

Universal Store

ASX Announcement

Brisbane, 20 August 2026

APPENDIX 4G AND CORPORATE GOVERNANCE STATEMENT

In accordance with the Listing Rules of the Australian Securities Exchange (ASX), Universal Store Holdings Limited (ASX:UNI) encloses for release the following information:

- Appendix 4G – Key to Disclosures; and
- 2026 Corporate Governance Statement.

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

-ENDS-

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ABOUT UNIVERSAL STORE

Universal Store Holdings (ASX: UNI) owns a portfolio of premium youth fashion brands and omni-channel retail and wholesale businesses. The Company's principal businesses are Universal Store (trading under the Universal Stores and Perfect Stranger retail banners) and CTC (trading the THRILLS and Worship brands). The Company currently operates 123 physical stores across Australia in addition to online channels. The Company's strategy is to grow and develop its premium fashion apparel brands and retail formats targeting fashion focused customers.

Appendix 4G

Key to Disclosures

Corporate Governance Council Principles and Recommendations

Name of entity

Universal Store Holdings Limited

ABN/ARBN

94 628 836 484

Financial year ended:

30 June 2026

Our corporate governance statement¹ for the period above can be found at:²

☐ These pages of our annual report:

☒ This URL on our website:

<https://investors.universalstore.com/investor-centre/#governance>

The Corporate Governance Statement is accurate and up to date as at 19 August 2026 and has been approved by the Board.

The annexure includes a key to where our corporate governance disclosures can be located.³

Date: 19 August 2026

Name of authorised officer authorising lodgement: Ethan Orsini, Company Secretary

¹ "Corporate governance statement" is defined in Listing Rule 19.12 to mean the statement referred to in Listing Rule 4.10.3 which discloses the extent to which an entity has followed the recommendations set by the ASX Corporate Governance Council during a particular reporting period.

Listing Rule 4.10.3 requires an entity that is included in the official list as an ASX Listing to include in its annual report either a corporate governance statement that meets the requirements of that rule or the URL of the page on its website where such a statement is located. The corporate governance statement must disclose the extent to which the entity has followed the recommendations set by the ASX Corporate Governance Council during the reporting period. If the entity has not followed a recommendation for any part of the reporting period, its corporate governance statement must separately identify that recommendation and the period during which it was not followed and state its reasons for not following the recommendation and what (if any) alternative governance practices it adopted in lieu of the recommendation during that period.

Under Listing Rule 4.7.4, if an entity chooses to include its corporate governance statement on its website rather than in its annual report, it must lodge a copy of the corporate governance statement with ASX at the same time as it lodges its annual report with ASX. The corporate governance statement must be current as at the effective date specified in that statement for the purposes of Listing Rule 4.10.3.

Under Listing Rule 4.7.3, an entity must also lodge with ASX a completed Appendix 4G at the same time as it lodges its annual report with ASX. The Appendix 4G serves a dual purpose. It acts as a key designed to assist readers to locate the governance disclosures made by a listed entity under Listing Rule 4.10.3 and under the ASX Corporate Governance Council's recommendations. It also acts as a verification tool for listed entities to confirm that they have met the disclosure requirements of Listing Rule 4.10.3.

The Appendix 4G is not a substitute for, and is not to be confused with, the entity's corporate governance statement. They serve different purposes and an entity must produce each of them separately.

² Tick whichever option is correct and then complete the page number(s) of the annual report, or the URL of the web page, where your corporate governance statement can be found. You can, if you wish, delete the option which is not applicable.

³ Throughout this form, where you are given two or more options to select, you can, if you wish, delete any option which is not applicable and just retain the option that is applicable. If you select an option that includes "OR" at the end of the selection and you delete the other options, you can also, if you wish, delete the "OR" at the end of the selection.

See notes 4 and 5 below for further instructions on how to complete this form.

ANNEXURE – KEY TO CORPORATE GOVERNANCE DISCLOSURES

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
PRINCIPLE 1 – LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT			
1.1	A listed entity should have and disclose a board charter setting out: (a) the respective roles and responsibilities of its board and management; and (b) those matters expressly reserved to the board and those delegated to management.	☒ and we have disclosed a copy of our board charter at: https://investors.universalstore.com/investor-centre/#governance	
1.2	A listed entity should: (a) undertake appropriate checks before appointing a director or senior executive or putting someone forward for election as a director; and (b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.	☒	
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	☒	
1.4	The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.	☒	

⁴ Tick the box in this column only if you have followed the relevant recommendation **in full** for the **whole** of the period above. Where the recommendation has a disclosure obligation attached, you must insert the location where that disclosure has been made, where indicated by the line with “*insert location*” underneath. If the disclosure in question has been made in your corporate governance statement, you need only insert “our corporate governance statement”. If the disclosure has been made in your annual report, you should insert the page number(s) of your annual report (eg “pages 10-12 of our annual report”). If the disclosure has been made on your website, you should insert the URL of the web page where the disclosure has been made or can be accessed (eg “www.entityname.com.au/corporate governance/charters/”).

⁵ If you have followed all of the Council’s recommendations **in full** for the **whole** of the period above, you can, if you wish, delete this column from the form and re-format it.

