PEMANGGILAN
RAPAT UMUM PEMEGANG SAHAM LUAR BIASA
PT DFI RETAIL NUSANTARA TBK

Direksi PT DFI Retail Nusantara Tbk ("**Perseroan**") dengan ini mengundang para Pemegang Saham Perseroan untuk menghadiri Rapat Umum Pemegang Saham Luar Biasa ("**Rapat**") yang akan diselenggarakan secara fisik dan elektronik pada:

Hari/Tanggal	:	Kamis, 26 November 2026
Waktu	:	14:00 WIB s/d selesai
Tempat	:	Indy Bintaro Office Park, Jl. Boulevard Bintaro Jaya, Blok B7/A6, Sektor 7, CBD Bintaro Jaya, Pondok Jaya, Pondok Aren, Tangerang Selatan
Kehadiran Secara Elektronik	:	Menggunakan fasilitas Electronic General Meeting System KSEI ("eASY.KSEI")

INVITATION
THE EXTRAORDINARY GENERAL MEETING OF SHAREHOLDERS
PT DFI RETAIL NUSANTARA TBK

The Board of Directors of PT DFI Retail Nusantara Tbk (the "**Company**"), hereby invites all Shareholders of the Company to attend the Extraordinary General Meeting of Shareholders (the "**Meeting**") to be held physically and electronically on:

Day/Date	:	Thursday, 26 November 2026
Time	:	14:00 Western Indonesian Time until closing
Venue	:	Indy Bintaro Office Park, Jl. Boulevard Bintaro Jaya, Block B7/A6, Sector 7, CBD Bintaro Jaya, Pondok Jaya, Pondok Aren, South Tangerang
Electronic Attendance	:	Using the Electronic General Meeting System KSEI ("eASY.KSEI") facility

Mata Acara Rapat:

1. Persetujuan Perubahan Susunan Pengurus Perseroan.

Penjelasan:
Dalam mata acara ini akan dimintakan persetujuan kepada para pemegang saham sehubungan dengan adanya perubahan Susunan Pengurus Perseroan.

CATATAN:

I. Ketentuan Umum

1. Perseroan akan menyelenggarakan Rapat secara fisik dan elektronik melalui sistem eASY.KSEI.
2. Perseroan tidak mengirimkan undangan tersendiri kepada para Pemegang Saham Perseroan dan Pemanggilan Rapat ini merupakan undangan resmi. Perseroan juga telah menyampaikan Pemanggilan Rapat melalui situs PT Bursa Efek Indonesia, eASY.KSEI dan situs Perseroan di www.dfinusantara.co.id.
3. **Perseroan tidak menyediakan konsumsi dan souvenir kepada pemegang saham dan kuasa pemegang saham yang hadir secara fisik dalam Rapat.**
4. Pemegang Saham yang berhak hadir atau diwakili dalam Rapat adalah para Pemegang Saham yang namanya tercatat dalam Daftar Pemegang Saham pada Selasa, 3 November 2026 sampai dengan pukul 16:00 WIB.

Agenda of the Meeting:

1. Approval of Changes in Management Composition of the Company.

Explanation:
In this agenda, the shareholders will be asked for approval regarding the changes in the composition of the Company's management.

NOTES:

I. General Provision

1. The Company will hold the Meeting physically and electronically through the eASY.KSEI system.
2. The Company does not send a separate invitation to each Shareholders and this invitation constitutes an official invitation. The Company has also submitted the announcement of the invitation of the Meeting through the Indonesian Stock Exchange website, eASY.KSEI and the Company's website at www.dfinusantara.co.id.
3. **The Company will not provide any meals as well as souvenir to shareholders or their attorneys who attend the Meeting in person.**
4. The Shareholders of the Company who are entitled to attend or to be represented at the Meeting are the Shareholders whose names are already registered in the

5. Pemegang Saham yang berhak hadir namun tidak dapat menghadiri Rapat, dapat diwakili oleh kuasanya dengan ketentuan sebagai berikut:
   a. Sesuai dengan Peraturan OJK, Perseroan telah menyediakan alternatif bagi pemegang saham untuk memberikan kuasa secara elektronik melalui eASY.KSEI yang dikelola oleh KSEI ("**e-Proxy**"). Pihak Independen yang ditunjuk adalah Biro Administrasi Efek (BAE) Perseroan, yaitu PT Electronic Data Interchange Indonesia ("**PT EDII**"); atau

   b. Memberikan kuasa secara tertulis kepada kuasanya, bagi pemegang saham lainnya.

