



Annual General Meeting

17 April 2026

FUTURE
READY



Record performance

- **Revenue crosses half-a-billion USD for the 1st time** to US\$576.9m
- **Normalised NPAT at all-time high** of US\$68.6m
- **EBITDA surpasses USD\$100 million** to US\$113.5 million

1

Highest dividend payout

- Dividend of **S\$0.12** for FY2025
- Proposes final dividend of **S\$0.05**, special dividend **S\$0.04** per share and the paid-out interim dividend of **S\$0.03**

2

Expansion projects

- Completed:
- Expansion of snack factory in Malaysia
 - Construction of coffee mix manufacturing facility in Kazakhstan

3

Placement exercise

- Raised approximately S\$41.8m
- Strengthened war chest to pursue future growth opportunities

4



Food Empire

Revenue Performance



To better reflect Food Empire's geographical focus, the Group has re-categorise its revenue into 5 main segments

US\$'m	FY2025	FY2024	Change (%)
TOTAL REVENUE	576.9	476.4	21.1
– Russia	191.0	141.7	34.8
– Southeast Asia	147.8	129.4	14.3
– Central Asia	102.0	81.2	25.6
– South Asia	71.0	61.4	15.7
– Europe	48.6	45.2	7.6
– Others	16.6	17.5	(5.3)

- **Russia revenue up 34.8%** driven by higher sales volumes and price gains, supported by improved in-store execution and broader product range representation, alongside a 10% appreciation of the Russian Ruble against the US dollar.
- **Southeast Asia sales up 14.3%** driven by sustained growth in Vietnam market as an outcome of effective marketing activities.
- **Central Asia was the second-best performing segment with revenue up 25.6%** mainly due to strong performance from Kazakhstan market driven by effective promotional activities and continuous improvements in product availability and in-store presence, as well as full-year contribution from Tea House LLP
- **South Asia revenue up 15.7%** due to increased sales of instant coffee products as well as price adjustments to reflect the higher cost of coffee beans.
- **Europe revenue up 7.6%** lifted by price gains and higher sales volumes