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
1.5	A listed entity should: (a) have and disclose a diversity policy; (b) through its board or a committee of the board set measurable objectives for achieving gender diversity in the composition of its board, senior executives and workforce generally; and (c) disclose in relation to each reporting period: (1) the measurable objectives set for that period to achieve gender diversity; (2) the entity's progress towards achieving those objectives; and (3) either: (A) the respective proportions of men and women on the board, in senior executive positions and across the whole workforce (including how the entity has defined "senior executive" for these purposes); or (B) if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act. If the entity was in the S&P / ASX 300 Index at the commencement of the reporting period, the measurable objective for achieving gender diversity in the composition of its board should be to have not less than 30% of its directors of each gender within a specified period.	☒ and we have disclosed a copy of our diversity policy at: https://investors.universalstore.com/investor-centre/#governance and we have disclosed the information referred to in paragraph (c) in our Corporate Governance Statement at https://investors.universalstore.com/investor-centre/#governance	☐ set out in our Corporate Governance Statement OR ☐ we are an externally managed entity and this recommendation is therefore not applicable
1.6	A listed entity should: (a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and (b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.	☒ and we have disclosed the evaluation process referred to in paragraph (a) in our Corporate Governance Statement at https://investors.universalstore.com/investor-centre/#governance and we have disclosed whether a performance evaluation was undertaken for the reporting period as referred to in paragraph (b) in our Corporate Governance Statement at https://investors.universalstore.com/investor-centre/#governance	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
1.7	A listed entity should: (a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and (b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.	☒ and we have disclosed the evaluation process referred to in paragraph (a) in our Corporate Governance Statement at https://investors.universalstore.com/investor-centre/#governance and whether a performance evaluation was undertaken for the reporting period in accordance with that process in our Corporate Governance Statement at https://investors.universalstore.com/investor-centre/#governance	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
PRINCIPLE 2 - STRUCTURE THE BOARD TO BE EFFECTIVE AND ADD VALUE			
2.1	The board of a listed entity should: (a) have a nomination committee which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.	☒ b) we have disclosed in our Corporate Governance Statement; i. that Nomination functions are retained by the Board; and ii) the processes in place to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.	
2.2	A listed entity should have and disclose a board skills matrix setting out the mix of skills that the board currently has or is looking to achieve in its membership.	☒ and we have disclosed our board skills matrix in our Corporate Governance Statement at https://investors.universalstore.com/investor-centre/#governance	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
2.3	A listed entity should disclose: (a) the names of the directors considered by the board to be independent directors; (b) if a director has an interest, position, affiliation or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position or relationship in question and an explanation of why the board is of that opinion; and (c) the length of service of each director.	☒ and we have disclosed the names of the directors considered by the board to be independent directors in our Corporate Governance Statement at: https://investors.universalstore.com/investor-centre/#governance and, where applicable, the information referred to in paragraph (b) in our Corporate Governance Statement at: https://investors.universalstore.com/investor-centre/#governance and the length of service of each director in our Corporate Governance Statement at: https://investors.universalstore.com/investor-centre/#governance	
2.4	A majority of the board of a listed entity should be independent directors.	☒	
2.5	The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.	☒	
2.6	A listed entity should have a program for inducting new directors and for periodically reviewing whether there is a need for existing directors to undertake professional development to maintain the skills and knowledge needed to perform their role as directors effectively.	☒	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
PRINCIPLE 3 – INSTIL A CULTURE OF ACTING LAWFULLY, ETHICALLY AND RESPONSIBLY			
3.1	A listed entity should articulate and disclose its values.	☒ and we have disclosed our values in our Corporate Governance Statement at: https://investors.universalstore.com/investor-centre/#governance	
3.2	A listed entity should: (a) have and disclose a code of conduct for its directors, senior executives and employees; and (b) ensure that the board or a committee of the board is informed of any material breaches of that code.	☒ and we have disclosed our code of conduct in our Corporate Governance Statement at: https://investors.universalstore.com/investor-centre/#governance	
3.3	A listed entity should: (a) have and disclose a whistleblower policy; and (b) ensure that the board or a committee of the board is informed of any material incidents reported under that policy.	☒ and we have disclosed our whistleblower policy in our Corporate Governance Statement at: https://investors.universalstore.com/investor-centre/#governance	
3.4	A listed entity should: (a) have and disclose an anti-bribery and corruption policy; and (b) ensure that the board or committee of the board is informed of any material breaches of that policy.	☒ and we have disclosed our anti-bribery and corruption policy in our Corporate Governance Statement at: https://investors.universalstore.com/investor-centre/#governance	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
PRINCIPLE 4 – SAFEGUARD THE INTEGRITY OF CORPORATE REPORTS			
4.1	The board of a listed entity should: (a) have an audit committee which: (1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and (2) is chaired by an independent director, who is not the chair of the board, and disclose: (3) the charter of the committee; (4) the relevant qualifications and experience of the members of the committee; and (5) in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.	☒ and we have disclosed a copy of the charter of the committee at: https://investors.universalstore.com/investor-centre/#governance and the information referred to in paragraphs (4) and (5) in our Corporate Governance Statement and in the Directors' Report (Annual Report) at pages 37-38 and 47 at https://investors.universalstore.com/investor-centre/#governance	
4.2	The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.	☒	
4.3	A listed entity should disclose its process to verify the integrity of any periodic corporate report it releases to the market that is not audited or reviewed by an external auditor.	☒	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
PRINCIPLE 5 – MAKE TIMELY AND BALANCED DISCLOSURE			
5.1	A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.	☒ and we have disclosed our disclosure policy in our Corporate Governance Statement at: https://investors.universalstore.com/investor-centre/#governance	
5.2	A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	☒	
5.3	A listed entity that gives a new and substantive investor or analyst presentation should release a copy of the presentation materials on the ASX Market Announcements Platform ahead of the presentation.	☒	
PRINCIPLE 6 – RESPECT THE RIGHTS OF SECURITY HOLDERS			
6.1	A listed entity should provide information about itself and its governance to investors via its website.	☒ and we have disclosed information about us and our governance on our website at: https://investors.universalstore.com/investor-centre/#governance	
6.2	A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	☒	
6.3	A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.	☒ and we have disclosed how we facilitate and encourage participation at meetings of security holders in our Corporate Governance Statement at: https://investors.universalstore.com/investor-centre/#governance	
6.4	A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.	☒	
6.5	A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.	☒	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
PRINCIPLE 7 – RECOGNISE AND MANAGE RISK			
7.1	The board of a listed entity should: (a) have a committee or committees to oversee risk, each of which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.	☒ and we have disclosed a copy of the charter of the committee at: https://investors.universalstore.com/investor-centre/#governance and the information referred to in paragraphs (4) and (5) in our Corporate Governance Statement and in the Directors' Report (Annual Report) at page 47 at https://investors.universalstore.com/investor-centre/#governance	
7.2	The board or a committee of the board should: (a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound and that the entity is operating with due regard to the risk appetite set by the board; and (b) disclose, in relation to each reporting period, whether such a review has taken place.	☒ and we have disclosed whether a review of the entity's risk management framework was undertaken during the reporting period in our Corporate Governance Statement at: https://investors.universalstore.com/investor-centre/#governance	
7.3	A listed entity should disclose: (a) if it has an internal audit function, how the function is structured and what role it performs; or (b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its governance, risk management and internal control processes.	☒ and we have disclosed the fact that we do not have an internal audit function and the processes we employ for evaluating and continually improving the effectiveness of our risk management and internal control processes in our Corporate Governance Statement at: https://investors.universalstore.com/investor-centre/#governance	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
7.4	A listed entity should disclose whether it has any material exposure to environmental or social risks and, if it does, how it manages or intends to manage those risks.	☒ and we have disclosed whether we have any material exposure to environmental and social risks in our Corporate Governance Statement at: https://investors.universalstore.com/investor-centre/#governance and, if we do, how we manage or intend to manage those risks at: https://investors.universalstore.com/investor-centre/#governance and in our Sustainability Report in the Annual Report at pages 19-35	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
PRINCIPLE 8 – REMUNERATE FAIRLY AND RESPONSIBLY			
8.1	The board of a listed entity should: (a) have a remuneration committee which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.	☒ and we have disclosed a copy of the charter of the committee at: https://investors.universalstore.com/investor-centre/#governance and the information referred to in paragraphs (4) and (5) in our Corporate Governance Statement and in the Directors' Report (Annual Report) at page 47 at https://investors.universalstore.com/investor-centre/#governance	
8.2	A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.	☒ and we have disclosed separately our remuneration policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives in the Directors' Report (Remuneration Report) in the Annual Report at pages 44-58 https://investors.universalstore.com/investor-centre/#governance	
8.3	A listed entity which has an equity-based remuneration scheme should: (a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and (b) disclose that policy or a summary of it.	☒ and we have disclosed our policy on this issue or a summary of it in our Corporate Governance Statement at: https://investors.universalstore.com/investor-centre/#governance	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
ADDITIONAL RECOMMENDATIONS THAT APPLY ONLY IN CERTAIN CASES			
9.1	A listed entity with a director who does not speak the language in which board or security holder meetings are held or key corporate documents are written should disclose the processes it has in place to ensure the director understands and can contribute to the discussions at those meetings and understands and can discharge their obligations in relation to those documents.		☒ we do not have a director in this position and this recommendation is therefore not applicable <u>OR</u>
9.2	A listed entity established outside Australia should ensure that meetings of security holders are held at a reasonable place and time.		☒ we are established in Australia and this recommendation is therefore not applicable <u>OR</u>
9.3	A listed entity established outside Australia, and an externally managed listed entity that has an AGM, should ensure that its external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.		☒ we are established in Australia and not an externally managed listed entity and this recommendation is therefore not applicable



