

## Remuneration of Directors, Chief Executive Officer of the Company and Key Management Personnel

Details of remuneration of the Directors, Chief Executive Officer of the Company and Key Management Personnel, together with a breakdown in percentage terms, are set below.

Directors of the Company during the financial year ended 30 September 2023	Remuneration \$	Director Fee %	Adviser Fee %	Allowances %	Total %
Mr Charoen Sirivadhanabhakdi	- <sup>1</sup>	-	-	-	-
Khunying Wanna Sirivadhanabhakdi <sup>2</sup>	- <sup>1</sup>	-	-	-	-
Tengku Syed Badarudin Jamalullail <sup>3</sup>	38,820 <sup>4</sup>	100.0%	0.0%	0.0%	100.0%
Mr Ng Tat Pun	195,559 <sup>5</sup>	100.0%	0.0%	0.0%	100.0%
Mr Chan Heng Wing	141,000	100.0%	0.0%	0.0%	100.0%
Ms Suong Dao Nguyen	96,000	100.0%	0.0%	0.0%	100.0%
Mr Charles Mak Ming Ying	80,000	100.0%	0.0%	0.0%	100.0%
Dr Sujittra Sombuntham	80,000	100.0%	0.0%	0.0%	100.0%
Mr Koh Poh Tiong	2,000,000 <sup>6,7</sup>	8.9%	91.1%	0.0%	100.0%
Mr Chotiphath Bijananda <sup>8</sup>	23,379	100.0%	0.0%	0.0%	100.0%
Mr Thapana Sirivadhanabhakdi	162,000 <sup>7</sup>	100.0%	0.0%	0.0%	100.0%
Mr Sithichai Chaikriangkrai	157,000	100.0%	0.0%	0.0%	100.0%
Mr Michael Chye Hin Fah (Alternate Director)	49,000	100.0%	0.0%	0.0%	100.0%
Mr Prapakon Thongtheppairot (Alternate Director)	47,000	100.0%	0.0%	0.0%	100.0%

### Notes:

- During FY2023, Mr Charoen Sirivadhanabhakdi and the late Khunying Wanna Sirivadhanabhakdi waived payment of Directors' fees due to them.
- Please refer to the Announcement released on SGXNet dated 17 March 2023 on the late Khunying Wanna Sirivadhanabhakdi's passing and cessation as a Director.
- Tengku Syed Badarudin Jamalullail relinquished his appointment as Lead Independent Director and Chairman of the Nominating Committee at the end of 7 January 2023, and retired from the Board at the conclusion of the Annual General Meeting of the Company held on 18 January 2023.
- Includes the payment of \$5,376 being the basic fee for serving as the Lead Independent Director.
- Mr Ng Tat Pun was appointed the Chairman of the Nominating Committee and Lead Independent Director with effect from 8 January 2023. Includes the payment of \$14,624 being the basic fee for serving as the Lead Independent Director.
- Includes payment of \$1,822,000 being fees for services provided as adviser to the Board.
- The Directors, who are also directors of Times Publishing Limited ("TPL"), have agreed to waive payment of directors' fees due to them from TPL for the year ended 30 September 2023.
- Mr Chotiphath Bijananda retired from the Board at the conclusion of the Annual General Meeting of the Company held on 18 January 2023.

Information on remuneration of the Chief Executive Officer of the Company for FY2023 is set out below:

Chief Executive Officer of the Company as at 30 September 2023	Remuneration \$	Fee %	Salary %	Bonus %	Allowances & Benefits %	Others %	Long-Term Incentives <sup>1</sup> %	Total %
Mr Hui Choon Kit	1,053,484	-	68.8%	15.4%	5.0%	-	10.8%	100.0%

### Note:

- The value of the long-term incentives was calculated based on the closing share price of F&N shares of \$1.26 on 20 December 2022.

Information on the remuneration of the top five key management personnel of the Group for FY2023 is set out below:

Key Management Personnel of the Group as at 30 September 2023	Fee %	Salary %	Bonus %	Allowances & Benefits %	Others %	Long-Term Incentives <sup>1</sup> %	Total %
<b>Between \$1,250,000 to \$1,499,999</b>							
Mr Lim Yew Hoe	-	47.4%	16.0%	29.1%	-	7.5%	100.0%
<b>Between \$1,000,000 to \$1,249,999</b>							
Mr Koh Tai Hong	-	43.8%	19.0%	27.8%	-	9.4%	100.0%
<b>Between \$500,000 to \$749,999</b>							
Ms See Kwan Kit Jennifer	-	70.0%	10.3%	6.6%	-	13.1%	100.0%
Mr Siew Peng Yim	-	73.4%	13.6%	7.8%	-	5.2%	100.0%
Mr Leong Chi How Christopher	-	61.7%	18.8%	6.4%	-	13.1%	100.0%
<b>Aggregate of total remuneration for top five key management personnel (excluding Chief Executive Officer of the Company):</b>							<b>\$ 4,289,343</b>

**Note:**

<sup>1</sup> The value of the long-term incentives was calculated based on the closing share price of F&N shares of \$1.26 on 20 December 2022.

No termination, retirement and post-employment benefits were granted to Directors, the Chief Executive Officer of the Company and the above-mentioned key management personnel.

There are no employees within the Group who are substantial shareholders of the Company or are immediate family members of a Director, the Chief Executive Officer of the Company or a substantial shareholder of the Company, and whose remuneration exceeds \$100,000 during the year.