

GENERAL ANNOUNCEMENT::FRASER & NEAVE HOLDINGS BHD ANNOUNCES PLANNED LEADERSHIP TRANSITION

Issuer & Securities

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Fraser & Neave Holdings Bhd Announces Planned Leadership Transition

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Submitted By (Co./ Ind. Name)

Jennifer Yu

Designation

Company Secretary

Description (Please provide a detailed description of the event in the box below)

The Issuer attaches, for information, an announcement released today on Bursa Malaysia Securities Berhad ("Bursa Securities") by its subsidiary, Fraser & Neave Holdings Bhd ("F&NHB"), in relation to a planned leadership transition at F&NHB.

Attachments

[Bursa Announcement - FNHB Announces Planned Leadership Transition.pdf](#)

Total size =327K MB

OTHERS News Release: F&NHB Announces Planned Leadership Transition

FRASER & NEAVE HOLDINGS BHD

Type	Announcement
Subject	OTHERS
Description	News Release: F&NHB Announces Planned Leadership Transition

We attach herewith a news release dated 24 March 2026 entitled " F&NHB Announces Planned Leadership Transition."

Please refer attachment below.

Attachments



[Media Release_FNHB announces planned leadership transition\(CEO\).pdf](#)

254.0 kB

Announcement Info

Company Name	FRASER & NEAVE HOLDINGS BHD
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FRASER & NEAVE HOLDINGS BHD

(Company No. 196101000155/4205-V)

No. 1, Jalan Bukit Belimbing 26/38,
Persiaran Kuala Selangor, Seksyen 26
40400 Shah Alam, Malaysia
Tel : 603-5101 4288

NEWS RELEASE

24 MARCH 2026

F&NHB ANNOUNCES PLANNED LEADERSHIP TRANSITION

Mr Lim Yew Hoe to retire; Mr Tarang Gupta appointed CEO Designate and to assume leadership on 1 October 2026

Kuala Lumpur, 24 March 2026 – Fraser & Neave Holdings Bhd (“**F&NHB**” or “**the Company**”) today announced a planned leadership transition, as Chief Executive Officer (“**CEO**”), Mr Lim Yew Hoe, prepares to retire on 30 September 2026 after a long and distinguished tenure with the F&NHB group.

To ensure leadership continuity and drive the F&NHB group’s next phase of growth, the Board has appointed Mr Tarang Gupta as CEO Designate with effect from 1 July 2026. He will assume the role of CEO on 1 October 2026.

Mr Gupta has over 24 years of experience in the fast-moving consumer goods sector, with a strong track record of leading growth and transformation across Asia and Africa. He has held various senior leadership roles overseeing complex organisations with end-to-end responsibility for commercial performance, operational excellence and capability development. His leadership experience spans multiple consumer categories, including dairy and nutrition, and includes driving market expansion, strengthening execution disciplines and building resilient supply chain platforms. Most recently, he led Royal FrieslandCampina’s business in Philippines through its subsidiary, Alaska Milk Corporation. He previously served as Managing Director of Dutch Lady Milk Industries Berhad in Malaysia and Singapore.

Mr Lim will continue to lead the F&NHB group during the transition period and work closely with Mr Gupta to ensure a smooth and orderly handover of responsibilities.

Paying tribute to Mr Lim’s contribution, Y.A.M. Tengku Syed Badarudin Jamalullail, Chairman of the Board of F&NHB, said, “Yew Hoe has provided thoughtful and steadfast leadership during a defining period in the F&NHB group’s journey. With strong resolve and strategic foresight, he has guided F&NHB in strengthening its market positions, enhancing operational discipline and reinforcing the resilience of its business across our key markets.

Under his stewardship, the F&NHB group has continued to sharpen its strategic focus while investing in the capabilities required to support sustainable long-term growth. This includes advancing our integrated dairy development platform, an important initiative that strengthens supply resilience and supports the future development of the dairy industry in Malaysia. Through these efforts, he has helped position F&NHB on a stronger footing to create enduring value not only for our shareholders, but also for the broader communities and markets we serve.

On behalf of the Board, I extend our deepest appreciation for his dedication and contribution to the F&NHB group. As we look ahead, we are confident that Tarang brings the experience, perspective and leadership energy to build on this strong foundation. His appointment reflects the Board’s commitment to continuity, disciplined execution and the pursuit of new growth opportunities in an evolving consumer landscape.”

Mr Lim, who will continue to lead F&NHB during the transition period, said, “It has been a privilege to serve F&NHB and to work alongside our dedicated teams across the region in advancing the F&NHB group’s growth journey. Over the years, we have strengthened the foundations of the business, expanded our capabilities and reinforced the resilience of our operations in an increasingly dynamic operating environment.

I am grateful for the trust and support of the Board, our employees, business partners and stakeholders who have contributed to the Company’s continued progress. I am confident that F&NHB is well positioned for its next phase of development, and I look forward to working closely with Tarang during the transition to ensure continuity and sustained momentum.”

On his appointment, Mr Gupta said, “I am deeply honoured to be entrusted with the opportunity to serve F&NHB, a company whose heritage and brands have long been part of the fabric of everyday life in the region. The F&NHB group’s progress over the years reflects the strength of its values, the discipline of its execution and the dedication of its people.

As we look ahead, I am energised by the opportunity to build on this enduring foundation. I look forward to working closely with Yew Hoe and the leadership team during the transition, and thereafter with colleagues across the organisation, to further strengthen the F&NHB group’s capabilities and advance its growth journey in a thoughtful and sustainable manner.

Together, we will continue to honour the legacy that defines F&NHB while shaping a future that reflects the evolving needs of our consumers and the communities we serve.”

ABOUT FRASER & NEAVE HOLDINGS BHD

Fraser & Neave Holdings Bhd (F&NHB) is a Malaysian-incorporated and Shariah compliant company listed on Bursa Malaysia’s Main Board. The Group has an annual turnover of over RM5 billion from its core businesses in the manufacturing, sales and marketing of beverages, dairy and food products. With a rich heritage spanning more than 140 years, F&NHB is synonymous with quality and halal products that are trusted by generations.

F&NHB boasts a portfolio of well-loved brands across its beverage and dairy segments. Its beverage brands include 100PLUS, F&N Fun Flavours, F&N NUTRIWELL, F&N SEASONS, OYOSHI, EST and F&N ICE MOUNTAIN in the beverage segment. In the dairy segment, the Group markets products under established brands such as F&N MAGNOLIA, FARMHOUSE, F&N, TEAPOT, GOLD COIN, CAP JUNJUNG, IDEAL and CARNATION brands. Through its subsidiary, Sri Nona Foods, the Group also produces the iconic NONA brand of ketupat and sauces, alongside a variety of well-loved confectionery and snack brands, including the flagship LOT 100.

The Group employs about 4,000 people across its operations in Malaysia, Brunei, Thailand and Indochina.

For more information, please visit www.fn.com.my.

Karen Tan
karen.tan@fn.com.my