Universal Store

**2026 CORPORATE
GOVERNANCE STATEMENT**

CORPORATE GOVERNANCE STATEMENT

*Universal Store Holdings Limited (**Universal Store** and or **Company, Group**) are committed to achieving and demonstrating the highest standards of corporate governance to protect and enhance shareholder interests.*

This Corporate Governance Statement:

- *reports against the 4th edition of the ASX Corporate Governance Council's Principles and Recommendations (**ASX Principles**.) The practices detailed in this Corporate Governance Statement are current as at **19 August 2026**; and*
 - *has been approved by the Board and is located on Universal Store's website at <https://investors.universalstore.com/investor-centre/#governance>*
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PRINCIPLE 1: THE BOARD LAYS SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT

Board responsibilities and delegations

The Board has adopted a Board Charter which is located on the Universal Store website at <https://investors.universalstore.com/investor-centre/#governance>

The Board Charter provides a framework for the effective operation of the Board, setting out:

- the Board's role and responsibilities and size, composition and independence;
- the relationship and interaction between the Board and Management;
- the authority delegated by the Board to Management and Board committees;

The Board Charter provides that the Board's role is to, amongst other things:

- represent and serve the interests of Shareholders by overseeing and appraising Universal Store's strategies, policies and performance;
- oversee Universal Store, including providing leadership and setting its objectives;
- approve and monitor systems of risk management, internal compliance, accountability and control, codes of conduct and legal compliance to ensure appropriate compliance frameworks and controls are in place;
- set the risk appetite within which the Board expects Management to operate;
- monitor Senior Management's performance and approve remuneration policies and practices;
- monitor implementation of strategy and ensure appropriate resources are available;
- approve and monitor the progress of major capital expenditure, capital management and acquisitions and divestitures;
- approve budgets;
- review and approve Universal Store's financial statements and reports;
- approve and monitor the corporate, financial and other reporting systems of the Universal Store, including external audit, and oversee their integrity;

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- adopt appropriate procedures to ensure compliance with all laws, governmental regulations and accounting standards, including establishing procedures to ensure information that a reasonable person would expect to have a material effect on the price or value of the Shares is appropriately and accurately disclosed on a timely basis in accordance with all legal and regulatory requirements; and
- monitor the effectiveness of the Universal Store's governance practices.

The Board's responsibilities include the appointment and replacement of a Chair, the Group CEO and other members of Senior Management and the Directors, reviewing their performance and remuneration, review of corporate codes of conduct and other policies and approval of major capital expenditure, acquisitions and divestitures in excess of authority levels delegated to management.

The Board Charter provides that the Company Secretary is directly accountable to the Board through the Chair on all matters to do with the proper functioning of the Board including advising the Board and its Committees on governance matters and monitoring that Board and Board Committee policies and procedures are followed.

The Board Charter delegates responsibility for day-to-day management and administration of Universal Store to the Group CEO. The Group CEO is responsible for providing effective leadership, direction and supervision of Senior Management to achieve the strategies, business plans and budgets adopted by the Board and ensuring compliance with all applicable laws and regulations. The Group CEO may delegate aspects of his or her authority and power but remains accountable to the Board for Universal Store's performance and is required to report regularly to the Board on progress made by Universal Store's business units. The Board has procedures in place to regularly assess the performance of the Group CEO and Senior Management.

Board Committees

The Board has established two Committees to assist it in discharging its functions:

- Audit and Risk Management Committee (**ARC**); and
- People and Remuneration Committee (**PRC**).

An executive Advisory Board for the CTC business has also been established that provides specific guidance and strategic oversight to the business and its operational leaders. The Group CEO, CFO and Trent Peterson (Independent Director) sit on the CTC Advisory Board.

Board meetings and attendance

The Board meets as often as necessary to fulfil its role. Directors are required to allocate sufficient time to Universal Store to perform their responsibilities effectively, including adequate time to prepare for Board meetings. During FY26, the Board met 13 times.

For full details of Directors' attendance at Board and Committee Meetings for FY26, refer to "Directors' Meetings" section in the Directors' Report, contained within the Company's Annual Report.

Access to information and independent professional advice

Directors have access to management to seek explanations and information and to auditors to seek explanations and information without management being present.

CORPORATE GOVERNANCE STATEMENT

Each Director has the right to seek, at the expense of the Company, any independent professional advice that they consider necessary to fulfil their responsibilities and to exercise independent judgment when making decisions, subject to the approval of the Chair.

Background checks before appointing directors and senior executives

Prior to the appointment of a new director, the Board undertakes appropriate background checks as to his or her character, experience, education, criminal record and bankruptcy history. In the case of a director candidate, prior to appointment, the candidate is required to provide the Chair with details of other commitments and an indication of time involved, and to acknowledge that he or she will have adequate time to fulfil his or her responsibilities as a Director of Universal Store.

Universal Store has entered into written agreements with each Director (and Senior Management) setting out the terms, conditions and responsibilities of their appointment. In accordance with Listing Rule 3.16.4, Universal Store discloses, to the extent required, the key terms of, or material variations to, all employment, service or consultancy agreements with the Group CEO, Directors or other related parties.

