

## Remuneration of Directors and Key Management Personnel

Information on the remuneration of Directors of the Company and top five key management personnel of the Group is set out below.

Directors of the Company as at 30 September 2018	Remuneration \$	Director Fee %	Adviser Fee %	Allowances %	Total %
Mr Charoen Sirivadhanabhakdi	- <sup>1</sup>	-	-	-	-
Khunying Wanna Sirivadhanabhakdi	- <sup>1</sup>	-	-	-	-
Tengku Syed Badarudin Jamalullail	134,000 <sup>2</sup>	100.0	-	-	100.0
Mrs Siripen Sitasuwan	175,000	100.0	-	-	100.0
Mr Timothy Chia Chee Ming	146,000	100.0	-	-	100.0
Mr Charles Mak Ming Ying	58,234	100.0	-	-	100.0
Mr Chan Heng Wing	58,234	100.0	-	-	100.0
Dr Sujittra Sombuntham	58,234	100.0	-	-	100.0
Mr Koh Poh Tiong	2,128,259 <sup>3,4</sup>	8.2	85.8	6.0	100.0
Mr Chotiphat Bijananda	79,000	100.0	-	-	100.0
Mr Thapana Sirivadhanabhakdi	162,000 <sup>4</sup>	100.0	-	-	100.0
Mr Sithichai Chaikriangkrai	158,000	100.0	-	-	100.0
Mr Michael Chye Hin Fah (Alternate Director)	49,000	100.0	-	-	100.0
Mr Prapakon Thongtheppairot (Alternate Director)	48,000	100.0	-	-	100.0

### Notes:

- 1 Mr Charoen Sirivadhanabhakdi and Khunying Wanna Sirivadhanabhakdi waived payment of Directors' fees due to them.
- 2 Includes the payment of \$20,000 being the basic fee for serving as the Lead Independent Director.
- 3 Includes payment of \$1,825,000 being fees for services provided as adviser to the Board, and \$128,259 being car allowance paid pursuant to this appointment.
- 4 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 2018.

Key Management Personnel of the Group as at 30 September 2018	Remuneration \$	Fee %	Salary %	Bonus %	Allowances & Benefits %	Others %	Long-Term Incentives <sup>1</sup> %	Total %
Mr Lee Meng Tat	1,275,378	-	60.0	27.0	4.0	-	9.0	100.0
Mr Hui Choon Kit	1,036,886	-	55.0	29.0	5.0	-	11.0	100.0
Mr Lim Yew Hoe	1,192,363	-	46.0	17.0	28.0	-	9.0	100.0
Mr Siew Peng Yim	662,855	-	65.0	22.0	8.0	-	5.0	100.0
Mr Bennett Neo Gim Siong <sup>2</sup>	499,623	-	52.0	33.0	7.0	-	8.0	100.0
Total	4,667,105							

### Notes:

- 1 The value of the long-term incentives was calculated based on the closing share price of F&N shares of \$2.57 on 28 December 2017.
- 2 Mr Bennett Neo Gim Siong ceased to be Chief Executive Officer (Food) with effect from 9 May 2018. Mr Neo has been seconded to the ThaiBev group to pursue other career opportunities.

No termination, retirement and post-employment benefits were granted to Directors and the above mentioned key management personnel (who are not Directors or the CEO of the Company).

There are no employees within the Group who are immediate family members of a Director, and whose remuneration exceeds \$50,000 during the year.