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Directorate Change

DIRECTORATE CHANGE

DFI RETAIL GROUP HOLDINGS LIMITED

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DFI RETAIL GROUP HOLDINGS LIMITED

DIRECTORATE

DFI Retail Group Holdings Limited ('DFI' or the 'Group') is pleased to announce the appointment of Achal Agarwal to its Board as an Independent Non-Executive Director, effective 2 March 2026. Achal will also join the Audit Committee with effect from the same date.

Achal is a seasoned global business leader with over 40 years of experience in multinational consumer goods and corporate transformation. He has held senior executive positions at Kimberly-Clark Corporation, including President of Asia Pacific, and Global Chief Strategy & Transformation Officer. He previously led major business units for PepsiCo across Greater China and India.

Achal also brings extensive board and advisory experience. He currently serves as an independent non-executive director of Amcor PLC and as chair of AVPN. Achal was also a non-executive director of SATS Ltd and chairman of World Wide Fund for Nature (WWF), Singapore. He acted as a Luminary Senior Advisor to Accenture, and serves on the Sustainability Advisory Panel of Sentosa. His deep regional expertise, strategic insight, and strong track record in transformation and governance make him a highly valuable addition to the Board.

Achal holds a bachelor's degree (Hons) in History and an MBA in Management Studies, both from the University of Delhi, as well as an Advanced Management Programme certification from The Wharton School, University of Pennsylvania.

Lincoln Pan, Chairman of the Group, said, "We are delighted to welcome Achal to the DFI Board. His extensive leadership experience across Asia, coupled with a strong track record in driving strategic transformation for global consumer businesses and developing talented senior executives, will bring valuable perspectives to the Group. Achal's broad board and advisory experience further strengthen our governance capabilities, and we look forward to the insight and guidance he will contribute to our Board."

Scott Price, Group CEO of the Group, added, "Achal's deep understanding of consumer markets, coupled with decades of hands-on leadership experience across Asia, will be invaluable as we continue to strengthen the Group's strategic focus and operational discipline. I look forward to working closely with him as we drive sustainable growth and enhance long-term value for all our stakeholders."

Achal Agarwal said, "I am honoured to join the DFI Board and look forward to contributing to the Group's continued transformation and growth. It is a privilege to work alongside the Board and management team to help advance DFI's long-term ambitions."

In connection with the above appointment, Achal Agarwal has held directorship in the following listed companies in the past five years:

SATS Limited	Non-executive Director	Resigned in July 2025
Ancor Plc	Non-executive Director	Since November 2021

Sean Ward
Company Secretary
DFI Retail Group Holdings Limited

24 February 2026

www.DFIretailgroup.com

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