The Board reviews the performance of Directors before they stand for re-election. Further to this, Universal Store provides shareholders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a Director at a General Meeting.

Diversity

Universal Store recognises that diversity is more than a gender ratio — it's about creating a workplace where people feel included, treated fairly, and given real opportunities to grow. Our approach combines measurable demographics with insights into how our team members experience belonging and development. Guided by our value "We care for everyone," we celebrate the uniqueness each person brings and the positive impact this has on our culture and performance. Merit and fairness remain our guiding principles, with our Diversity and Inclusion Policy overseen by the Board and embedded across our management systems.

We are committed to equal access to opportunities, a culture that values difference, and clear objectives to track our progress. The Board reviews the policy as needed to ensure compliance, relevance and effectiveness. The diversity and inclusion policy is available on the Universal Store website at <https://investors.universalstore.com/investor-centre/#governance>.

Measurable objectives

The Board plays a specific role in driving diversity and inclusion, particularly gender diversity across the business by reviewing and approving annual diversity objectives and progress towards these objectives.

Universal Store's diversity and inclusion policy sets out a number of responsibilities including to:

- annually set measurable objectives for achieving gender diversity in the composition of its Board, Senior Management and workforce generally (**Objectives**) and, where appropriate, other aspects of diversity including with respect to women in leadership, age diversity and cultural diversity;
- assess annually Universal Store's progress in achieving the Objectives; and
- disclose:

CORPORATE GOVERNANCE STATEMENT

- Objectives set for the relevant reporting period and Universal Store's progress in achieving the Objectives in the Company's annual report; and
- the respective proportions of men and women on the Board, in senior executive positions and across the whole workforce (including how the entity has defined "senior executive" for these purposes) or the entity's Gender Equality Indicators, as defined in the Workplace Gender Equality Act 2012 (Cth).

Universal Store's 2026 financial year Diversity objective progress

The Board have set measurable diversity objectives for FY26. The table below lists these objectives and FY26 progress:

Objective	Measure	FY26 Progress
1. Define diversity broadly	Expand the Group's definition of diversity beyond gender to include age, ethnicity, disability, sexual orientation, cultural background, socioeconomic status and neurodiversity, framed around belonging and access to opportunity.	Completed and communicated to the wider business.
2. Broaden measurement metrics	Introduce inclusion sentiment metrics via employee surveys, in addition to existing demographic representation data. Implement reporting to measure participation in development and leadership programs.	In-progress - metrics being identified and built into the FY27 team survey process. Development & leadership programs to continue in FY27.
3. Establish feedback channels	Introduce quarterly team feedback surveys and focus groups to measure inclusion sentiment and capture diverse employee voices, with outcomes and relevant actions communicated back to the team.	Completed – initial survey and listening sessions completed with regular feedback cadence in place.
4. Embed inclusive leadership practices	Train leaders in recognising bias and equitable decision-making, with inclusion incorporated into leadership expectations.	Completed - Training content developed and rolled out to leaders.
5. Build career development pathways	Introduce mentoring for underrepresented groups; commenced review of promotion and training accessibility.	In-progress - mentoring underway; formal audit of promotion pathways to be completed in FY27.
6. Integrate inclusion into everyday operations	Review and update recruitment language, job requirements and interview processes to remove unintended bias.	Completed - updated recruitment tools reviewed and relaunched.

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Objective	Measure	FY26 Progress
7. Publicly commit and report progress	Commit to sharing demographic and inclusion sentiment results with employees and participating in community events such as Pride Month and International Women's Day.	In-progress - initial reporting cycle underway (aligned to the FY26 team engagement survey).
8. Balance diversity with organisational priorities	Maintain a merit-based approach to recruitment and talent, ensuring diversity efforts sit alongside safety, performance and cultural alignment.	Completed - ongoing and embedded in standard practice.

In FY27, the Board will consider carrying forward any incomplete FY26 diversity objectives, alongside three new WGEA targets addressing the gender pay gap, employer-funded parental leave, and employee consultation on gender equality.

Gender Diversity metrics

Universal Store Holdings workforce gender diversity as at 30 June 2026 (against 30 June 2025) is as follows:

Group level	Female 30 June 2026		Male 30 June 2026		Female 30 June 2025		Male 30 June 2025	
	Female number	% of women	Male number	% of men	Female number	% of women	Male number	% of men
Board of Directors	3	50	3	50	3	50	3	50
Senior Executives*	7	35	13	65	4	22	14	78
Employees Perm	323	71	129	29	290	73	108	27
Employees Casual	1,342	72	522	28	1,192	72	470	28
Universal Store (entire organisation)	1,675	72	667	28	1,489	71	595	29

* Senior Executives includes senior management who report directly to the Group CEO and the next layer of senior leaders who report to those Senior Executives.

The PRC is responsible for assessing whether there is any gender or other inappropriate bias with respect to the remuneration of Directors, the Senior Management or other employees.

Performance review of the Board

The Board is responsible for evaluating and reviewing the performance of the Board and its Committees, both collectively and individually.

The Board and its Committees periodically self-assess their performance against a range of criteria developed annually by the Board. A formal evaluation of Board and Committee, and individual Director performance, was undertaken in June 2026. The review was conducted internally by the Chair via a written questionnaire and discussions with individual Directors.

The results of the review were discussed by the Board in June 2026 and feedback from the evaluation has been adopted and actioned.

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Performance Review of the Group CEO and Senior Executives

Universal Store's Board Charter provides that the Board is responsible for monitoring the performance of the Group CEO and Senior Managers. It is a responsibility of the PRC to annually review the performance of the Group CEO and, as appropriate, review and make recommendations to the Board on remuneration arrangements for the Group CEO and Senior Managers.

The performance of the Group CEO and Senior Managers are assessed annually for the preceding financial year with reference to agreed guidelines approved by the Board. The performance assessment for FY26 was conducted in July 2026. Details of the remuneration of the Senior Executives who are considered by the Company to be Key Management Personnel are set out in the Remuneration Report.

PRINCIPLE 2: THE BOARD IS STRUCTURED TO ADD VALUE

Board composition and Nomination functions

The Board may, from time to time, establish appropriate committees to assist in the discharge of its responsibilities.

The Board has determined that a separate Nomination committee is not warranted given the role such a committee would play and the Board's current size and composition. The Board considers that it collectively has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to effectively discharge the duties and responsibilities that would otherwise be considered by a Nomination committee. During the reporting period, all nomination related responsibilities were discharged by the Board.