6. Informasi Pendukung Rapat, Tata Tertib Rapat (termasuk tata cara pemungutan suara dan pengajuan pertanyaan) dan Rute Keselamatan tersedia dalam website Perseroan, atau pada jam kerja di Kantor Pusat Perseroan, PT DFI Retail Nusantara Tbk, Indy Bintaro Office Park, Gedung B, Lantai 3, 4 dan 5, Jalan Boulevard Bintaro Jaya Blok B7/A6, Sektor VII, CBD Bintaro Jaya, Pondok Jaya, Pondok Aren, Tangerang Selatan 15424, No. Telp: 021 3950 6668 jika diminta secara tertulis oleh Pemegang Saham Perseroan sejak Pemanggilan Rapat ini sampai dengan penyelenggaraan Rapat.

Shareholders Register of the Company on Tuesday, 3 November 2026 until 16:00 Western Indonesian Time.

5. The Shareholders who entitled to attend but cannot attend the Meeting, can be represented by their attorney/proxy under the following conditions:
   a. In accordance with OJK Regulations, the Company has provided an alternative for shareholders to provide power of attorney electronically through eASY.KSEI managed by KSEI ("**e-Proxy**"). The appointed Independent Party is the Company's Share Administration Bureau, namely PT Electronic Data Interchange Indonesia ("**PT EDII**"); or

   b. Grant power of attorney to their attorneys, for other shareholders.

6. The Supporting Information, the Meeting Rules (including voting mechanism and question and answer session), and emergency routes will be available at the Company's website. or at any time during office hours at the Head Office of the Company, PT DFI Retail Nusantara Tbk, Indy Bintaro Office Park, Building B, 3rd, 4th and 5th Floor, Jalan Boulevard Bintaro Jaya Blok B7/A6, Sector VII, CBD Bintaro Jaya, Pondok Jaya, Pondok Aren, South Tangerang 15424, Telp. No.: 021 3950 6668 if requested in writing by the Shareholders of the Company since the Invitation of the Meeting until the commencement of the Meeting.

II. Kehadiran Pemegang Saham Secara Elektronik dan Pemberian E-Proxy

Himbauan kepada Pemegang Saham untuk Menghadiri Rapat secara Elektronik atau Memberikan Kuasa kepada Biro Administrasi Efek Perseroan melalui Fasilitas eASY.KSEI.

Perseroan sangat menghimbau kepada seluruh pemegang saham untuk: (i) menghadiri Rapat secara elektronik dan memberikan suara secara elektronik dengan menggunakan fasilitas eASY.KSEI; atau (ii) memberikan e-Proxy melalui fasilitas eASY.KSEI kepada pihak independen yang ditunjuk oleh Perseroan guna mewakili pemegang saham untuk hadir dan memberikan suara dalam Rapat. Pihak independen yang ditunjuk oleh Perseroan adalah Biro Administrasi Efek Perseroan, **PT Electronic Data Interchange Indonesia ("PT EDII")**.

Panduan pemberian kuasa kepada PT EDII melalui e-Proxy adalah sebagai berikut:

A. <u>Bagi pemegang saham individu berkewarganegaraan Indonesia</u>
   1. Pemegang saham yang ingin memberikan kuasa harus telah:
      i. memiliki Nomor *Single Investor Identification* (Nomor SID). Pengecekan Nomor SID dapat dilakukan dengan

II. Shareholders Attendance Electronically and E-Proxy

Shareholders are Strongly Encouraged to Attend the Meeting Electronically or to Grant a Power of Attorney to the Share Administration Bureau of the Company through eASY.KSEI Facility.

The Company strongly encourages all shareholders to: (i) attend the Meeting electronically through eASY.KSEI facility; or (ii) grant e-Proxy through eASY.KSEI facility to an independent party, who has been appointed by the Company to represent shareholders to attend and vote at the Meeting. The independent party who has been appointed by the Company is the Company's Share Administration Bureau, **PT Electronic Data Interchange Indonesia ("PT EDII")**.

