

Universal Store

Brisbane, 14 April 2026

ASX Announcement

GROUP MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER SUCCESSION

Universal Store Holdings (ASX: UNI) today announces that Group Managing Director and Chief Executive Officer, Alice Barbery, has notified the Board of her intention to retire on the 31st October 2026 and that George Do has been appointed as her successor, effective from the 1st November 2026.

The Company is also pleased to announce that Alice will join the Board of Directors as a Non-Executive Director on 1 February 2027. Following her retirement as an Executive, Alice has committed to providing consulting support to George in the ongoing development of the CTC business and to become a member of the CTC advisory board.

Alice has been associated with Universal Store for 24 years, initially engaged as a retail specialist to help the founders build the business's operating framework. She joined the company in 2009 as Chief Operating Officer and in 2017 was appointed Chief Executive Officer. Alice was appointed Group Managing Director of UNI upon IPO in 2020.

UNI Chair, Peter Birtles, said: "On behalf of the Board and the Universal team, I would like to thank Alice for her outstanding leadership of the Company over the past 17 years. During this time, she has overseen the continued strong growth and performance of the Universal Store retail banner, the creation and successful rollout of the Perfect Stranger retail banner and the acquisition of the CTC business.

"Most importantly, her steadfast focus on the importance of culture, development of internal talent and putting the customer at the heart of all decision making has created strong foundations for the company's future growth. We are delighted that Alice will continue to contribute to the Company when she joins the Board in early 2027."

George Do joined Universal Store in 2005, beginning on the store floor and, after completing his Bachelor of Commerce from the University of Queensland in 2009, he was appointed as Menswear Buyer. He was promoted to Head of Product in 2011 and established the Private Brand department, including the in-house product design and development team. George was appointed to the position of Universal Store & Perfect Stranger CEO on 1 March 2025.

Peter Birtles added: "George's appointment reflects his outstanding contribution to the Group over 20 years, the confidence in the current Group strategy and the importance of sustaining the Group's unique culture and operating model.

“George has been a member of the Company’s executive leadership team for 15 years, he is highly regarded by the UNI team and over the last 13 months, his performance in the role of CEO of the Universal Store and Perfect Stranger has clearly demonstrated his capability to lead the wider Group.”

This release has been approved by the Board of Directors of Universal Store Holdings Limited.

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For more information, please contact:

Alice Barbery
Chief Executive Officer
+61 7 3368 6503

Sam Wells
Investor/Media Relations
+61 427 630 152

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 120 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 1

Summary of material terms of employment contract for Mr George Do

Position	Group Managing Director & Chief Executive Officer
Commencement Date	1 November 2026
Terms of Agreement	No fixed term. Ongoing unless terminated by either party subject to notice.
Total Fixed Remuneration (TFR)	\$575,000 gross (inclusive of base salary, superannuation and benefits or packaged items)
Short term incentives (STI)	Eligibility to participate in the Group's STI plan with the potential to be awarded a maximum annualised bonus (inclusive of superannuation) of 80% of TFR
Long term incentives (LTI)	Eligibility to participate in the Group's LTI plan with the potential to be awarded performance rights to the value of up to 100% of TFR
Notice Period	Either party may terminate employment by giving six months written notice. The company may terminate employment immediately for certain prescribed events.