



AMARA HOLDINGS LIMITED

Co. Regn. No. 197000732N

RESPONSE TO LINKEDIN POSTING

The Board of Directors (the “Board”) of Amara Holdings Limited (the “Company”) refers to a posting on the social media platform, LinkedIn, on 27 April 2022 (“Posting”) making reference to a “disagreement over remuneration” within the Company and commenting on disclosure of remuneration of the Directors and family members in the Annual Report. The Posting is reproduced herein and the Board encloses its response below:

Posting

“Amara where there’s disagreement over remuneration. On the surface, the EDs’ remuneration don’t look high but look at how they disclose remuneration - even of the NEDs. No name basis. What’s the risk of their exact remuneration being disclosed, including of EDs who are family members? And their remuneration of family members who are not directors is disclosed as more than \$100k each? What does that mean? Maybe the family members who are not directors are being paid a lot?” – Prof Mak Yuen Tee

Company’s response

The Board is not aware of what “disagreement over remuneration” that is being referred to in the Posting.

The Board can only refer to the Company’s announcement captioned “The Board’s Clarification on Announcement of Cessation of Mr Tan Tiong Cheng” released on 27 April 2022 (“Announcement”). In the Announcement, the Board has clarified as follows:

“The outstanding unresolved remuneration issue referred to by Mr Tan involves the implementation of a compensation benchmarking report by a consulting firm engaged to review the compensation of senior management personnel. Mr Tan has viewed the matter as unresolved. The Board wishes to clarify that it is still under discussion and no Remuneration Committee or Board decisions have been made and needs to be followed up. Other than the aforesaid, there is no other outstanding issue before the Remuneration Committee.”

On the question posed on the risk of disclosure of exact remuneration of Directors, the Company refers to the explanation given on page 68 of the Company’s Annual Report 2021 released via SGXNet on 8 April 2022 (“Annual Report 2021”) and the disclosure of the remuneration of Directors in broad bands of S\$250,000 as follows:

“For confidentiality reasons and given the sensitivity of remuneration information, the Company believes that the disclosure of exact remuneration of Directors with breakdown is not in the best interests of the Company and therefore it wishes to maintain confidentiality on each individual Director’s remuneration. Instead disclosures are made under the broad band of remuneration”

The Company also refers to the explanation given on page 68 of the Annual Report 2021 on not disclosing the remuneration of key management personnel in bands of S\$250,000 as follows:

“The Company has many competitors in the same industry. By disclosing the top five key management personnel individually in bands of S\$250,000, the Company is susceptible to poaching of its key management personnel in a highly competitive market place vying for talent. Loss of its key management personnel involves considerable loss of operational know-how and cost in recruitment of similar talent and gestation period for new key management personnel to be fully inducted into the Company’s work practices. All these would impact its business competitive edge vis-à-vis its competitors. Disclosure of the names of the key management personnel will not be in the best interests of the Company from a business perspective.”

On the speculation in the Posting on family members who are not directors being paid a lot, the Company has disclosed on page 68 of the Annual Report 2021 that there are three immediate family members who are the brother, sister and daughter of Mr Albert Teo Hock Chuan, Director and CEO, and their remuneration individually exceeded S\$100,000. Their remuneration has been approved by the Remuneration Committee and they currently serve as (i) Director, Property Division, (ii) Group Quality and Systems Manager and (iii) Director, Strategic Planning and

Corporate Development, and Senior Vice President, Amara Hotels & Resorts. The Company also wishes to clarify that their remuneration falls under the following broad band of remuneration:

<u>Remuneration Band</u>	<u>No. of Immediate Family Members who are not Directors</u>
S\$100,001 to S\$200,000	1
S\$200,001 to S\$300,000	2

By Order of the Board

Susan Teo Geok Tin / Foo Soon Soo
Company Secretaries

28 April 2022