The guidance in granting the power of attorney to PT EDII through e-Proxy is as follow:

A. <u>For individual shareholders who are Indonesian citizen</u>
   1. A Shareholder who wishes to grant the power of attorney must:
      i. have Single Investor Identification number (SID). Info on shareholder's SID can be checked with the

menghubungi perusahaan efek atau bank kustodian masing-masing pemegang saham; dan

ii. melakukan registrasi/aktivasi akun eASY.KSEI melalui https://akses.ksei.co.id
Panduan Registrasi dapat diakses melalui link berikut ini https://dfinusantara.co.id/investor/shareholder-information/

2. Melakukan login/masuk ke dalam sistem eASY.KSEI melalui https://akses.ksei.co.id, kemudian klik **'Masuk'**;
3. Masukkan email dan password, kemudian klik **'Masuk';**
4. Pilih menu **'eASY.KSEI'**;
5. Pilih menu **'Operation for Shareholders'**;
6. Pada bagian 'General Meetings', pilih **DFI Retail Nusantara Tbk., PT (HERO) – Extraordinary General Meeting'**;
7. Klik **'Select Attendance Type'**;
8. Klik **'My authorized representative will attend'**;
9. Pada bagian 'Representative Type', pilih **'Independen Representative'**. Lalu pilih salah satu nama yang tersedia pada bagian 'Select Independent Rep'. Kemudian klik **'Next'**;
10. Klik **'OK'** dan pemegang saham akan diarahkan ke laman 'Vote Preference Declaration';
11. Pilih salah satu **"Accept"**, **"Reject"**, atau **"Abstain"** untuk masing-masing agenda Rapat;
12. Jika pemegang saham telah memberikan suara untuk semua agenda Rapat, klik **'Save';**
13. Klik **'OK'** untuk mengkonfirmasi proses pemberian suara telah berhasil dilakukan;

securities company or custodian bank of the shareholder; and

ii. register/activate eASY.KSEI account at https://akses.ksei.co.id
Guidance for Registration may be accessed through https://dfinusantara.co.id/investor/shareholder-information/

2. Login into eASY.KSEI system through https://akses.ksei.co.id, then click **'Login'**;
3. Insert email and password, then click **'Login'**;
4. Select **'eASY.KSEI'** menu;
5. Select **'Operations for Shareholders'** menu;
6. At 'General Meetings' section, select **'DFI Retail Nusantara Tbk., PT (HERO) – Extraordinary General Meeting'**;
7. Click **'Select Attendance Type'**;
8. Click **'My authorized representative will attend'**;
9. At 'Representative Type' section, select **'Independent Representative'**, then select one of the names listed in the 'Select Independent Rep'. Then click **'Next'**;
10. Click **'OK'** and the shareholders will be directed to 'Vote Preference Declaration' page;
11. Select one of the following **"Accept"**, **"Reject"**, or **"Abstain"** for each agenda Meeting;
12. If the shareholder has input his/her votes for all agenda, then click **'Save'** ;
13. Click **'OK'** to confirm that voting process has been successfuly caried out;

14. Pemegang saham dapat klik **'Logout'** untuk keluar dari sistem eASY.KSEI.
Panduan Pemberian Kuasa dapat diakses melalui link berikut:
https://dfinusantara.co.id/investor/shareholder-information/

Pemegang saham yang ingin memberikan kuasa melalui e-Proxy harus menyelesaikan proses di atas selambat-lambatnya **Rabu, 25 November 2026** pukul **12:00 WIB**.

B. Bagi pemegang saham (i) individu berkewarganegaraan asing dan (ii) berbentuk badan hukum (Indonesia dan asing):

Pemegang saham dihimbau untuk memberikan kuasa kepada perusahaan efek atau bank kustodian masing-masing pemegang saham, untuk kemudian perusahaan efek atau bank kustodian tersebut memberikan kuasa kepada PT EDII melalui e-Proxy.

III. Kehadiran Pemegang Saham atau Kuasanya Secara Fisik

1. Untuk memastikan Rapat berjalan dengan tertib, efisien dan tepat waktu, pemegang saham atau kuasanya yang akan hadir secara fisik dimohon dengan hormat untuk hadir paling lambat pukul 13:30 WIB untuk melakukan registrasi. Proses registrasi akan ditutup pada pukul 13:45 WIB.

