



Announcement

Passing of Non-executive Director – Carmen Chua

Date: 20 February 2026

Pact Group Holdings Ltd (**Pact**) advises with great sadness the passing of Siat Sian (Carmen) Chua, an independent Non-executive Director of the Company.

The Board and management extend its deepest sympathies to Carmen's family, friends and colleagues.

Carmen joined the Pact Board in September 2018 and served as the Chair of the Nomination and Remuneration Committee from November 2022. A highly respected member of the Board and the wider business community, Carmen's professionalism, commercial acumen, invaluable insights and contribution to the Pact business will be sorely missed.

Executive Chair, Raphael Geminder said: *'We are devastated to hear of Carmen's passing. She was an extraordinary leader who helped shape Pact's vision and was instrumental in Pact's transformation to lead the Circular Economy. We have lost a talented, creative and inspirational manufacturing and packaging leader and she will be missed by all of us at Pact. On behalf of the Pact Board, I wish Carmen's family our heartfelt and sincerest condolences.'*

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This announcement has been authorised for release by the Board of Directors.