, VIC & ACT in H1 of FY22
- Our B&M stores continue to perform well with headline growth of 56.8% and YTD LFL sales growth up 3.5%¹
- As anticipated, our online channel continues to cycle strong numbers in FY22 due to B&M lockdowns. As a result, online sales are down 18.5% over the YTD period (cycling 65.5% growth in the prior corresponding period)
- YTD gross margins improved versus FY22. During the same period last year, we cleared winter stock more aggressively than prior years to ensure the product offer was fresh and enticing upon re-opening of physical stores
- Successfully implemented warehouse management tool in Q1 and re-located our Store Support office and Distribution Centre (DC) into a larger facility in late September
- As expected, cost of doing business increased year on year as we operate more stores, invest in our systems and process to establish and operate the new DC facility and support the growth of the business whilst we absorb the inflationary effects of operating in the current market
- We continue to support our store operations and distribution teams with COVID safe operating practices.
- We have only owned THRILLS for a matter of weeks. Current ranges are performing well and early indicators has the business on track to meet or exceed our internal investment case for FY23



1. FY23 Group and store comparative (LFL) sales are calculated daily and excludes closed stores from the day of closure and New stores until they have cycled the first three weeks of opening. Stores that were closed during COVID are excluded from LFL sales.

FY23 OUTLOOK

WE CONTINUE TO INVEST IN OUR PEOPLE, ONLINE INITIATIVES ALONG WITH DRIVING PRODUCT OPTIMISATIONS AND EXPANDING OUR STORE NETWORK



Outlook

- We continue to pursue new sites for Universal Store with two stores to open pre-Christmas in addition to a further 4-5 new stores expected to open in H2 FY23
- Perfect Stranger will expand to 7 stores by the end of H1 FY23, with one still to open pre-Christmas. We expect to continue the store rollout plan and cluster by state
- We expect 'channel mix' to continue to normalise through the balance of FY23
- Customers are progressively re-engaging in social activities and enjoying reconnecting in a pre-COVID like manner
- Encouraged by early THRILLS trading since acquisition and confident in our ability to add value. The brand has strong fundamentals, produces quality products and enjoys high levels of consumer appeal
- We anticipate the seasonal change and ongoing ramp-up social occasions to continue to trigger apparel purchases and look forward to the festive 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.

Universal Store