14. The shareholder may click **'Logout'** to exit eASY.KSEI system.
The guidance in Granting Power of Attorney may be accessed trough https://dfinusantara.co.id/investor/shareholder-information/

Shareholders who wish to grant the power of attorney through e-Proxy must complete the above mentioned process at the latest by **Wednesday, 25 November 2026** at **12:00 Western Indonesian Time**.

B. For (i) individual foreign shreholders and (ii) shareholders in the form of Indonesian and foreign entities:

Shareholders are strongly encouraged to grant a power of attorney to their securities company or custodian bank, and they in turn to grant a power of attorney to PT EDII through e-Proxy.

III. Physical Attendance of the Shareholders or Their Attorneys

1. To ensure that the Meeting is carried out in an orderly, efficient and timely manner, shareholders or their attorneys who will attend physically are kindly requested to arrive at the latest by 13:30 Western Indonesian Time for registration process. The registration process will be closed at 13:45 Western Indonesian Time.

2. Para Pemegang Saham Perseroan atau kuasa-kuasa Pemegang Saham yang akan menghadiri Rapat diminta untuk menyerahkan fotokopi Kartu Tanda Penduduk (KTP) atau bukti jati diri lainnya yang sah yang masih berlaku kepada petugas pendaftaran sebelum memasuki ruang Rapat.

3. Bagi Pemegang Saham Perseroan berbentuk badan hukum diminta untuk menyerahkan fotokopi Anggaran Dasar Perusahaan yang terakhir serta susunan pengurus yang terakhir kepada petugas pendaftaran sebelum memasuki ruang Rapat.

4. Bagi Pemegang Saham Perseroan yang sahamnya dimasukkan dalam penitipan kolektif PT Kustodian Sentral Efek Indonesia diwajibkan membawa Konfirmasi Tertulis Untuk Rapat (KTUR) yang dapat diperoleh di perusahaan efek atau di bank kustodian dimana Pemegang Saham Perseroan membuka rekening efeknya dan diserahkan kepada petugas pendaftaran sebelum memasuki ruang Rapat.

IV. Pemberian Kuasa secara Tertulis

1. Pemegang saham dapat diwakili oleh kuasanya berdasarkan surat kuasa yang bentuk dan isinya disetujui oleh Direksi Perseroan yang dapat diunduh melalui situs web Perseroan.

2. The Shareholders of the Company or their respective attorney/proxy who will attend the Meeting are required to submit copies of their Identity Cards (Kartu Tanda Penduduk) or other valid proof of identity to the registration officer before entering the Meeting room.

3. For the Shareholders in the form of legal entity are asked to bring copies of their latest articles of association and latest composition of their management composition to the registration officer before entering the Meeting room.

4. For the Shareholders whose shares are deposited at the collective depository of PT Kustodian Sentral Efek Indonesia is required to bring a KTUR (Konfirmasi Tertulis Untuk Rapat), which can be obtained from the securities company or the custodian bank where the Shareholder opens their securities account and submit them to the registration officer before entering the Meeting room.

IV. Granting a Written Power of Attorney

1. Shareholders may be represented by their attorneys based on a power of attorney in the form and substance satisfactory to the Board of Directors of the Company which can be downloaded through the Company's website.

2. Anggota Direksi, anggota Dewan Komisaris dan karyawan Perseroan dapat bertindak sebagai kuasa pemegang saham dalam Rapat, namun tidak berhak mengeluarkan suara dalam pemungutan suara.

3. Pemegang saham yang alamatnya terdaftar di luar Republik Indonesia, surat kuasanya harus dilegalisasi oleh notaris setempat dan:

   a. dilegalisasi oleh Kedutaan Besar/Perwakilan Republik Indonesia setempat; atau
   b. memperoleh sertifikat Apostille dari otoritas yang berwenang dari negara tersebut (bagi pemegang saham yang alamatnya terdaftar di negara yang telah meratifikasi Konvensi Penghapusan Persyaratan Legalisasi terhadap Dokumen Publik Asing).

4. Formulir surat kuasa yang telah diisi oleh Pemegang Saham Perseroan, selanjutnya disampaikan kepada Perseroan melalui Kantor BAE Perseroan, yaitu PT EDI Indonesia, Wisma SMR Lt. 3 & 10, Jl. Yos Sudarso Kav. 89, Jakarta 14350 selambat-lambatnya pada hari Rabu 25 November 2026.

