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DFI Retail Group Holdings Ltd
17 August 2026

DFI RETAIL GROUP HOLDINGS LIMITED

DIRECTORATE

Appointment of Independent Non-Executive Director, Audit Committee Changes and Retirement of Non-Executive Director

The Board of Directors (the "Board") of DFI Retail Group Holdings Limited (the "Company" and, together with its subsidiaries, the "Group") announces the following changes, each with effect from 17 August 2026:

- the appointment of Alia Gogi as an Independent Non-Executive Director of the Company;
- the appointment of Lincoln Pan, Chairman of the Board, as a member of the Audit Committee; and
- the retirement of Graham Baker as a Non-Executive Director and as a member of the Audit Committee.

Particulars of the Changes

1. Appointment of Alia Gogi

Alia is a senior retail, beauty and consumer executive with over 20 years of experience. She currently serves as an Independent Non-Executive Director of Coty Inc since March 2026. She has also been appointed as an Independent Non-Executive Director of Dr. Martens plc, and a member of its Audit and Risk, Remuneration and Nomination Committees, effective 1 September 2026. She most recently served as President, Asia at Sephora. Prior to that, she held several senior leadership roles at Sephora, including Managing Director, Southeast Asia and Senior Vice President of Merchandising for Asia and China. Earlier in her career, she held positions at A.S. Watson in China and Hong Kong, as well as at Nestlé in Pakistan and Sainsbury's in the United Kingdom.

Alia holds a Bachelor of Science in Physics with Management from King's College London.

2. Change to the Audit Committee

With effect from 17 August 2026, Lincoln Pan is appointed as a member of the Audit Committee and Graham Baker ceases to be a member.

3. Retirement of Graham Baker

Graham Baker retires as a Non-Executive Director and as a member of the Audit Committee with effect from 17 August 2026.

Commenting on the changes, Lincoln Pan, Chairman, said, "We are delighted to welcome Alia to the DFI Board. Her deep expertise across retail and consumer markets in Asia will bring valuable perspectives as the Group continues to evolve, and we are confident she will further strengthen the Board and support the delivery of our long-term strategic objectives.

On behalf of the Board, I also thank Graham for his commitment and counsel over the years; his guidance has supported the Group's strategic development, and we wish him well."

Alia said, "I am extremely excited to join the DFI Board and contribute to the Group's continued progress. I look forward to working with both the Board and management to build on DFI's strong foundations and

I look forward to working with both the Board and management to build on DFI's strong foundations and support its growth ambitions."

Erica Chan
Company Secretary
DFI Retail Group Holdings Limited

17 August 2026

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