

Hello Rocketeers,

By now, you know that after nearly 5 years at KFR and nearly 3 years as CEO I will be leaving KaFe Rocks. My last day in the business will be December 31st.

When I first bumped back into Fedra in 2018 at ICE, never could I have expected the journey I've subsequently been on with this fantastic company - joining as the head of international markets, and leaving with three years as CEO under my belt, relocating my family to Malta and back, navigating the company through multiple unprecedented external events, whilst outlasting 3 British Prime Ministers, 4 British Chancellors, and 2 British Monarchs for good measure!

I've spoke often about my passion and love for KaFe Rocks, including as recently as the RocketFest Reunion in October and as I look back and reflect on my time here, it's clear to me that this passion and love is as strong now as it ever was and I will remain the biggest supporter and cheerleader of the company from the outside.

However, regardless of this passion, I've always believed that you've got to know when it's the right time to let go, and I've always said from day one that when the right time comes for someone else to take this company forward, then I will stand out of the way because it's the best thing for the company, and I wish the company nothing but the best ahead.

It's also the right time and the right thing to do for me - this role is extremely involved and I've always endeavoured to give everything I can to make it a great place to work, but also a successful place of work too. That said, a sustained break to recharge and re-energise whilst looking towards the future will be most welcome.

Whilst there have been strategic changes recently, I want everyone to know that this decision to part ways is something very separate, and I truly believe in the changes that we've made acting as the catalyst for long-term future success and growth.

I also trust completely in the owners and leadership team to deliver this over the coming months, whilst a new CEO is recruited. In Tim, Fedra, Justin, Tom, Viv, and the senior management team, you couldn't be in better hands.

In true KaFe Rocks style, this decision came about during a couple of incredibly candid, transparent and amicable conversations with Tim, where both parties came to a similar conclusion that it's the right time to part ways, for the long-term benefit of both the company and me personally - my gratitude for this conversation and the way this has been handled will forever be strong.

Whether you see this news today in a positive, negative or indifferent way, please join me in trusting this team to deliver for you all - everyone involved has the absolute best interests of the business at heart and for inspiring improvements and growth across all business units.

I knew soon after joining the company, back in 2018 when we were just 15 or so Rocketeers that I'd joined somewhere special, and being asked to become the first non-founder CEO of the company is the biggest honour of my career so far.

Getting to wake up every day to serve as your leader has been a complete privilege; one that I've learned massively from, been able to grow as a person and as a leader, and, most importantly to me, been able to see all of you grow in your own respective roles.

I'm so very proud of everything we achieved together and in the future when I see KaFe Rocks continue to fly high and dominate, I will do so in the knowledge that I got to play a small part in that.

So, some thank-yous now so that they don't get lost during the Christmas noise...

Tim, Fedra, and Kay - what can I say? Easily the best people I've had the chance to work with and for, and I know it couldn't have been easy giving control over to a non-founder, but you all did so with the utmost integrity and were always available to me for support, to teach, and to listen. My respect for you as founders, entrepreneurs, and as people is as high as it could possibly be.

Justin, Tom and Viv - thanks for everything you've done over these years at the C-level; your efforts are consistently huge and it's amazing to see such a passionate, results-driven-yet-culture-focused set of leaders. You've all challenged me, inspired me, and helped me to grow as your leader and I'm immensely proud of all of you and know you will continue to deliver results going forward.

People Team - like it or not, we've spent more days, weeks and months together than most departments, and as someone who's always been the biggest believer in the people side of the business, I'm forever grateful for your efforts in evolving this fantastic culture into where it is today.

I'd love to name everybody and every team individually, but the reality is I'm massively grateful to all Rocketeers past and present who've contributed to what we've achieved in my time here. Without you all, the company couldn't be what it is or where it is today.

All I ask of you, and the greatest thing that I could hope to see, is that everyone here kicks KFR on to the next level and dominates the markets it's working within - do the very best work you can do, be the very best version of yourself that you can, and give everything you can to this company - because this company gives back in so many ways.

I will try my best to speak to as many of you as possible in my last couple of months here, whilst ensuring a strong handover in the process. And, remember, as always, my door remains open until Dec 31st - if you have questions, come to me and ask them.

One KaFe Rocks!

A handwritten signature in black ink, appearing to be the name 'Simon', written in a cursive style.

Simon
CEO