The Board's primary responsibilities with respect to nomination functions include:

- developing and maintaining a board skills matrix to identify any 'gaps' in the skills and experience of the directors on the Board, and regularly assessing whether the directors as a group have the skills, knowledge and experience to deal with new and emerging business and governance issues;
- reviewing the size and composition of the Board, including reviewing and implementing Board renewal and succession plans including the succession of the Chairman and Group CEO, having regard to the objective that the Board comprise directors with a broad range of skills, expertise and experience from a broad range of backgrounds, including gender;
- reviewing the criteria for Board membership and the terms and conditions of appointment to and retirement from the Board, and assessing independence of Directors; and
- reviewing and evaluating the performance of the Board, its committees and individual directors and Group CEO, and in developing and implementing plans for identifying, assessing and enhancing director competencies.

The responsibility for Board succession planning is retained by the Board. In accordance with Clauses 6 & 7 of the Board Charter, the Board employs the following processes to address Board succession and to ensure that the Board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively:

- a) regular discussion of director succession planning in private sessions;

CORPORATE GOVERNANCE STATEMENT

- b) engaging with external consultants and recruiters (where necessary) to identify qualified individuals for appointment as a director;
- c) assessing nominations of new directors against a wide range of criteria including:
 - (i) the skills, experience, expertise and personal qualities that will best complement Board effectiveness and promote Board diversity having regard to the Board skills matrix, the Board diversity objectives and the existing Board composition;
 - (ii) the capability of the candidate to devote the necessary time and commitment to the role (this involves a consideration of matters such as other Board or executive appointments, and potential conflicts of interest); and
 - (iii) the results of background checks in relation to the proposed directors' character, experience, education, criminal record and bankruptcy history;
- d) reviewing and implementing an effective induction process for newly appointed directors.

Board composition and details of Directors

The Board is comprised of a majority of Non-executive Directors and is chaired by an Independent director, Peter Birtles.

The Board considers an independent Director to be a Non-Executive Director who is not a member of Management and who is free of any business or other relationship that could materially interfere with or reasonably be perceived to interfere with the independent and unfettered exercise of their judgement. The Board considers the materiality of any given relationship on a case-by-case basis.

The Board regularly reviews the independence of each Director in light of information disclosed by each Director to the Board.

The Chair of the Board is considered independent and is separate from the Group CEO. The Board is comprised of five independent directors and one non-independent director, who is an executive of the Company.

The Board considers Peter Birtles, David MacLean, Trent Peterson, Kaylene Gaffney and Renee Gamble to be independent Directors, free from any business or any other relationship that could materially interfere with, or reasonably be perceived to interfere with the independent exercise of the Director's judgement and each is able to fulfil the role of an independent director for the purposes of the ASX Principles. None of these Directors are acting as nominees or representatives of any current or former shareholder of Universal Store or have disclosed any interest which may materially impact on their independence.

Dorothy Alice Barbary is considered by the Board not to be independent for the purposes of the ASX Principles as she is the Group CEO of Universal Store. There is a clear division of responsibility between the independent Non-Executive Chair and the Group CEO.

Each Director must provide to the Board all information relevant to the assessment of his or her independence and where a Director's independence status changes, Universal Store will immediately disclose and explain this to the market.

The below table sets out the independence status of each current director:

CORPORATE GOVERNANCE STATEMENT

Director	Independent Status	Appointment Date
Peter Birtles (Chair)	Independent Non-Executive Director	27 October 2020
Dorothy Alice Barbary (Group CEO)	Non-Independent Executive Director	27 October 2020
Renee Gamble	Independent Non-Executive Director	1 December 2021
Kaylene Gaffney	Independent Non-Executive Director	27 October 2020
David MacLean	Independent Non-Executive Director	9 October 2019
Trent Peterson	Independent Non-Executive Director	20 September 2018

For details of the current Directors, their qualifications, skills and experience refer to the "Directors' Report", contained within the Company's Annual Report.

In April 2026, Alice Barbary announced her retirement as Managing Director and Group CEO, effective 30 October 2026. George Do has been appointed as the new Managing Director and Group CEO, effective 1 November 2026. The Board considers that, upon commencement of his appointment as Group CEO of Universal Store, Mr Do will not be independent for the purposes of the ASX Principles. The Board composition continues to comprise a majority of independent Non-Executive Directors.

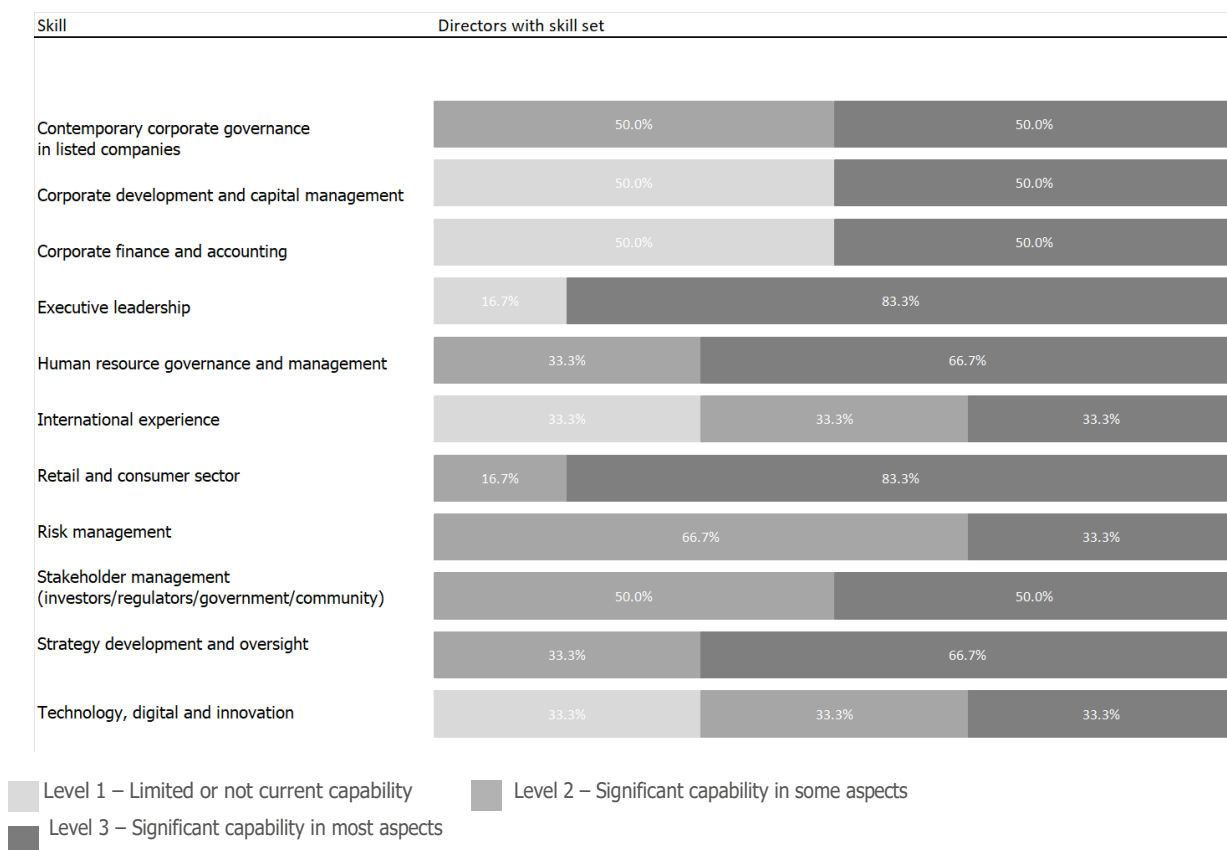
Board skills matrix

Under the Company's Constitution, the Board must comprise of at least three Directors and a maximum of seven Directors. The Board regularly reviews the composition of the Board, considering the number and skill mix of the Directors.