Note: Figures are rounded upon casting for financial reporting

Ongoing Investments

To support branded consumer business

Completed



Completed coffee mix manufacturing facility in Kazakhstan

- Expects to commence production in 1Q2026

By FY2027



Expansion of India spray-dried soluble coffee manufacturing facility

- To increase the facility's capacity by about 60%

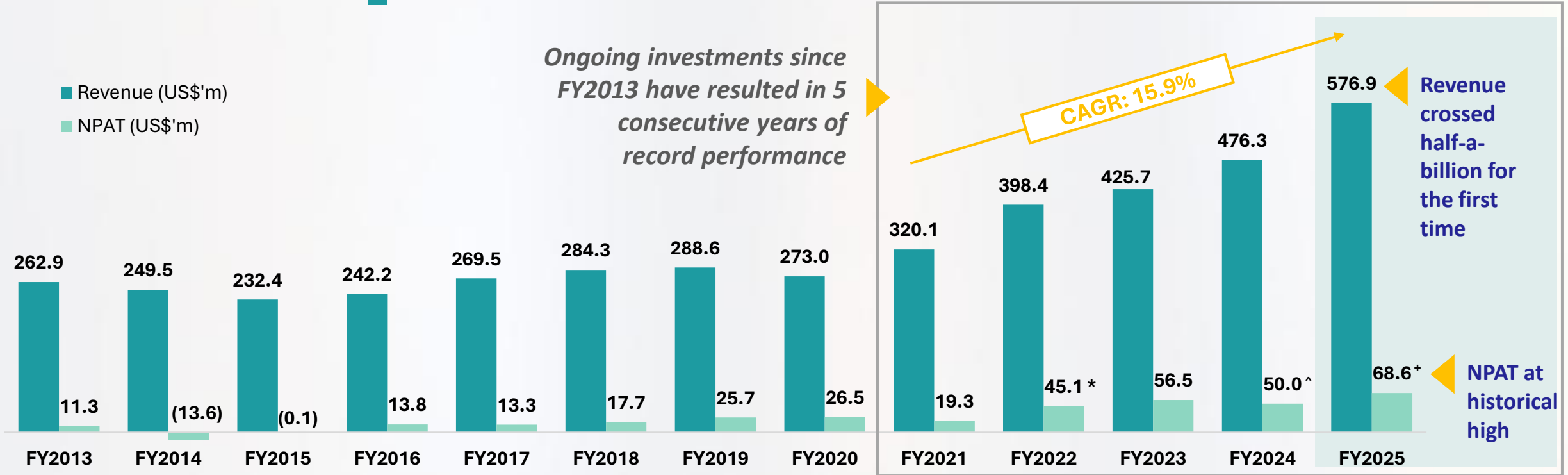
By FY2028



New freeze-dried soluble coffee manufacturing facility in Vietnam

- Commenced construction in 4Q2025

Past Investments Yield Results



- **FY2013:** Launched Café Pho brand in Vietnam and rapidly secured market leadership position; commenced operations of non-dairy creamer manufacturing facility in Malaysia
- **FY2015:** Commenced operations of spray-dried soluble coffee manufacturing facility in India
- **FY2021:** Commenced operations of freeze-dried soluble coffee manufacturing facility in India
- **FY2025:** Completed expansion of snack factory in Malaysia and construction of coffee mix manufacturing facility in Kazakhstan

* Normalised and excluding the US\$15.0m one-off gain from the disposal of non-core asset in FY2022

^ Normalised and excluding a fair value gain of US\$2.8 million from the redeemable exchangeable notes in FY2024

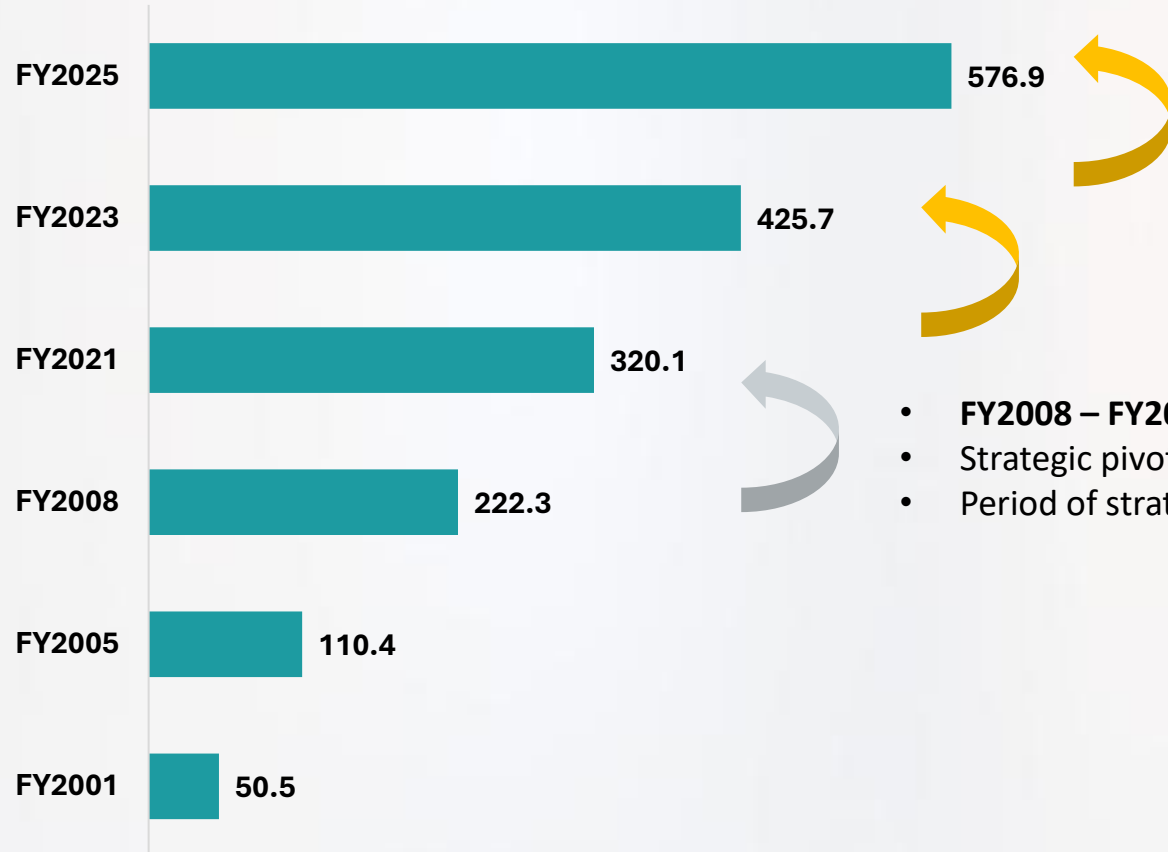
+ Normalised and excluding the one-off, non-cash, fair value loss of US\$32.6 million from the redeemable exchangeable notes in FY2025

