DUTY FREE INTERNATIONAL LIMITED
(Company Registration No. 200102393E)
(Incorporated in the Republic of Singapore)

(A) CHANGE OF DIRECTORS
(B) APPOINTMENT OF GROUP CHIEF EXECUTIVE OFFICER
(C) APPOINTMENT OF CHIEF OPERATING OFFICER
(D) FORMATION OF EXECUTIVE COMMITTEE
(E) APPOINTMENT OF KEY MANAGEMENT

(A) CHANGE OF DIRECTORS

The Board of Directors ("**Board**") of Duty Free International Limited ("**Company**", and together with its subsidiaries, "**Group**") wishes to announce the following changes to the Board with effect from 10 November 2025: -

(a) Mr. Sebastian Paul Lim Chin Foo has been appointed as Non-Independent and Non-Executive Director of the Company; and

(b) Mr. Lee Sze Siang has resigned as Executive Director of the Company.

Pursuant to Rule 704(7) of the Listing Manual of the Singapore Exchange Securities Trading Limited ("**SGX-ST**"), further details on the appointment of Mr. Sebastian Paul Lim Chin Foo and the resignation of Mr. Lee Sze Siang are provided in separate announcements released today.

The Board extends its appreciation to Mr. Lee Sze Siang for his valuable contributions during his tenure as Director and welcomes Mr. Sebastian Paul Lim Chin Foo to the Board.

Following the abovementioned changes, the composition of the Board shall be reconstituted as follows: -

Board of Directors

(1)	Dato' Sri Adam Sani bin Abdullah	Non-Executive Chairman
(2)	Mr. Sebastian Paul Lim Chin Foo	Non-Independent Non-Executive Director
(3)	Mr. Chew Soo Lin	Non-Independent Non-Executive Director
(4)	Jeneral Tan Sri Dato' Sri Abdullah bin Ahmad @ Dollah bin Amad (B)	Lead Independent Director
(5)	Puan Haslin binti Osman	Independent Director
(6)	Mr. Quek Meng Teck, Derrick	Independent Director

The composition of the Board Committees of the Company remains unchanged, as follows: -

Audit Committee

(1)	Mr. Quek Meng Teck, Derrick	Chairman
(2)	Mr. Chew Soo Lin	Member

(3)	Jeneral Tan Sri Dato' Sri Abdullah bin Ahmad @ Dollah bin Amad (B)	Member
(4)	Puan Haslin binti Osman	Member

Nominating Committee

(1)	Jeneral Tan Sri Dato' Sri Abdullah bin Ahmad @ Dollah bin Amad (B)	Chairman
(2)	Dato' Sri Adam Sani bin Abdullah	Member
(3)	Mr. Quek Meng Teck, Derrick	Member

Remuneration Committee

(1)	Puan Haslin binti Osman	Chairman
(2)	Dato' Sri Adam Sani bin Abdullah	Member
(3)	Jeneral Tan Sri Dato' Sri Abdullah bin Ahmad @ Dollah bin Amad (B)	Member

(B) APPOINTMENT OF GROUP CHIEF EXECUTIVE OFFICER

The Board of the Company wishes to announce that Datuk Lee Kok Khee has been appointed as Group Chief Executive Officer ("**CEO**") with effect from 10 November 2025.

Pursuant to Rule 704(7) of the Listing Manual of the SGX-ST, further details of Datuk Lee Kok Khee's appointment as Group CEO are provided in a separate announcement released today.

The Board welcomes Datuk Lee Kok Khee to his new role and looks forward to his leadership in driving the Group's strategic growth and operational excellence.

(C) APPOINTMENT OF CHIEF OPERATING OFFICER

The Board of the Company wishes to announce that Mr. Lee Sze Siang has been appointed as Chief Operating Officer ("**COO**") of the Company with effect from 10 November 2025.

Pursuant to Rule 704(7) of the Listing Manual of the SGX-ST, further details of Mr. Lee Sze Siang's appointment as COO are provided in a separate announcement released today.

The Board congratulates Mr. Lee Sze Siang on his new role and looks forward to his continued contributions in strengthening the Group's operational leadership.

(D) FORMATION OF EXECUTIVE COMMITTEE

To further strengthen the Group's strategic oversight and operational execution, the Board of the Company wishes to announce the formation of an Executive Committee ("**Exco**") with effect from 10 November 2025.

The Exco is established with the primary function of overseeing and ensuring the effective and efficient implementation of all strategic decisions, policies, business plans, and directives issued by the Board to Management. In addition, the Exco will evaluate and make appropriate recommendations to the relevant Board Committees and/or the Board on matters submitted by Management that require Board deliberation and approval.

The composition of the Exco is as follows: -

Name	Role in Exco	Designation
Datuk Lee Kok Khee	Chairperson	Group CEO
Mr. Lee Sze Siang	Member	COO
Ms. Ho Yuet Leng	Member	Group Chief Financial & Corporate Services Officer
Ms. Angie Ng Geak Ai	Member	Chief Business Development & Strategy Officer
Mr. Khoo Chun Keong	Member	CEO, United Industries Holdings Sdn. Bhd.

The Board believes that the formation of the Exco will enhance governance oversight and support the Group's strategic execution.

(E) APPOINTMENT OF KEY MANAGEMENT

Following the abovementioned changes, the Board of the Company is pleased to announce the appointment of the following key management personnel to support the Group's strategic and operational functions:

Name	Designation	Effective date
Datuk Lee Kok Khee	Group CEO	10 November 2025
Mr. Lee Sze Siang	COO	10 November 2025
Mr. Khoo Chun Keong	CEO, United Industries Holdings Sdn. Bhd.	10 November 2025

These appointments reflect the Group's commitment to strengthening its leadership bench and enhancing cross-functional collaboration across its subsidiaries and business units.

The Board welcomes the newly appointed key management and looks forward to their contributions in advancing the Group's strategic priorities.

Pursuant to Rule 704(7) of the Listing Manual of the SGX-ST, further details of the above appointments are provided in a separate announcement released today.

By Order of the Board

Jeneral Tan Sri Dato' Sri Abdullah bin Ahmad @ Dollah bin Amad (B)
Lead Independent Director
10 November 2025