The Board has developed a Board Skills Matrix which is located on Universal Store's website at <https://investors.universalstore.com/investor-centre/#governance>

The Board recognises that skills such as leadership and previous experience as a chief executive, chair or board member of a large organisation have traditionally been prerequisites to appointment as a director. The Board further recognises that other skills gained from experience in the following areas are key skills and experience that the collective Board comprises:

CORPORATE GOVERNANCE STATEMENT



The Board considers, and where necessary, updates, the Board skills matrix at least annually to ensure that as Universal Store develops, the Board comprises the appropriate mix of skills, expertise, experience, and diversity to deal with new and emerging business and governance issues.

Induction and education

The Board with the assistance of the Company Secretary is responsible for arranging for any new director to undertake an induction program to enable them to gain an understanding of the Company's operations and the industry sectors in which it operates, the culture and values of the Company, the Company's financial, strategic, operational and risk management position and their rights, duties and responsibilities.

The Board, with the assistance of the Company Secretary arranges for appropriate professional development opportunities to be made available to directors to develop and maintain their skills and knowledge needed to perform their role as directors effectively.

PRINCIPLE 3: THE BOARD ACTS ETHICALLY AND RESPONSIBLY

Values

The Universal Store mission is to 'make the world a more welcoming place,' creating memorable and positive experiences for all, one interaction at a time. The Groups values are care for everyone, make it work, contribute, here to help and better than good.

CORPORATE GOVERNANCE STATEMENT

Code of Conduct

The Board recognises the need to observe a high standard of corporate practice and business conduct. Accordingly, the Board adopted a formal Code of Conduct. All Universal Store Directors, officers, senior executives, employees, contractors and consultants must comply with the Code of Conduct.

The key aspects of the code are to:

- **01 — Safe & Respectful**
 - Attend work fit for duty
 - Champion inclusion, diversity of thought and collaboration — zero tolerance for discrimination or bullying
 - Maintain zero tolerance for sexual harassment
- **02 — Act with Integrity**
 - Declare and manage conflicts of interest
 - Comply with gift, entertainment and discount policies
 - Prohibit insider trading in line with legal obligations
- **03 — Protect What's Ours**
 - Safeguard confidential information, systems and login credentials
 - Use company assets and resources responsibly
 - Direct all media enquiries to the CEO or CFO
- **04 — Our Responsibilities**
 - Understand individual obligations and complete required training
 - Speak up through the Make It Known whistleblower channel
 - Understand the consequences of non-compliance

The Code of Conduct sets out the Company's policies on various matters including ethical conduct, business conduct, compliance, privacy, security of information, integrity, conflicts of interest and corporate social responsibility.

The Code of Conduct is located on Universal Store's website at <https://investors.universalstore.com/investor-centre/#governance>

Whistleblower Policy

The Company is committed to fostering a culture of compliance, ethical behaviour and good corporate governance. It values teamwork, respect and integrity and encourages a culture where officers, employees or contractors do not suffer detriment because they report potential misconduct concerns. The Board has adopted the Whistleblower Policy to provide a safe and confidential environment for people to raise those concerns without fear of reprisal.

The policy explains when a whistleblower will be protected for speaking up about misconduct, what protections they will have if they speak up, and how disclosures are managed under the policy. The Board and/or the ARC receives reporting on active whistleblowing matters and is also informed of any material incidents reported under the policy.

The Whistleblower Policy is located on Universal Store's website at <https://investors.universalstore.com/investor-centre/#governance>

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Anti-Bribery and Corruption Policy

The Company is committed to conducting our business activities in an ethical, lawful and socially responsible manner, and in accordance with the laws and regulations of the countries in which we operate. Universal Store's reputation as an ethical business organisation is important to its ongoing success. Engaging in bribery and corrupt conduct is contrary to this commitment and constitutes a serious offence with criminal and civil penalties. It also exposes Universal Store to significant reputational damage.

The Board has adopted an Anti-Bribery and Corruption (**ABC**) Policy which applies to all employees, officers, directors and in certain circumstances, consultants, secondees, contractors, agents and intermediaries representing us. The policy details what behaviour is prohibited under the ABC Policy and what procedures have been implemented to monitor compliance and consequences for breaches of the policy. Any material breach of the ABC Policy is reported to the Board.

The ABC Policy is located on Universal Store's website at <https://investors.universalstore.com/investor-centre/#governance>

Securities Trading Policy

The Company has a Securities Trading Policy which applies to the Company and its Directors, officers, employees and management, including those persons having authority and responsibility for planning, directing and controlling the activities of Universal Store, whether directly or indirectly.

The policy explains the types of conduct in relation to dealings in securities that are prohibited under the Corporations Act and establish procedures in relation to Directors, Management or employees dealing in securities to ensure that public confidence is maintained in the reputation of the Company, the Directors, Management and employees and in the trading of the Company's securities.

The policy provides that Directors, Management and employees must not deal in the Company's securities when they are aware of "inside" information. Directors and certain restricted employees must not deal in the Company's securities during any of the following blackout periods:

- from the close of trading on the ASX on 31st May each year until 10:00am AEST on the ASX trading day following the day on which the Company's full-year results are released to the ASX;
- the period from the close of trading on the ASX on 30th November each year until 10:00am AEST on the ASX trading day following the day on which the Company's half-year results are released to the ASX;
- from the close of the ASX trading day two weeks prior to the date of the Company's Annual General Meeting (AGM) until 10:00am AEST on the ASX trading day following the date of the Company's AGM; and
- any other period that the Board specifies from time to time.

Directors and restricted employees must receive prior approval for any proposed dealing in the Company's securities outside of the above blackout periods (including any proposed dealing by one of their connected persons).

In all instances, buying or selling of Shares is not permitted at any time by any person who possesses inside information.

