

GROUP CEO'S MESSAGE

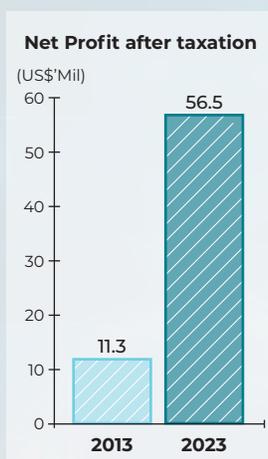
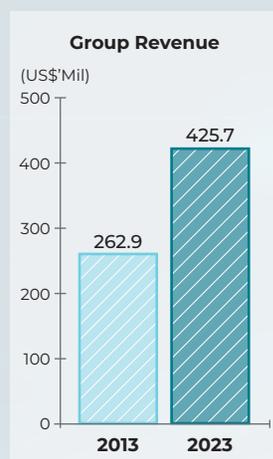
Dear Esteemed Shareholders,

In 2023, Food Empire Holdings Limited ("Food Empire" or together with its subsidiaries, the "Group"), marked another record year of growth, braving multiple macroeconomic challenges. In the past decade, we have lived it all – armed conflicts, political showdowns, global financial turmoil, and to top it all, a pandemic. We have been tested every step of the way and I am proud to say that we stood strong. The Group's mantra of resilience has never been louder and we hope to continue on this path going forward.

As we pause to look back at our achievements, we also take stock of the challenges we have overcome and the lessons we have learned along the way. We recognise the importance of staying true to our core values while adapting to the rapidly changing dynamics of the global market.

A Decade of Evolution and Growth

Reflecting on our journey over the past decade, it is evident that Food Empire has undergone remarkable growth and transformation. Compared to FY2013, the Group's revenue has increased over 61.9% in the past 10 years, standing at a record high of US\$425.7 million in FY2023. At the bottom line, net profit after tax has grown more than five-fold to US\$56.5 million compared to FY2013. This is not the product of just one year's effort, but the culmination of a decade's hard work.



We embarked on a bold journey to diversify our business, recognising the need to expand our horizons beyond our traditional markets and product lines. We have been placing the building blocks for this transformation for years and are starting to see tangible results. We operated in only three core segments in FY2013 with more than half of the revenue from the Group's Russia segment. We forayed into Vietnam and Malaysia in the following years, which only made up a small portion of the revenue upon inception. In 2012, the Group also diversified its business into South Asia by building a spray-dried instant coffee plant in India and later building a second freeze-dried instant coffee plant, also in India, which commenced operations in 2021. As of FY2023, the Group's South-East Asia and South Asia markets comprise 35.4% of the revenue for the Group.



Our strategy has been to maintain a leadership position in our core markets while pushing other markets to generate proportionally higher revenue, bolstering the growth of the entire Group over time. For example, we continue to be leaders in the instant coffee-mix category within the instant coffee space in Russia, Ukraine, CIS, and Central Asia, while also growing our presence in other segments. By continuing to invest in our brands, product innovation, and adapting to evolving consumer preferences, we will ensure that Food Empire is able to retain its leadership position in most of its operating regions. I am confident that our approach will continue to reap benefits and am excited to see us expand even further.