Tangerang Selatan, 4 November 2026
PT DFI RETAIL NUSANTARA TBK
Direksi

2. The members of the Board of Directors, Board of Commissioners and employees of the Company may act as attorney of a shareholder in the Meeting but are not eligible to cast any vote.

3. The power of attorney(s) of shareholders, whose address are registered outside of the territory of Republic of Indonesia, must be legalized by a local notary and:

   a. legalized by local Indonesian Embassy/Representative; or
   b. obtain an Apostille certificate from the competent authorities of such country (for shareholders whose addresses are registered in countries that have ratified the Convention on the Abolition of Requirements for the Legalization of Foreign Public Documents).

4. The completed power of attorney forms must be submitted to the Company, through the share registrar office of the Company, PT EDI Indonesia, Wisma SMR Lt. 3 & 10, Jl. Yos Sudarso Kav. 89, Jakarta 14350 no later than Wednesday, 25 November 2026.

South Tangerang, 4 November 2026
PT DFI RETAIL NUSANTARA TBK
The Board of Directors

Profil Singkat Presiden Direktur yang Dinominasikan
Brief Profile of Nominated President Director

Fraser Joseph Macisaac
Presiden Direktur yang Dinominasikan – *Nominated President Director*

Warga negara Kanada, berusia 38 tahun dan berdomisili di Jakarta.

Canadian Citizen, 38 years old and resides in Jakarta.

Riwayat Pendidikan
Beliau memperoleh gelar *Bachelor of Business Administration* (B.B.A.) dalam bidang Akuntansi dan Keuangan dari St. Francis Xavier University dan memperoleh CA Designation dalam bidang Akuntansi dari CA School of Business (CASB).

Education History
He holds a Bachelor of Business Administration (B.B.A.) in Accounting and Finance from St. Francis Xavier University and a CA Designation in Accounting from the CA School of Business (CASB).

Riwayat Jabatan
Beliau memulai kariernya di PwC sebagai Associate dalam Grup Audit and Assurance di Calgary pada Januari 2011 hingga Mei 2014. Dalam posisi tersebut, beliau berfokus pada sektor minyak dan gas serta memiliki pengalaman dalam IFRS, ASPE, dan US GAAP.

Career History
He began his career at PwC as an Associate in the Audit and Assurance Group in Calgary from January 2011 to May 2014. In this role, he focused on the oil and gas sector and gained experience in IFRS, ASPE, and US GAAP.

Beliau kemudian menjabat sebagai Manager di PwC di Calgary pada Juni 2014 hingga Juli 2018, dengan tanggung jawab yang mencakup pengembangan bisnis dan pengelolaan klien perusahaan publik

He subsequently served as a Manager at PwC in Calgary from June 2014 to July 2018, with responsibilities including business development and managing public and private company clients,

maupun privat, terutama di sektor minyak dan gas. Selanjutnya, beliau menjabat sebagai Senior Manager di Calgary pada Juli 2018 hingga Januari 2019 dan di Hong Kong pada Januari 2019 hingga Desember 2022.

primarily in the oil and gas sector. He then served as a Senior Manager in Calgary from July 2018 to January 2019 and in Hong Kong from January 2019 to December 2022.

Di DFI Retail Group, beliau menjabat sebagai Head of Finance untuk Supply Chain, Technology, Facilities, dan Procurement sejak Maret 2022 hingga Juli 2025. Sejak Juli 2025, beliau menjabat sebagai Director of Finance, DFI IKEA, dengan tanggung jawab atas operasional keuangan IKEA di Hong Kong, Taiwan, Macau, dan Indonesia.

At DFI Retail Group, he served as Head of Finance for Supply Chain, Technology, Facilities, and Procurement from March 2022 to July 2025. Since July 2025, he has served as Director of Finance, DFI IKEA, overseeing IKEA finance operations in Hong Kong, Taiwan, Macau, and Indonesia.