Revenue Milestones

- Over the past 25 years



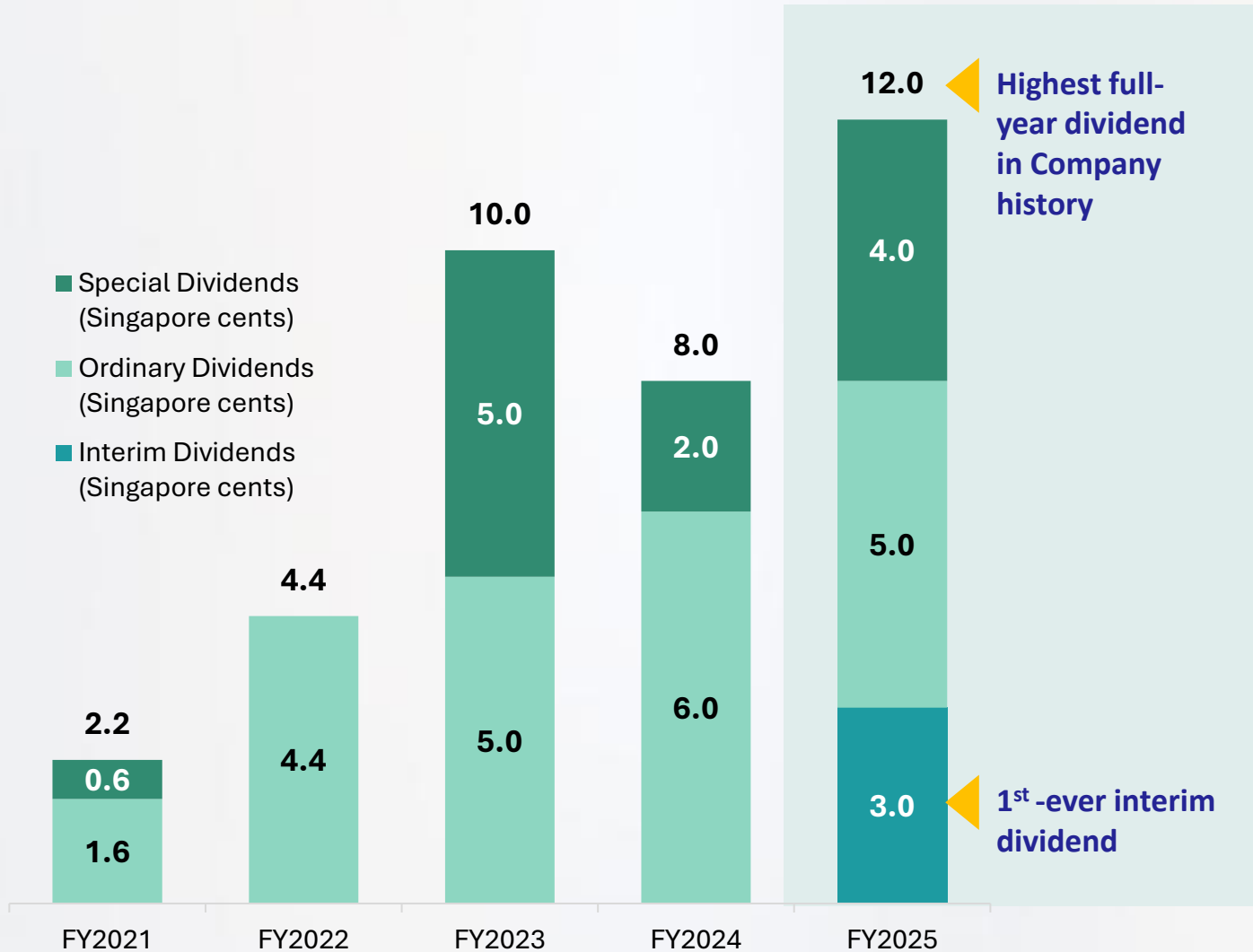
Revenue (US\$'m)



- **FY2021 – FY2025:** 5 years of strong business growth supported by a vertically integrated business model and diversified geographical segments
- **Achieved successive US\$100 million revenue milestones at a faster pace**

- **FY2008 – FY2020:** Global volatility and economic disruptions
- Strategic pivot towards Asia
- Period of strategic investments in capacity expansion projects

