

DFI Retail Group Holdings Limited (the 'Company') Board Diversity Policy

The Company believes that it is important for the Board and its Committees (together, the Board) to have a balance of skills, experience and diversity of perspectives relevant to our businesses and to have experience of the diverse range of countries and sectors in which we operate.

We believe this enables the Board to make better decisions and has positive impacts on the effectiveness of the Board and on the performance of the Company.

Accordingly, we are committed to maintaining and, over time, enhancing the diversity of the Board by reference to a range of factors such as diversity of business expertise and experience, gender, age, ethnicity, nationality, cultural and educational background and length of service.

To achieve our diversity goals, appointments to the Board and the continuation of those appointments will be based on merit, having due regard for the benefits of diversity on the Board, so that each nominee serves effectively as a director.

In the director identification and selection process, diversity on the Board will influence succession planning and be a key criterion in identifying and nominating new candidates for election to the Board.

Regarding gender diversity specifically, we support the broad principle of increasing female representation at board level and we recognise the new targets applicable to UK-listed companies to achieve a minimum of 40% female representation at board level, with at least one woman in the role of a senior member of the board. Accordingly, the Board aims, over time, to increase further the female representation on the Board.

The Board is responsible for implementing and reviewing this Board diversity policy, monitoring progress towards the achievement of its objectives and recommending any necessary changes that should be made to the policy.

The Board also supports and monitors our wider Diversity and Inclusion strategy and management's efforts to ensure that the diversity of our senior management is continuously enhanced.

This Policy is available on the Company's website.