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FRASER AND NEAVE, LIMITED

Company Registration No. 189800001R
Incorporated in Singapore

For Immediate Release

F&N Appoints Mr Rahul Colaco as Chief Executive Officer

Singapore, 24 September 2025 – Fraser and Neave, Limited ("**F&N**" or the "**Group**") today announced the appointment of Mr Rahul Colaco as Chief Executive Officer ("**CEO**") with effect from 1 October 2025. He succeeds Mr Hui Choon Kit, who will be retiring and stepping down as CEO on 30 September 2025. Mr Hui will remain with the Group until 31 January 2026 to ensure a smooth transition.

Mr Colaco brings more than 28 years of extensive experience, primarily in the consumer goods sector. Most recently, he has served as Chief of Spirits, International at Thai Beverage Public Company Limited ("**ThaiBev**") since 2024 and as CEO of Grand Royal Group in Myanmar from 2020 to 2024. Prior to joining ThaiBev, he held various senior leadership roles with Friesland Campina in China, Nigeria and Malaysia, and spent over a decade with Unilever in the Netherlands, Italy and India. Throughout his career, he has established a strong record in driving growth and leading diverse teams across developed and emerging markets.

Welcoming his appointment, **Mr Koh Poh Tiong**, Chairman of F&N said, "Rahul is a seasoned leader with a strong track record in building brands, driving growth, and delivering results across diverse markets. The Board is confident that he will lead F&N into its next phase of growth, building on our strong foundations and seizing opportunities in a dynamic operating environment."

Mr Koh added, “On behalf of the Board, I would like to extend our thanks and deep appreciation to Choon Kit for his contributions and leadership. Over the past 25 years, he has served F&N with full dedication and successfully steered the Group through a dynamic business environment.”

Reflecting on his new role, **Mr Colaco** said, “It is an honour to be entrusted with the leadership of F&N, a company with such a rich heritage and strong portfolio of brands. I look forward to working closely with the Board, leadership team, and colleagues across the Group to build on our achievements and drive further growth and innovation.”

On his retirement, **Mr Hui** shared, “It has been a privilege to lead F&N and to work alongside such a talented and dedicated team. Together, we have navigated challenges and seized opportunities to strengthen the Group. I am proud of what we have accomplished, and I am confident that under Rahul’s leadership, the Group will continue to achieve even greater success.”

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