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The Securities Trading Policy is located on Universal Store's website at

<https://investors.universalstore.com/investor-centre/#governance>

PRINCIPLE 4: THE BOARD SAFEGUARDS THE INTEGRITY OF CORPORATE REPORTS

Audit and Risk Committee (ARC)

The ARC Charter requires that the committee must have at least three members, a majority of whom must be independent Directors and all of whom must be Non-Executive Directors. The committee must also have an independent Chair who is not the Chair of the Board. In addition, all members of this committee must be financially literate and have familiarity with financial and accounting matters and at least one member must be a qualified accountant or other financial professional with appropriate expertise of financial and accounting matters.

The ARC has three members all of whom are independent Non-Executive Directors. The ARC currently comprises of Kaylene Gaffney (Chair), Peter Birtles and Renee Gamble. They are all financially literate with both Peter and Kaylene qualified accountants.

The primary role of the ARC is to assist the Board in carrying out its accounting, auditing and financial reporting responsibilities including:

- engaging in the oversight of, and assessing the adequacy of, Universal Store's financial reporting and disclosure processes and overseeing and reviewing the outputs of that process;
- assessing the appropriateness and application of Universal Store's accounting policies and principles and any changes to them, so that they accord with the applicable financial reporting framework;
- assessing the appropriateness of any significant accounting estimates, judgements or choices contained in Universal Store's financial reports;
- reviewing all half-yearly and annual reports with management, advisers, and the external auditors (as appropriate) and recommending the applicable accounts' adoption by the Board if those reports reflect the understanding of the members of the committee, and otherwise provide a true and fair view of the financial position of the Universal Store;
- overseeing the establishment and implementation of risk management and internal compliance and control systems and ensuring that there is a mechanism for assessing the ongoing efficacy of those systems;
- approving the terms of engagement with the external auditor at the beginning of each financial year;
- approving policies and procedures for appointing or removing an external auditor and for external audit engagement partner rotation; and
- meeting periodically with the external auditor and inviting them to attend committee meetings to assist the committee to discharge its obligations.

Under the charter, it is the policy of the Company that its external auditing firm must be independent of it. The committee will review and assess the independence of the external auditor on an annual basis.

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The ARC may obtain information from, and consult with, management, the external auditor and external advisers, as it considers appropriate. The ARC also has access to the external auditor to discuss matters without Management being present.

For details of the qualifications and experience of each ARC member, refer to “Board of Directors”, contained within the Annual Report. For details regarding the number of ARC meetings and the attendance at those meetings, refer to “Directors’ Meetings” contained within the Annual Report.

Further detail in relation to the ARC’s function as a risk committee is available under Principle 7 of this Corporate Governance Statement.

The ARC Charter is located on Universal Store’s website at <https://investors.universalstore.com/investor-centre/#governance>

Group CEO and CFO declaration

Prior to Board approval of Universal Store’s annual financial reports, the Group CEO and CFO must provide the Board with the declarations required under section 295A of the Corporations Act and Recommendation 4.2 of the ASX Principles. This declaration is also provided prior to Board approval of Universal Store’s half-year financial reports as required under Recommendation 4.2 and as if section 295A of the Corporations Act applied in respect of a half-year period.

Verify integrity of periodic corporate report

All unaudited periodic corporate reports which are released to the market are reviewed and approved by the Board on the recommendation of the PRC, ARC or Management, following a review process conducted by the CFO and other senior executives (as appropriate) with final review and sign-off provided by the Group CEO.

Auditor at AGM

PricewaterhouseCoopers, as the independent external auditor, will be present and available to answer shareholder questions at Universal Store’s 2026 AGM, on the:

- conduct of the independent external audit;
- preparation and content of the independent external auditor’s report;
- accounting policies adopted in relation to the preparation of the financial statements; and
- independence of PricewaterhouseCoopers in relation to the conduct of the audit.

PRINCIPLE 5: THE BOARD MAKES TIMELY AND BALANCED DISCLOSURE

It is the intention of the Board to ensure that Shareholders are kept informed of all major developments affecting the state of affairs of Universal Store.

The Company has adopted a Disclosure Policy which establishes procedures that are aimed at ensuring that Directors and Management are aware of, and fulfil, their obligations in relation to the timely disclosure of material price-sensitive information. Under the disclosure policy, the Board is responsible for managing the Company’s compliance with its continuous disclosure obligations. It is a standing agenda item at all Board meetings to

CORPORATE GOVERNANCE STATEMENT

consider any information that may be required to be disclosed to the ASX in accordance with the Company's continuous disclosure obligations.

The Universal Store Disclosure Policy sets out Universal Store's disclosure obligations under the Corporations Act and ASX Listing Rules and is located on Universal Store's website at <https://investors.universalstore.com/investor-centre/#governance>

The Board has appointed the Company Secretary to act as Disclosure Officer for the Company. The Disclosure Officer has primary responsibility for all communication with the ASX on disclosure matters.

The Disclosure Officer, Board and Disclosure Committee are primarily responsible for assessing if information is price-sensitive and should be disclosed publicly under the Policy and ensuring that the Policy is implemented and enforced and that all material information is disclosed to the ASX as required by the Corporations Act and the Listing Rules.

The Disclosure Committee is comprised of the Chair, Company Secretary, Group CEO and CFO.

All Directors are provided with copies of material market announcements promptly after they have been made.

Any new and substantive investor or analyst presentation is released on the ASX Market Announcements Platform ahead of the presentation being provided to investors or analysts.

PRINCIPLE 6: THE BOARD RESPECTS THE RIGHTS OF SECURITY HOLDERS

The Board's aim is to ensure that Shareholders are provided with sufficient information to assess the performance of the Universal Store and that Shareholders are kept informed of all major developments affecting the state of affairs of the Universal Store in accordance with all applicable laws. In addition to the Company's continuous disclosure obligations, the Company has adopted a Shareholder Communications Policy to keep Shareholders informed.

The Shareholder Communications Policy is available on the Company's website at <https://investors.universalstore.com/investor-centre/#governance>

Universal Store website

Universal Store's website at <https://www.universalstore.com/> is kept current to maintain effective communication with shareholders and stakeholders. All ASX announcements made to the market, including annual and half-year financial results, are posted on the Company's website at <https://investors.universalstore.com/investor-centre/> as soon as they have been released by ASX. The full text of all notices of meetings and explanatory material, the Company's Annual Report, key policies, the charters of its Board committees and copies of all investor presentations made to analysts and media briefings are posted on the Company's website. The website also contains a facility for Shareholders to direct queries to the Company.

All ASX announcements made by Universal Store can also be accessed from the 'Announcements' section of the ASX website at <https://www.asx.com.au/markets/trade-our-cash-market/announcements>, using Universal Store's ticker code: UNI.