Rangkap Jabatan

Beliau menjabat sebagai Anggota Dewan Swedish Chamber of Commerce di Hong Kong sejak Mei 2026. Sejak November 2026, beliau juga menjabat sebagai Presiden Direktur PT Rumah Mebel Nusantara dan PT Archipelago Property Development, serta Direktur PT Distribusi Mebel Nusantara.

Concurrent Positions

He has served as a Board Member of the Swedish Chamber of Commerce in Hong Kong since May 2026. Since November 2026, he has also served as President Director of PT Rumah Mebel Nusantara and PT Archipelago Property Development and as Director of PT Distribusi Mebel Nusantara.

Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi dengan Dewan Komisaris dan Direksi Perseroan lainnya. Beliau memiliki hubungan afiliasi dengan salah satu pemegang saham utama Perseroan.

Affiliations

He has no affiliation with other members of the Company's Board of Commissioners or Board of Directors, but he is affiliated with one of the Company's major shareholders.

Profil Singkat Anggota Direksi yang Dinominasikan
Brief Profile of Nominated Director

Bhavin Patel
Direktur yang Dinominasikan – *Nominated Director*

Warga negara Inggris, berusia 42 tahun dan berdomisili di Jakarta.

British Citizen, 42 years old and resides in Jakarta.

Riwayat Pendidikan
Beliau meraih gelar Bachelor of Arts (Honours) dari University of Hertfordshire.

Education History
He holds a Bachelor of Arts (Honours) degree from the University of Hertfordshire.

Riwayat Jabatan
Beliau memulai kariernya dalam bidang komersial, digital, dan transformasi di Inggris bersama Burberry dan Marks & Spencer, di mana beliau mengembangkan keahlian yang luas dalam operasional ritel offline dan online, merchandising berbasis data, serta pengelolaan kinerja toko.

Beliau kemudian memegang berbagai posisi global di Tesco dan L'Oréal, di mana beliau memimpin ekspansi internasional di berbagai format dan kanal bisnis, serta mengembangkan dan menjalankan strategi komersial dan transformasi di berbagai pasar utama di seluruh dunia.

Career History
He began his career in commercial, digital, and transformation roles in the United Kingdom with Burberry and Marks & Spencer, where he developed extensive expertise in offline and online retail operations, data-driven merchandising, and store performance.

He subsequently held global roles at Tesco and L'Oréal, where he led international expansion across multiple formats and channels, driving commercial and transformation strategies across key markets worldwide.

Beliau kemudian pindah ke Indonesia, di mana selama satu dekade terakhir beliau menduduki berbagai posisi kepemimpinan senior. Di Kanmo Retail Group, beliau memimpin berbagai inisiatif transformasi ritel di berbagai merek fashion dan gaya hidup. Beliau selanjutnya menjabat sebagai Group CEO Omnichannel di CT Corp, salah satu konglomerasi terbesar di Indonesia, di mana beliau memimpin transformasi Carrefour Indonesia di 22 unit bisnis serta berperan penting dalam peluncuran Allo Bank, salah satu bank digital dengan pertumbuhan tercepat di Indonesia.

He then relocated to Indonesia, where he has spent the past decade holding senior leadership positions. At Kanmo Retail Group, he led retail transformation initiatives across various fashion and lifestyle brands. He subsequently served as Group CEO Omnichannel at CT Corp, one of Indonesia's largest conglomerates, where he oversaw the transformation of Carrefour Indonesia across 22 business units and played a key role in the launch of Allo Bank, one of Indonesia's fastest-growing digital banks.

Sebelumnya, beliau menjabat sebagai Group CEO di MD Corp, dengan memimpin inisiatif transformasi strategis dan operasional di seluruh portofolio grup.

Most recently, he served as Group CEO of MD Corp, leading strategic and operational transformation initiatives across the group's portfolio.

Rangkap Jabatan

Beliau juga menjabat sebagai Direktur di PT Distribusi Kesehatan dan Kecantikan Nusantara sejak Oktober 2026.

Concurrent Positions

He has been serving as Director of PT Distribusi Kesehatan dan Kecantikan Nusantara since October 2026.

Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi dengan Dewan Komisaris dan Direksi Perseroan lainnya. Beliau memiliki hubungan afiliasi dengan salah satu pemegang saham utama Perseroan.

Affiliations

He has no affiliation with other members of the Company's Board of Commissioners or Board of Directors, but he is affiliated with one of the Company's major shareholders.