5-year Dividend Track Record



*Cumulative shareholder returns
(FY2021 –FY2025)*

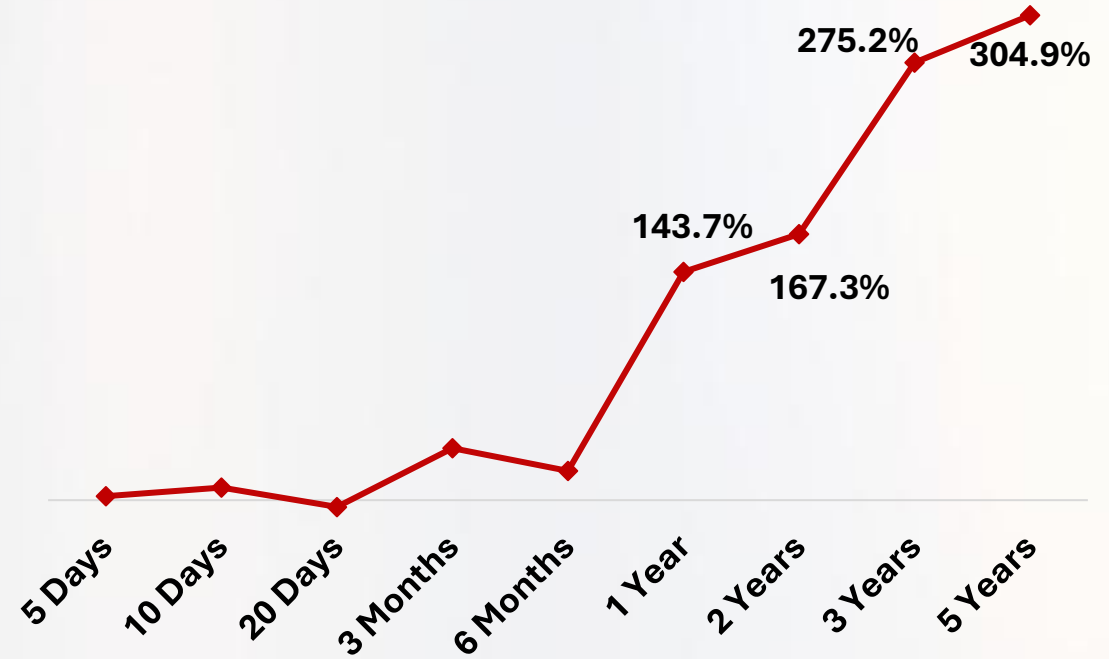
S\$'m	Dividend Payout	Share buyback	Total
FY2021	11.8	3.4	15.2
FY2022	23.4	3.2	26.6
FY2023	52.9	10.2	63.1
FY2024	42.3	8.4	50.7
FY2025	65.6	7.3	72.9
Total	196.0	32.5	228.5

Returns per share (2020-2025)



Returns

Year/Start of period vested	2025	2020
Length of holding period	> 1 year	> 5 years
Accumulated dividends/share (S\$) over vested period	0.110	0.298
Capital appreciation/share over vested period (S\$)	+ 1.81	+ 2.31
Total shareholder returns/share (%)	143.67%	304.92%
Annualised Returns/share (%)	32.27%	



Source: ShareInvestor.com, 24 March 2026

Growth Drivers & Investment Merits



Market leader with deepening global presence & strong brand equity

- Market leader of 3-in-1 coffee mixes in Russia, Ukraine, Kazakhstan and other CIS countries
- Top 3 instant coffee mix brands by Sales Value in Vietnam; leader in ice coffee category
- Strong consumer loyalty and mindshare across brands

Strategic deployment of capex to growth regions

- Ability to leverage global presence to capitalise on high-growth regions and accelerate revenue growth

Track record of healthy dividend yields

- Paying dividends consistently since 2017
- FY2025: Paid first-ever interim dividend. Together with final proposed + special dividend = Total dividend of S\$0.12/ordinary share

Branded consumer business supported by vertically integrated business model

- Vertically integrated manufacturing capabilities to support growing branded consumer business
- Growing network of manufacturing facilities
 - FY2024: 9 facilities
 - FY2025: 10 facilities (including new Kazakhstan facility)
 - FY2026: Expects to commence operations at expanded snack manufacturing facility in M'sia
 - FY2027: Expects to complete expansion of spray-dried soluble coffee manufacturing facility in India
 - FY2028: 11 facilities (including new Vietnam facility)

Industry Recognition (2025)

- Included in Fortune Southeast Asia 500 list for the first time
- Haul of 5 awards at The Edge Singapore Billion Dollar Club Awards including “Company of the Year”
- Named “Champion” by Brands for Good in the Leadership for Good category

Thank You