CORPORATE GOVERNANCE STATEMENT

Investor relations

Relationships with investors are very important at Universal Store. Following Universal Store's release of its half-year and annual financial statements, Universal Store conducts investor briefings and investor roadshows with institutional groups and analysts.

Universal Store's AGM is usually held in October each year and the Chair, Directors and Key Management Personnel engage with Shareholders in advance of and at the AGM, as appropriate.

Shareholder communications

Shareholders may elect to receive all communications from the Universal Store share registry electronically. Electronic communications have the added advantage of being timelier and more cost-effective, which benefits all Universal Store shareholders and is encouraged by Universal Store. Shareholders should contact the Universal Store share registry if they wish to elect to receive electronic communications by emailing support@cm.mpms.mufig.com or by logging on to the registry platform through their portfolio login, to update their communication preference.

The Universal Store share registry is managed by MUFG Corporate Markets (AU) Limited.

www.mpms.mufig.com

Shareholder engagement and participation

To encourage shareholder engagement and participation at the AGM, shareholders have the opportunity to attend the AGM, ask questions, participate in voting and meet the Board and the Management team. The 2025 AGM was held in person and all shareholders were provided with a reasonable opportunity to attend and participate in the AGM.

Shareholders who are unable to attend the AGM are encouraged to vote on the proposed motions by appointing a proxy via the proxy form that accompanies the notice of meeting, or online through the share registry's website. All substantive resolutions are decided by a poll.

Shareholders have the opportunity to submit written questions and comments to Universal Store and its external auditor.

Presentations and speeches made by the Chair and Group CEO at the AGM are made available on the ASX announcements platform, and Universal Store's website before the commencement of the meeting. Universal Store will also publish the results of the AGM to the ASX and on its website following the conclusion of the AGM.

Shareholders will be advised of the details of the 2026 AGM in mid-September, 2026.

PRINCIPLE 7: THE BOARD RECOGNISES AND MANAGES RISK

Risk Management

In its function as a risk committee, the ARC assists the Board in fulfilling its corporate governance responsibilities with regard to providing oversight and ensuring the soundness of Universal Store's risk management framework and internal control systems.

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The ARC's primary responsibilities with respect to risk management include:

- overseeing the establishment and implementation of risk management and internal compliance and control systems and ensuring that there is a mechanism for assessing the ongoing efficacy of those systems;
- reviewing and approving policies and procedures on risk oversight and management; and
- receiving reports from Management concerning Universal Store's material risks in order to assess the internal processes for determining, monitoring and managing these risks and to monitor the risk profile of Universal Store.

The Board is responsible for overseeing the risk management framework and approving risk management strategy and policies. The Board has responsibility for identifying major risk areas, implementing risk management systems and setting the risk profile for Universal Store. The Board is responsible for monitoring risk management and establishing procedures which seek to provide assurance that major business risks are identified, consistently assessed and appropriately addressed. The Board may delegate these functions to the ARC.

Details of the ARC are contained in the disclosure under Principle 4. For details of the qualifications and experience of each

ARC member, refer to "Board of Directors," contained within the Annual Report. For details regarding the number of ARC meetings and the attendance at those meetings, refer to "Directors' Meetings" contained within the Annual Report.

In addition to the ARC, Universal Store has adopted a risk management policy. The Risk Management Policy is available on Universal Store's website at <https://investors.universalstore.com/investor-centre/#governance>. This policy highlights the risks relevant to the Company's operations and Universal Store's commitment to designing and implementing systems and methods appropriate to minimise and control its risks.

The Company regularly undertakes reviews of its risk management framework and procedures to ensure that it complies with its legal obligations, including assisting the Group CEO or CFO and Company Secretary to provide declarations required under section 295A of the Corporations Act and Recommendation 4.2 of the ASX Principles. A review of the Company's key risks was undertaken in FY26. More detail on key risks is contained in the Directors' Report (Annual Report), available on Universal Store's website at <https://investors.universalstore.com/investor-centre/#governance>

Internal audit

Given the size and scale of Universal Store's current operations, Universal Store has not established an internal audit function. Oversight of the effectiveness of Universal Store's risk management and internal control processes currently form part of the responsibilities of Management. The Board also relies on ongoing reporting and discussion of the management of material business risks to evaluate and continually improve the effectiveness of Universal Store's risk management and internal control processes.

Whilst Universal Store does not have an internal audit function, we regularly engage with specialist partners to conduct audits (as necessary). As Universal Store's business operations continue to develop, the ARC may consider establishing an independent internal audit function.

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PRINCIPLE 8: THE BOARD REMUNERATES FAIRLY AND RESPONSIBLY

People and Remuneration Committee

The PRC assists the Board in fulfilling its corporate governance responsibilities to remunerate fairly and responsibly. The PRC Charter requires that the committee must have at least three members, a majority of whom must be independent Directors and all of whom must be Non-Executive Directors.

The PRC has three members, all of whom are independent Non-Executive Directors, being Trent Peterson (Chair), David MacLean and Peter Birtles. The PRC's primary responsibilities with respect to remuneration include:

- reviewing and recommending arrangements for the Group CEO and any other Executive Directors, and other members of Senior Management, including contract terms, annual remuneration, participation in the Company's short and long-term incentive plans and amendments to existing equity plans;
- reviewing major changes and developments in Universal Store's remuneration, recruitment, retention and termination policies and procedures for Senior Management;
- reviewing and approving short-term and long-term incentive strategy, performance hurdles and level of payments;
- reviewing and recommending to the Board the remuneration arrangements for the Chair and the Non-Executive Directors of the Board, including fees, travel and other benefits; and
- ensuring coherent remuneration policies and practices are in place which enable Universal Store to attract and retain executives and Directors who will create value for Shareholders.

For details of the qualifications and experience of each PRC member, refer to "Board of Directors", contained within the Annual Report. For details regarding the number of PRC meetings and the attendance at those meetings, refer to "Directors' Meetings" contained within the Annual Report.

Remuneration policies and practices

Details about Universal Store's remuneration strategy, framework, policies and practices are set out in the Company's Remuneration Report which clearly distinguishes the structure of Non-Executive Directors' remuneration from that of the Key Management Personnel.

The Universal Store Remuneration Report for the FY26 is set out in the Directors' Report, contained in the Annual Report.

Policy on hedging equity-based incentive schemes

Universal Store has a Securities Trading Policy which prohibits Directors and Senior Management (and their associated

investment vehicles) from trading in financial products that limit the economic risk of security holdings (e.g. hedging arrangements). The Securities Trading Policy is located on Universal Store's website at

<https://investors.universalstore.com/investor-centre/#governance>



Universal Store

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